



Faculty Senate Meeting
 Wednesday, October 18, 2017
 3:30p.m. – 5:30p.m. – Toepfer Room, Adelbert Hall,

3:30 p.m.	Approval of Minutes from the October 2, 2017, Faculty Senate Meeting, <i>attachment</i>	Juscelino Colares
3:35 p.m.	President and Provost's Announcements	Barbara Snyder Bud Baeslack
3:45 p.m.	Chair's Announcements	Juscelino Colares
3:50 p.m.	Report from the Executive Committee	Cynthia Beall
3:55 p.m.	Report from the Secretary of the Corporation	Arlishea Fulton
4:00 p.m.	Finance Committee Recommendation	Glenn Starkman
4:10 p.m.	By-Laws Committee Draft Language on Deans Not Serving as chairs of Senate Standing Committees, <i>attachment</i>	Ken Ledford
4:20 p.m.	By-Laws Committee- Proposed Revisions to the School of Law By-Laws, <i>attachment</i>	David Carney Kenneth Ledford
4:30 p.m.	FSCUE Course Evaluation Recommendations, <i>attachment</i>	Gary Chottiner
4:40 p.m.	CUE Update	Kimberly Emmons
4:50 p.m.	Benelect/Insurance Update	Carolyn Gregory
5:00 p.m.	International Rankings Consultant	Daniel Guhr Illuminate Consulting
5:10 p.m.	Reception	



Faculty Senate

Faculty Senate Meeting
Wednesday, October 18, 2017
3:30 pm to 5:30 pm
Adelbert Hall, Toepfer Room

Members Present

Rohan Akolkar
Amy Backus
Bud Baeslack
Cynthia Beall
Karen Beckwith
Leon Blazey
Matthias Buck
Christine Cano
Bo Carlsson
Gary Chottiner
Juscelino Colares
Christopher Cullis
Lisa Damato
Simone Dekker
Evelyn Duffy
Kimberly Emmons

Steve Feldman
Archishman (Prince) Ghosh
Sahil Gulati
Peter Harte
Kathleen Kash
Thomas J. Kelley
Ruth A. Keri
Ahmad M. Khalil
Kenneth Ledford
Gerald Mahoney
Maureen McEnery
William Merrick
David Miller
Susan Painter
Dana Prince
Roger Quinn

Renato Roperto
Beverly Saylor
William P. Schilling
Peter Shulman
Barbara Snyder
Glenn Starkman
Usha Stiefel
Robert Strassfeld
Ali Syed
Valerie Boebel Toly
Dustin Tyler
Joachim Voss
Rebecca Weiss
Chris Winkleman
Jo Ann Wise

Members Absent

Harihara Baskaran
Steven Epell
Steven Hauck
Susan Hinze
Paul Iversen
Sudha Iyengar
Paul MacDonald

Anne Matthews
Thomas Montagnese
Leena Palomo
Aaron Perzanowski
Andres Pinto
Andrew Pollis
Vasu Ramanujan

R. Mohan Sankaran
Ibrahim Tulunoglu

Others Present

Dan Anker
Amy Backus
Jonathan Carlson
Amy Hammett

Arnold Hirshon
JC Scharf-Deering
Dean Patterson
Suzanne Rivera

John Sideras
Jeff Wolcowitz
Victoria Wright



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Call to Order

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

Approval of Minutes

The Senate approved the minutes from the October 2nd, 2017 Faculty Senate meeting.

Attachment

President's Announcements

The President reported on the success of Homecoming weekend and the October Board of Trustees meeting. The university has surpassed its capital campaign goal ahead of schedule but fundraising efforts will continue through the end of the 2018 calendar year. The President also reported on the groundbreaking for the dental clinic.

There are upcoming open forums for the campus community to engage with the Provost Search Committee.

November 4th is CWRU Saturday of Service. Faculty and staff are encouraged to join students in volunteering within the community.

The President reminded the Senate that updates to the US government's travel bans can be found on the CWRU website. She also encouraged all those present to stay for a reception immediately following the meeting.

Provost's Announcements

The Provost reported that the CUE's preliminary recommendations have been released and that a number of forums will be held for the campus community to provide feedback.

Chair's Announcements

Prof. Colares reported that at future Senate meetings, attendance will be registered by scanning ID cards on a card pad. All members should remember to bring their ID cards to the meetings. Also, Secretary of the Corporation reports will no longer be given verbally, but will be posted on the Senate Google site before the meetings. The item will remain on the meeting agenda in case there are questions. Prof. Colares reminded the senators that the Annual Meeting of the University Faculty will take place tomorrow at noon in the Toepfer Room of Adelbert Hall to discuss proposed amendments to the Faculty Handbook. A ballot will be emailed to all university faculty within 2 weeks after the meeting.



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Report from the Secretary of the Corporation

Arlishea Fulton, senior counsel, reported on the October 13-14, 2017 full Board of Trustees meeting. The report is attached to these minutes. *Attachment*

Report from the Executive Committee

Professor Cynthia Beall, vice chair of the Senate, reported on items from the October 10th Executive Committee meeting:

1. The Senate Executive Committee reviewed proposed revisions to the School of Engineering By-Laws and referred them to the Senate By-Laws Committee for consideration.
2. The Senate Executive Committee reviewed a second set of proposed revisions to the School of Medicine By-Laws and referred them to the Senate By-Laws Committee.
3. Faculty Credentials Policy- the Executive Committee discussed a recommendation from the Senate Committee on Faculty Personnel to request feedback from the College/Schools on the Faculty Credentials Policy. This policy had been drafted in response to the Higher Learning Commission guidelines on faculty qualifications and the importance of faculty members having appropriate expertise in the subjects in which they teach. Don Feke, chair of the ad hoc Committee (which also included faculty members) that drafted the policy, explained that the Deans had already been provided an opportunity to review the policy and feedback had been incorporated into the draft.

The Executive Committee voted to return the policy to the Personnel Committee to clarify language specifying the scope of the policy.

4. Conflict of Commitment Policy- Sue Rivera, VP for Research, presented revisions to the university's conflict of interest policy that include new language regarding faculty conflicts of commitment. The Executive Committee voted to forward the policy to the Faculty Committees on Personnel and Research for review.

Finance Committee Recommendation

Professor Glenn Starkman, Chair of the Senate Finance Committee, presented a document authored by the Finance Committee, that contained an opinion and observations regarding the university's capital planning budget process. The Finance Committee instructed its chair to present this document to the university's Chief Financial Officer as well as to the Faculty Senate Executive Committee. Prof. Starkman also presented recommendations from the Finance Committee that the university's capital planning process should include substantive discussions with the Senate Finance Committee from the outset rather than after decisions have been made. The Committee also recommended that the strategic plan for capital investments be



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aligned with the academic strategic plan and that greater weight be given to the academic programs. While the written recommendations provide that this process will begin with the FY19 capital budget, Prof. Starkman said that this was an error and that the intent was for it to begin with the FY18 capital budget. The Finance Committee will be discussing this new process with CFO John Sideras, as well as the Provost, to determine how best to incorporate the Finance Committee's recommendation. The Executive Committee had voted to seek Senate endorsement of the recommendation but Prof. Starkman said that it wasn't necessary since the Finance Committee serves in an advisory capacity to the CFO, and because President Snyder indicated that the administration supports the recommendation. *Attachments*

By-Laws Committee Draft Language on Deans Not Serving as chairs of Senate Standing Committees

Professor Ken Ledford, chair of the Senate By-Laws Committee, presented proposed language for inclusion in the Senate By-Laws, which provides that deans (whether at the highest level, associate or assistant) may not serve as chairs of Senate standing committees. A member of the Senate asked whether the policy applies to FSCUE subcommittees. Prof. Ledford said that this is not addressed by the policy and it can be brought to the Executive Committee for discussion. The Faculty Senate voted to approve the proposed language. *Attachment*

By-Laws Committee- Proposed Revisions to the School of Law By-Laws

Prof. Ledford presented proposed revisions to the School of Law By-Laws. The revisions are intended to bring the By-Laws into compliance with requirements of the Faculty Handbook. The Senate By-Laws Committee approved the By-Laws revisions, but noted one provision that deviates from traditional practice in other schools. The Law School By-Laws allow candidates for promotion and tenure to have access to de-identified letters of recommendation. Prof. Ledford said that while this practice is not common, the Faculty Handbook does provide schools with latitude when establishing their By-Laws. The Faculty Senate voted to approve the By-Laws with two abstentions. *Attachment*

FSCUE Course Evaluation Recommendations

Professor Gary Chottiner, chair of FSCUE, presented FSCUE's recommendations on undergraduate course evaluations. Due to a decline in completion rates, changes to the university's undergraduate course evaluation instruments had been implemented in 2015. Online evaluations were created to replace paper versions. Since that time, completion rates have declined even further. The average completion rate is approximately 35%. After a review of completion rates from fall 2015 and spring 2016, FSCUE made three separate recommendations. Prof. Chottiner started by presenting the third recommendation which in his view was the least controversial, that is, that course evaluations be better advertised and easier for students, faculty and staff to locate and use.

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Next, Prof. Chottiner presented FSCUE's second recommendation that course evaluations remain open until final grades were due (2 days after final exams end), as opposed to current practice in which they remain open only until the last day of class. The Senate Executive Committee amended this recommendation to provide that course evaluations remain open until 11:59 pm on the last day of final exams, so that faculty could decide not to publish grades until after this time.

Lastly, Prof. Chottiner presented FSCUE's first recommendation. Rather than coercing students to complete course evaluations by withholding grades (as it had previously recommended), FSCUE is now recommending that data on completion rates be made available to those within the school/departments responsible for the quality of undergraduate teaching. These individuals should be encouraged to discuss the data with the appropriate faculty members.

A member of the Senate suggested that course evaluations be required so that faculty don't have to continually remind their students to complete them. Another member suggested that reminders to complete course evaluations be sent through the Canvas LMS system. Another member asked whether course evaluations can be made available for classes that are taught on off-cycle schedules. After further discussion the Senate voted on the recommendations. The vote count was as follows:

Recommendation #1- approved with 22 in favor, 14 opposed and 5 abstentions

Recommendation #2- approved with 31 in favor, 6 opposed and 3 abstentions

Recommendation #3- approved with 37 in favor and 2 abstentions

CUE Update

Professor Kim Emmons, chair of the CUE, presented the committee's preliminary recommendations. The recommendations are being released now to give the campus community time to provide feedback before they are finalized. There will be forums this month for community members to discuss the proposals, and FSCUE is in the process of coordinating feedback from the UPF schools as well as the professional schools. The deadline for the feedback to FSCUE is January 8, 2018. Prof. Emmons reminded the Senate that there are liaisons at each school who are available to answer questions, and that she is available to meet with individuals/groups to discuss the recommendations also. *Attachment*

Benelect/Insurance Update

President Snyder said that based on the results of the health benefits survey, Vice President of Human Resources Carolyn Gregory and her team are developing recommendations to limit projected health insurance premium increases. Carolyn Gregory said that over 1800 faculty and

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staff completed the survey and what is clear is that predictability of out-of-pocket costs, and the maintenance of current services are most important to the majority of respondents. The President feels strongly about maintaining current premium costs for those earning less than \$50,000/year and that a tiered-system for annual deductibles and co-payments based on the employee's compensation level is being considered. The university is also considering a move to direct prescriptions in mid-year 2018, and is also discussing whether to consolidate plan administrators. Approximately 45% of survey respondents favored consolidation of administrators and there was concern that this action could affect which providers would remain in-network

Proposed changes could reduce monthly premium increases from 16%-18% to 8%-9%. The university will also be looking at other long-term options for reducing costs.

A member of the Senate asked whether the university might consider joining a health insurance consortium with other local colleges and universities. Carolyn Gregory said that everything is on the table and that this is something that they could look into as a long-term option. Another question concerned the high-deductible plan and potential changes. Carolyn Gregory said that they aren't sure yet since this involves a much smaller group of employees, but that it is likely that the deductible will increase.

The Benefits Fair is scheduled for November 8-9th, and open enrollment will begin on November 13th. There will be a number of town halls scheduled for discussion of the proposed changes and Carolyn Gregory and Jamie Ryan will establish office hours. *Attachment*

International Rankings Consultant

David Fleshler, Vice Provost of International Affairs, introduced Daniel Guhr from Illuminate Consulting Group. The consultants were retained to determine strategies for increasing the university's international rankings. A committee of faculty and staff have been working with the consultants over a 6-8 month period and Illuminate will make its report available shortly. Dr. Guhr reported that international rankings have become increasingly important in higher education and that as a result more and more ranking agencies exist in today's market. CWRU should primarily be concerned with the three main ranking agencies (Shanghai, Times Higher Education and Quacquarelli Symonds-QS) in which its rankings have decreased considerably over the past decade or more. In QS, CWRU fell out of the top 400 academic reputation rankings in 2014. The rankings are extremely important when it comes to international research collaboration and the availability of scholarships for students from other countries. Part of CWRU's decline has occurred as other institutions, who have made improvement in their international rankings a strategic priority, move up. If CWRU wants to make a change, it must set goals as it does for its domestic rankings. Research administration support is also crucial.

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Dr. Guhr said that new international rankings will be released later this month. Vice Provost Fleshler said that an open forum is scheduled for tomorrow at 3pm in the Ford Auditorium where Dr. Guhr will discuss these issues in greater detail.

The meeting was adjourned at 5:40 pm

The Faculty Senate Finance Committee (“FSFC”) instructs the chair of the FSFC to transmit the following opinion and observations of the FSFC to the university’s Chief Financial Officer (CFO) and Faculty Senate Executive Committee.

It is the considered opinion of the FSFC that:

1. The capital budget is the locus of most significant investments in the future of the University -- including academic infrastructure from major equipment to renovation and construction of buildings for the purposes research, teaching and other activities (for example student housing).
2. The capital budget is *de facto* therefore also the avenue for access to any capacity the University may have for debt financing.
3. The capital budgeting process is therefore where choices are made about major investments across all the University's activities.
4. The capital budget should reflect the strategic objectives of the University, including strategic academic objectives. This requires the formulation of a strategic investment plan that is informed by the University's strategic plans, including the academic strategic plan. Such an overall investment plan is currently lacking.
5. In order to properly take account of the academic strategic objectives, the capital budgeting process must include substantive input from the stakeholders in the academic strategic plan, including the Deans and the faculty.
6. The current process funnels all considerations and prioritization of academic capital investment through the Provost who acts on the advice of the Deans.
7. The current process places the functional responsibility for identifying and prioritizing capital projects in the hands of the Capital Budget Committee. The sole representative and advocate of the academic enterprise of the University on that committee is the Provost, whereas there is representation from numerous financial and administrative offices with only indirect connection to the academic enterprise, and with little or no knowledge of the academic strategic priorities.

The FSFC makes the following relevant observations:

1. The University has, over the last two decades, made important and valuable investments in campus-life and teaching include the Veale Athletic Center, the Tinkham Veale University Center, the Maltz Performing Arts Center, the Linsalata Alumni Center, Think[box], and the Health Education Campus. The investments in the research infrastructure over a comparable period have been much less.
2. Capital projects have largely been undertaken without specific planning for the associated operating costs, although those costs can be substantial and are generally largely incremental, and infers that operating budget capacity has not been a major consideration in the capital budgeting process.
3. The capital needs and planned investments of the auxiliaries tend in this process not to be balanced against the academic needs, but to be prioritized principally against one another.

4. Where the capital budget is not funded by philanthropy or other sources of capital that do not require repayment, but is instead funded by operations, or by debt that must be serviced, the diversion of operating funds falls to the University's bottom line. This holds whatever the source of that operating income (including income from auxiliaries). This implies that use of operating income to fund capital projects (or service debt) is a strategic choice that must be balanced against other uses of operating funds.
5. The capital budgeting process currently and in recent history receives no substantive input from the faculty at large, including the Faculty Senate or its committees, although the charge of the Faculty Senate Finance Committee includes "... participat[ing] with the university administration to assure that the budgetary goals and priorities are responsive to the academic plans." Currently, the capital budget plan has been presented to the FSFC only after it has been adopted by the Capital Budget Committee for presentation to the Board of Trustees.

A resolution of the Faculty Senate Finance Committee on the capital budget planning process

The charge of the Faculty Senate Finance Committee (“FSFC”) includes the following:

“The FSFC shall participate with the university administration to assure that the budgetary goals and priorities are responsive to the academic plans.” [Faculty Handbook Chapter 2, Article VI, Section C, Par. 2]

The FSFC therefore recommends that:

1. The capital budget planning process for the FY19 capital budget and all future capital budgets include substantive discussions with the FSFC from the outset.
2. The administration create, in collaboration with the faculty and other stakeholders, a strategic plan for capital investment that is in clear conversation with the academic strategic plan as well as with other strategic plans requiring capital investment.
3. The administration increase the connection between the operating and capital budgeting processes, acknowledging their interdependence.
4. The administration restructure the capital planning process to give greater weight to the academic programs.

Item b. Executive Committee.

The membership and functions of the Executive Committee shall be as provided in the Constitution, Article VI, Section A, excepting that, in addition to the functions therein specified, the Executive Committee shall also assume the following responsibilities:

- 1) Each year the Executive Committee, in consultation with the Secretary, shall determine the dates of regular meetings of the Faculty Senate as specified in By-law III, Item a.
- 2) The Executive Committee shall select the chair of each standing and ad hoc committee from among the faculty members of each respective committee. No chair of any standing or ad hoc committee may at the same time serve as Dean, Associate Dean, or Assistant Dean of any University entity. In the event that the chair of a standing committee resigns during the academic year in which he/she is serving, the chair of the Faculty Senate shall, in consultation with the current members of that standing committee, appoint a new chair from the members of that committee. If none of the committee members are able or willing to serve, the chair of the Faculty Senate may appoint a chair from the members of the University Faculty.
- 3) Upon request by the chair of any standing committee, the Executive Committee shall submit to that standing committee a written statement clarifying the responsibilities of the standing committee, subject to the provisions of the Constitution and of these By-laws; and the Executive Committee may submit such a statement to any standing committee on its own initiative.
- 4) The Executive Committee shall be responsible for identifying existing or emerging issues affecting the nature and scholarly effectiveness of the University, including all proposed changes in the organizational structure of the University falling within the scope of Article III, Section B, and Article V, Section A, Paragraph 2, of the Constitution of the University Faculty. The Executive Committee shall take suitable and timely action with respect to all such issues, including, as appropriate, their placement on the agenda of the Faculty Senate.
- 5) Each elected faculty member on the Executive Committee serves ex officio on his or her constituent faculty executive committee or corresponding entity as provided in the Constitution Article VI, Sec. A, Par. 1, and Faculty Senate Bylaw X. Therefore, each Executive Committee member should report to the Faculty Senate Executive Committee at least once during the year about issues affecting his or her constituent faculty.
- 6) The Executive Committee should hear reports from the standing committees at least once a year, preferably in the middle of the academic year.

The Executive Committee shall take the initiative in periodically exploring with the President plans and projects affecting the Faculty and the University and shall assume full responsibility for bringing to the attention of the Faculty Senate all issues which, in the Committee's judgment, affect the vital interests of the Faculty and involve the nature and direction of the University.

BY-LAWS OF THE FACULTY OF LAW
Case Western Reserve University¹

ARTICLE 1: PURPOSE

1.1 These By-Laws, and all amendments adopted as hereafter provided, shall constitute the rules governing the procedures of the Faculty of Law in the performance of its duties and powers specified in and authorized by the By-Laws of the Board of Trustees, the Constitution of the University Faculty, and the University Faculty Handbook.

ARTICLE 2: THE FUNCTIONS OF THE FACULTY

2.1 Introduction. The Faculty has primary responsibility for the selection of those individuals who constitute the tenured, tenure track, and non-tenure track Faculty. The Faculty and the Administration have joint responsibility for implementation of plans for the law school.² Since operations by the Administration may require modification of plans, the Faculty has a right to be kept informed of operations, and to be consulted on operational problems or decisions which may affect the overall operations or plans of the School. Accordingly, the powers and responsibilities listed below do not constitute an exclusive list.

2.2 Recommendations on Policy. The Faculty shall have the authority and responsibility to make recommendations to the Dean, for implementation within the Law School, or, where appropriate, for transmission to the President or to the Faculty Senate, with respect to policies governing:

- (1) Faculty personnel matters, including standards of appointment, re-appointment, promotion, tenure, and termination;
- (2) assignment of courses and Faculty workloads;

¹ As originally adopted on June 4, 1973, and conformed to include all amendments made to date. A footnote number at the end of a section or of a paragraph within a section indicates that the section or paragraph has been amended. Explanatory comments are set forth in the footnotes. Amendments which merely renumbered sections are not footnoted, nor are amendments to sections subsequently repealed. This version is an exact copy of that prepared by then Secretary Hugh Ross which was headed "Current to January 1, 1986", except for some formatting changes, and except for the amendment of May 14, 1996 to 3.1. This copy was last proof read against the Ross version on November 16, 1995. This revision was prepared to conform to changes in the University Faculty Handbook adopted in 2003. Changes to the status of the Lawyering Skills Faculty were adopted by the Faculty of Law on October 1, 2007, and changes to add a budget committee, an experiential education committee, and allow Clinical Faculty to seek tenure-track appointments were adopted November 17, 2011. Changes to grant voting rights to special faculty, allow them to serve on committees, and eliminate provisions in conflict with the Faculty Handbook were approved by the Faculty on September 30, 2015. Changes added the title "Lecturer" to 3.3 were added on January 19, 2017.

² Amended by the Faculty on September 30, 2015 at request of Central UGC to clarify the meaning of "plans."

- (3) standards for curricula and content of courses and programs;
- (4) standards and facilities for research and scholarship;
- (5) requirements for admission and graduation;
- (6) the establishment or discontinuance of educational or service programs.

2.3 Specific Functions. The faculty shall have the authority and responsibility to:

- (1) make recommendations to the President and the Board of Trustees for the awarding of degrees in the ordinary course;
- (2) make recommendations to the President relative to appointment of a Dean of the Law School in accordance with Faculty Handbook procedures;³
- (3) make recommendations to the President for appointment of members of the Faculty. No person shall be appointed to the tenured, tenure track or non-tenure track Faculty by the University unless his or her appointment has been recommended by the affirmative vote of the faculty. This function may not be delegated.⁴ Special Faculty may be appointed by the Dean or his designee as provided in the Faculty Handbook.
- (4) make recommendations to waive policies on requirements for admission or graduation in specific areas. This function may be delegated.
- (5) make recommendations to the Dean on the appointment of administrative officers, the formulation of the budget, and the allocation of the resources and facilities of the Law School, without limitation on the Dean's authority in any of the matters referred to in this paragraph 5.

³ Sections 2.3(2) and (3) were amended September 30, 2015 to add “in accordance with Faculty Handbook procedures.”

⁴Amended April 22, 1981. The former section provided that no person shall be appointed unless the appointment is approved by the Faculty, incorrectly implying that it is the Faculty which appoints. Reference to Faculty Handbook incorporated on September 30, 2015.

ARTICLE 3: MEMBERSHIP AND VOTING RIGHTS⁵

- 3.1 Tenured or tenure track faculty. Tenured or tenure track faculty members, whether clinical faculty or non-clinical faculty, are those persons holding full-time academic appointments at the ranks of professor, associate professor, and assistant professor whose obligations to the Law School and the University include 1) teaching, 2) research and scholarship, and 3) service to the Law School and the University Community. Non-clinical tenured or tenure track faculty shall be appointed, evaluated, reappointed and promoted in accordance with the procedures memorialized in Appendix A attached and incorporated by reference. Clinical tenured or tenure track faculty shall be appointed, evaluated, reappointed and promoted in accordance with the procedures memorialized in Appendix A as to their research and scholarship, but as to Appendix B attached and incorporated by reference, as to their teaching, practice and service to the Law School and the University Community. Tenured or tenure track faculty shall be entitled to vote on all matters coming before the University Faculty and the Faculty of Law, except as limited below.
- 3.2 Non-tenure track faculty. Non-tenure track faculty members are those persons holding full-time academic appointments at the ranks of professor, associate professor, assistant professor, senior instructor, and instructor whose obligations to the Law School and the University include two of the three obligations of the tenured/tenure track faculty, i.e., 1) teaching, 2) research and scholarship or 3) service to the Law School and the University Community. Non-tenure track faculty in the Law School shall be appointed, evaluated, reappointed and promoted in accordance, where applicable, with either 1) the Policies and Procedures for Clinical Faculty attached as Appendix B and incorporated by reference; 2) the Policies and Procedures for Lawyering Skills Faculty attached as Appendix C and incorporated by reference; or 3) the Policies and Procedures for Other Non-Tenure Track Faculty attached as Appendix D and incorporated by reference. Non-tenure track Clinical Faculty, non-tenure track Lawyering Skills Faculty, and instructors and senior instructors eligible for reappointment under Appendix D shall be entitled to vote on all matters coming before the University Faculty and the Faculty of Law, except as limited below.⁶
- 3.3 Special faculty. Special faculty members are 1) those persons holding part-time academic appointments, or 2) persons holding full-time academic appointments, but who have specific, limited responsibilities for the duration of a specific project, or for a limited

⁵ Article 3 was substantially revised October 1, 2007 and slightly revised on November 17, 2011 to conform to the revised Faculty Handbook.

⁶ This sentence was revised on May 15, 2008 to give non-tenure track Lawyering Skills Faculty the same voting rights as non-tenure track Clinical Faculty, except as limited in 3.4. On September 30, 2015, voting rights were granted to other full-time non-tenure track faculty eligible for reappointment.

duration. The obligations of special faculty shall include one or more of the three obligations of the tenured/tenure track faculty, i.e., 1) teaching, 2) research and scholarship or 3) service to the Law School and the University Community. The titles of special faculty in the Law School shall be lecturer⁷, visiting assistant professor, visiting associate professor, or visiting professor of law, visiting instructor or visiting senior instructor of law, or adjunct assistant, adjunct associate, or adjunct professor of law.⁸ Special faculty members shall not be entitled to vote on matters coming before the University Faculty or the Faculty of Law.

3.4 Voting Limitations.

- (1) On matters involving the granting of tenure, only those Faculty members with tenure shall be entitled to vote.
- (2) On matters involving promotions of non-clinical Faculty who have tenure track appointments, only those tenured or tenure track Faculty of rank equal to or senior to the rank to which the individual is being promoted shall be entitled to vote.
- (3) On matters involving initial non-clinical tenure track appointments to the Faculty (regardless of rank), only those Faculty who have tenure track appointments shall be entitled to vote.⁹
- (4) On matters involving the initial appointment of non-tenure track or tenure track Clinical Faculty, only tenured or tenure track and Clinical Faculty (tenure track or non-tenure track) shall be entitled to vote.
- (5) On matters involving the reappointment or promotion of non-tenure track or tenure track Clinical Faculty, only those Faculty of rank equal to or senior to the rank to which the individual is being reappointed or promoted shall be entitled to

⁷ Revised January 19, 2017 to add lecturer as a title for special faculty, and to allow special faculty to perform one OR MORE of the obligations of tenured faculty.

⁸ Stylistic changes approved September 30, 2015 to improve flow of paragraph, and eliminate reference to “full professor”, since Faculty Handbook does not recognize that rank. Title of Lecturer was added to available titles by unanimous vote of the Faculty on January 19, 2017, and language was revised to indicate that special faculty’s obligations include one or more of the three obligations.

⁹ The phrase “and on personnel matters involving initial appointments . . .” (since revised to read “On matters involving initial tenure-track appointments” . . .) was added by amendment adopted January 11, 1983. The purpose was to spell out that administrative officers who have regular Faculty appointments, but who are not tenure track, cannot vote on initial appointments to the regular Faculty. The whole of 3.1 (now 3.4) was substantially revised by faculty vote of May 14, 1996, in order to make provision for members of the clinical faculty.

vote.¹⁰

- (6) On matters involving the initial appointment of non-tenure track Lawyering Skills Faculty, all tenured, tenure track, Clinical and Lawyering Skills Faculty shall be entitled to vote.
 - (7) On matters involving the reappointment or promotion of non-tenure track Lawyering Skills Faculty, only those Faculty of rank equal to or senior to the rank to which the individual is being reappointed or promoted shall be entitled to vote.
 - (8) On matters involving standards and policies concerning promotion, tenure, or eligibility for sabbatical leave of non-clinical tenured or tenure track Faculty, only tenured or tenure track Faculty shall be entitled to vote.
 - (9) On matters involving standards and policies concerning promotion, tenure, or eligibility for sabbatical leave of tenured or tenure track Clinical Faculty, only tenured or tenure track Faculty and Clinical Faculty (tenure track or non-tenure track) shall be entitled to vote.
- 3.5 Law Librarian. The Law Librarian is eligible for election to the tenured, tenure track, non-tenure track, or special Faculty as defined above, which election shall entitle the Law Librarian to vote on matters presented to the Law Faculty, in accordance with the voting rights and limitations applicable to the type of appointment.¹¹
- 3.6 Allocation of Resources. The Law School shall allocate a reasonable amount of resources and time to each member of the Law Faculty (whether tenured, tenure track, non-tenure track or special) to encourage and make possible scholarly growth, academic achievement and professional development, to enable them to fulfill their obligations as required by the nature and type of their appointments.
- 3.7 Definition of Full-time Faculty. For all purposes in these By-laws, the term “full-time” when referring to Law Faculty shall be defined as in Chapter 3, Part One, Article I, Section B.2. of the Faculty Handbook.¹²

ARTICLE 4: OFFICERS

- 4.1 Presiding Officers. The Dean of the School of Law shall preside at Faculty Meetings unless

¹⁰ Sections 3.4(5) and (7) were amended on September 30, 2015 to eliminate differential seniority rules for voting; the Faculty Handbook does not recognize such provisions.

¹¹ Section 3.3 (now 3.5) was added March 18, 1983, to clarify the Faculty status of the law librarian.

¹² Amended September 30, 2015 to correct clerical error to incorrect provision of Faculty Handbook and reference correct provision.

the President of the University exercises the presidential prerogative to do so. In the absence of both the President and the Dean, the Associate Dean for Academic Affairs shall preside unless the Faculty elect a presiding officer.

4.2 **Secretary.** The Secretary shall be elected annually by the Faculty. The functions of the secretary are:

- (1) to keep the minutes of the Faculty Meetings and sign the official copies of the minutes;
- (2) to be responsible for reproduction and distribution of these minutes to the Faculty;
- (3) to be responsible for preparation of and distribution to the Student Bar Association of a summary of action taken at Faculty Meetings, with the approval of the Dean;
- (4) to prepare for the Faculty annually in the fall a list of members of the Faculty including those with voting privileges and those without voting privileges.

ARTICLE 5: MEETINGS

5.1 **Regular Meetings.** The Faculty shall hold at least three regular meetings in each semester on dates to be determined by the Dean. The Faculty at any regular meeting may by majority vote fix the date of the next regular meeting.

5.2 **Special Meetings.** Special meetings shall be held on the call of the President, the Dean, or on the written request to the Dean or the Secretary signed by 20% of the voting Faculty.

5.3 **Attendance at Faculty Meetings.** All full-time Faculty (including full-time special Faculty) shall be entitled to attend any meeting of the Faculty subject to the limitations in this paragraph. Part-time Faculty, and administrative personnel (who do not have full-time Faculty appointments in addition to their administrative appointment) shall be entitled to attend meetings of the Faculty to which they are specifically invited by the Dean. In matters involving initial appointments to the Faculty, only full-time tenured, tenure track, non-tenure track and special Faculty, whether or not they are entitled to vote on the matter under consideration, shall be entitled to attend that portion of the meeting at which discussions and a vote take place. In matters involving reappointments, promotions, and grants of tenure, only those Faculty who are entitled to vote on the matter under consideration before the Faculty shall be entitled to attend that portion of the meeting at which discussions and a vote take place.

5.4 **Voting.** Voting shall be by voice vote or by show of hands, unless a secret ballot vote is called for by this bylaw provision or by any voting member, in which case the vote shall be

by secret ballot. Votes may be cast by a written proxy filed with the Secretary.¹³ A secret ballot shall be required on all personnel matters, including appointments, reappointments, promotions, and grants of tenure.¹⁴

- 5.4 Quorum. One half of the members of the Faculty entitled to vote on a particular matter shall constitute a quorum for that matter. Members present by proxy shall not be counted in determining a quorum.
- 5.6 Notice and Agenda. The Dean (or in his or her absence the Secretary) shall notify in writing each member of the Faculty entitled to notice, at least five (5) days in advance of any meeting held during the academic year, and at least fifteen (15) days in advance of any meeting held during the summer period. Faculty on leave shall be entitled to receive notice and to vote. The notice shall specify the time and the place of the meeting, and the agenda of the meeting. Items of business not listed on the agenda may be considered at a regular meeting. No action may be taken at either a regular or special meeting on an individual personnel decision (appointment, promotion, tenure, etc.) unless the notice of the meeting specifies the individual and the action proposed. The requirement of notice of a meeting may be waived by a written waiver agreed to by the faculty member(s), and shall be waived by attendance at the meeting.
- 5.7 Action Without Meeting. Any action which may be taken by the Faculty at a meeting may be taken without a meeting, by a writing filed with the Secretary setting forth the action taken and the written approval of all of the Faculty entitled to vote on such action if a meeting were held.

ARTICLE 6: RULES OF ORDER AND ORDER OF BUSINESS

- 6.1 Rules of Order and Order of Business. The meetings shall be conducted in accordance with Robert's Rules of Order (latest edition). The order of business at all regular meetings shall be as follows:

¹³ Prior to the Amendment of October 18, 1978, Section 5.3 (now 5.4) read as follows:
“5.3 Voting. Voting shall be by voice or show of hands unless a roll call vote is requested by any voting member in which case a roll call vote shall be taken and recorded. Votes may be cast by a written proxy filed with the Secretary, with respect to specific matters listed in the notice of the meeting.”

On September 30, 2015, the faculty voted to retain the proxy system despite a recommendation from Central University that we abolish it, and the reference to “by this bylaw provision” was inserted to make paragraph logically consistent.

¹⁴ Secret ballots for personnel matters were adopted by Amendment of April 14, 2005.

- (1) Presentation of proxies and determination of a quorum¹⁵;
- (2) Presentation and adoption of minutes;
- (3) Announcements;
- (4) Report from the Faculty Senator or Senators¹⁶;
- (5) Reports of Standing Committees;
- (6) Reports of Special Committees;
- (7) Consideration of unfinished business; and
- (8) Consideration of new business.

ARTICLE 7: COMMITTEES

7.1 Standing Committees. The Standing Committees of the Faculty are the Committees on:

- (1) Admissions
- (2) Appeals and Rules
- (3) Appointments
- (4) Building
- (5) Curriculum
- (6) Library
- (7) Promotion and Tenure¹⁷
- (8) Budget
- (9) Experiential Education

ARTICLE 8: - MEMBERSHIP AND PROCEDURES OF COMMITTEES

8.1 Ex-Officio Members. The Dean, or a Faculty member or administrator designated by the Dean, shall serve as a member ex officio of all Standing and Special Committees, except for the Promotion and Tenure Committee, with full voting rights.¹⁸

8.2 Faculty Members of Committees. Tenured, tenure-track, non-tenure-track, and Special Faculty are eligible to serve as Faculty members of the Committees.¹⁹

¹⁵ Section 6.1(a) (now 6.1(1)) was amended and 6.1(d) (now 6.1(4)) was adopted September 27, 1985.

¹⁶ Section 6.1(a) (now 6.1(1)) was amended and 6.1(d) (now 6.1(4)) was adopted September 27, 1985.

¹⁷ Sections 7.1 and Sections 9.2-9.8 were amended September 30, 1983, to restructure the Standing Committees.

¹⁸ Section 8.1 was amended November 18, 1983 to conform Section 8.1 to Section 9.8, as 9.8 was amended September 30, 1983.

¹⁹ Amended September 30, 2015 to allow Special Faculty to serve on committees.

- 8.3 Student Members of Committees. Only full-time students of the School of Law are eligible to serve on Committees designated in Article 9 as having student members.
- 8.4 Selection of Members - Standing Committees. Faculty members shall be elected by the Faculty. Student members shall be selected by the Student Bar Association.²⁰
- 8.5 Selection of Members - Special Committees. For those Special Committees established by the Faculty, members shall be selected in the manner designated by the Faculty, and for those Special Committees established by the Dean, members shall be selected by the Dean.
- 8.6 Time of Selection and Term. Members of Special Committees shall be selected at such time and shall serve for such time as shall be designated by the authority (Dean or Faculty) which establishes the Committees. Student members of Standing Committees shall be selected not later than the first month of the fall semester, to take office immediately. Faculty members of Standing Committees shall be elected not later than the first month of the fall semester, to take office immediately.²¹ Members of Standing Committees shall serve from the time selected until the end of the academic year for which they are selected, or until their successors assume office, whichever is later.
- 8.7 Officers. The Chair of each Committee shall be designated from among the membership of the Committee, by the Dean, with the advice and consent of the Faculty. The Secretary shall be designated from among the membership of the Committee, by the Chair. The Chair shall have the right to vote in all cases.
- 8.8 Procedures. Committees shall meet on the call of the Dean, the Chair, or on the call of the majority of the Committee, and may establish rules as to the conduct of its meetings. Two thirds of the members of the Committee shall constitute a quorum, and all decisions shall be by majority vote of those present. All Committee members have equal rights to vote and participate.

ARTICLE 9: FUNCTIONS AND COMPOSITION OF COMMITTEES²²

²⁰Prior to Amendment on June 3, 1974, Section 8.4 read as follows:

“8.4 Selection of Members - Standing Committee.

Faculty members shall be appointed by the Dean with the advice and consent of the Faculty. Student members shall be selected by the Student Bar Association.”

²¹Prior to Amendment on June 3, 1974, the third paragraph of Section 8.6 read as follows:

“Faculty members of Standing Committees shall be selected during the last month of the spring semester, to take office immediately.”

²² Section 7.1 and Sections 9.2-9.10 were amended September 30, 1983, and November 17, 2011, to restructure the Standing Committees.

- 9.1 Special Committees. Special Committees shall have those functions and shall be composed of those persons (including Faculty, students, and others) as are designated by the authority (Dean or Faculty) which establishes the Committee.
- 9.2 Admissions. The Admissions Committee shall be composed of two student members, at least four Faculty members, and the Dean or his designee. The Committee shall consider and recommend to the Faculty major policies on admissions and financial aid; evaluate admission and financial aid procedures; and participate in the admissions process where discretionary judgment is required and the decision has not been delegated to the admissions office for determination under specific policies.
- 9.3 Appeals and Rules. The Appeals and Rules Committee shall be composed of at least four Faculty members. The Committee shall serve as the grievance Committee for the Law School. The Committee shall hear appeals by students from administrative decisions of the Dean or his designee which implement academic policies, except for violations of the Law School Code of Conduct. The decision of the Committee on such appeals shall be final within the Law School, subject only to appeal procedures, if any, at the University level. The Committee shall receive reports on administrative implementation of academic policies from the Dean, and may review such decisions on its own motion, and shall accept such ad hoc assignments as may be determined by the Faculty. The Committee may also develop and recommend to the Dean guidelines for the implementation of academic policies. The Committee shall develop and recommend revisions to the Law School's Academic Regulations, Policies, and Procedures, and shall forward any revisions to the Faculty for adoption. The Committee shall also have jurisdiction to hear all matters in which revocation of academic credit previously granted is requested because of plagiarism, cheating, improper cooperation on work or other violation which reflects on the academic significance of the effort for which credit has been granted. The Committee shall consider the Law School Code of Conduct, the Law School's Academic Regulations, Policies, and Procedures, and relevant University policies on Academic Integrity Standards in making its decision on revocation of academic credit. If the Committee finds that a student has committed such a violation, it may retroactively revoke any credit which may have been awarded for said effort.²³
- 9.4 Appointments. The Appointments Committee shall be composed of two students, at least four Faculty members and the Dean or his designee. The Committee shall review all candidates for appointment to the tenured, tenure track, or non-tenure track Faculty, shall

²³The last three sentences of Section 9.3 were added by Amendment on December 4, 1985 (sentences one and three), and September 30, 2015 (sentence two). The 2015 Amendment was intended to provide clarification as to the factors the Committee considers. The paragraph was also restyled to change the order of several sentences, with no substantive change intended.

make recommendations to the Faculty on every such appointment, and shall, on request of the Dean, review candidates for the special Faculty, including visiting Faculty.

- 9.5 Building. The Building Committee shall be composed of two student members, at least three Faculty members, and the Dean or his designee. The Committee shall advise the Faculty and the Dean on the utilization, allocation, maintenance, and replacement of the physical facilities of the law school.
- 9.6 Curriculum. The Curriculum Committee shall be composed of two student members, at least four Faculty members, and the Dean or his designee. The Committee shall consider and make recommendations to the Faculty on all matters relative to the educational programs for which credit is awarded. The Committee shall also exercise oversight of the administration of all joint degree programs.
- 9.7 Library. The Library Committee shall be composed of two student members, the Librarian ex-officio, at least three Faculty members, and the Dean or his designee. It shall advise and assist the Dean and Librarian on library services, and shall make recommendations to the Faculty on library policies.
- 9.8 Promotion and Tenure. The Promotion and Tenure Committee shall be composed of at least four tenured or tenure track Faculty members. In the case of non-tenure track Clinical or Lawyering Skills Faculty candidates, the Committee shall be augmented as required in Appendices B and C. In the case of non-tenure track candidates other than Clinical or Lawyering Skills Faculty, the Committee shall be augmented by one non-tenure track faculty member of equal or senior rank to the candidate under consideration. The Committee shall consider all matters of promotion, reappointment and tenure for members of the Faculty (tenured, tenure track, or non-tenure track). The Committee shall consider these matters in accordance with the criteria set forth in Appendices A, B, C, and D, and shall make recommendations to the Faculty thereon. Each Faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than six years after the effective date of the initial appointment, excluding any period of any pre-tenure extension that may have been granted under the Faculty Handbook provisions.²⁴
- 9.9 Budget. The Budget Committee shall be composed of at least three Faculty members and the Dean or his designee. It shall advise and assist the dean and make recommendations to the Faculty on matters pertaining to the budget.²⁵

²⁴Amended June 3, 1974, and again on August 29, 1980. The last sentence provides for a six-year pre-tenure period. The prior bylaw provided for a five-year pre-tenure period for those whose initial appointment was assistant professor, and a three-year period for those whose initial appointment was associate professor.

²⁵ Added by Amendment on November 17, 2011.

9.10 Experiential Education. The Experiential Education Committee shall be composed of two student members, at least four Faculty members and the Dean or his designee. The Committee shall consider and make recommendations to the Faculty on all matters relative to the experiential education program for which credit is awarded.²⁶

ARTICLE 10: FACULTY REPRESENTATION IN UNIVERSITY GOVERNANCE

The Faculty shall be represented in University Governance by its Dean, other law school administrators, and by individual members of the Faculty as they shall from time to time be elected to serve on various University governing bodies.

The Faculty shall elect representatives to the Faculty Senate and other similar organizations which include Faculty representatives. All such representatives shall be elected at the time and for the term specified in the rules of such organization.²⁷

ARTICLE 11: AMENDMENTS

These By-Laws may be amended at any Faculty meeting provided that each voting member of the Faculty shall have received from the Dean or the Secretary a written copy of the proposed amendments at least seven (7) days before the meeting.

²⁶ Added by Amendment on November 17, 2011.

²⁷ Article 10 was added by Amendment on June 3, 1974.

CERTIFICATION

I certify that the above is a true copy of the By-Laws of the Faculty of Law, Case Western Reserve University, conformed to include all Amendments made up to the date of this certificate.

Kathryn Mercer, Faculty Secretary

Date:

**APPENDIX A TO THE BY-LAWS OF THE
FACULTY OF LAW
Case Western Reserve University**

PROCEDURES FOR PROMOTION, REAPPOINTMENT AND TENURE

I. SOURCES OF PROMOTION, RETENTION AND TENURE PROCEDURE

The Policies and Procedures generally governing appointments, promotions, re-appointments and tenure for all University Faculty are set forth in the University Faculty Handbook, chapter 3, part 1. For tenure track faculty personnel decisions, these procedures are supplemented periodically by the University's "Guidelines for Recommendation of Faculty Promotions and Awards of Tenure" ("University Guidelines".) Attached are the University Guidelines promulgated for academic year 2014-15.²⁸ These Procedures incorporate by reference the most current version of the University Guidelines. For Clinical and Lawyering Skills Faculty on the Faculty of Law, separate Policies and Procedures have been adopted and are attached to the By-Laws of the Faculty of Law as Appendices B and C respectively.

II. COMPOSITION AND FUNCTIONS OF THE PROMOTION AND TENURE COMMITTEE

A. As set forth in Section 9.8 of the By-Laws the Promotion and Tenure Committee is composed of at least four tenured or tenure track faculty who evaluate the teaching, scholarship and service of tenure track faculty for purposes of Promotion and Tenure.

B. The Promotion and Tenure Committee also conducts annual reviews of faculty on the tenure, and non-tenure tracks, evaluates non-tenure track faculty for promotion and reappointment, and reviews sabbatical requests of tenured faculty. For purposes of reappointment and promotion of Clinical or Lawyering Skills faculty, the Committee is augmented as required in Appendices B and C to the By-Laws. For purposes of retention and promotion of non-tenure track faculty other than Clinical or Lawyering Skills Faculty, the Committee is augmented by one non-tenure track faculty member of equal or senior rank to the candidate under consideration.

III. STANDARDS FOR PROMOTION AND TENURE OF TENURE TRACK FACULTY

A. As the Faculty Handbook indicates, a tenure track candidate being considered for promotion or tenure will be evaluated on the basis of that candidate's contributions in (1) teaching, (2) research and scholarship, and (3) university and professional service.

²⁸ Outdated reference corrected September 30, 2015.

1. Teaching and scholarship are the most important requirements because they reflect the two primary functions of the university faculty.

2. Excellence in teaching, a significant and substantial scholarly contribution, and service to the University and Law School communities are required of all candidates for Promotion and Tenure.

3. Promotion and tenure decisions are not made merely to recognize past performance but also involve a prediction of future contributions.

4. The Promotion and Tenure decision involves a determination of whether the candidate has fulfilled and will continue to fulfill the obligation of teaching, scholarship, and service.

5. The standards for Promotion and Tenure are evolving standards, and it is expected that they will become increasingly rigorous as the Law School continues to improve and gain recognition as a national law center of importance.

B. Evaluating Scholarship and Teaching

1. Standards for evaluating teaching and scholarship sufficient to support a promotion or tenure are not readily reducible to words or formulae.

2. The scholarship must reflect substantial research, a thorough understanding of the subject, and an insight into the issues and problems that contribute substantially to available knowledge. It should, in other words, make a significant advance to our understanding of the field.

3. The most important aspect is the depth and reach reflected in the scholarship. Descriptive analysis is often a useful contribution, but the grant of tenure normally requires that the scholarship also include the development of a systematic approach or analytical rigor of a higher order.

4. A writing is normally considered “published” when it has been formally accepted for publication.

5. Teaching will be evaluated on the basis of annual reviews, student evaluations and faculty class visits.

C. Promotion to Associate Professor

1. Normally, two published articles and demonstrated teaching effectiveness are expected for promotion to associate professor.

2. A candidate initially will be considered for promotion to associate professor in the fall following the completion of his or her second year of service.

3. A candidate may be granted an extension of one additional year for consideration for promotion to associate professor. While extensions are not automatic, requests for extension will be favorably considered for those candidates who have demonstrated substantial progress toward meeting the standards for promotion. Extensions are not considered as negative decisions.

D. Promotion to Full Professor with Tenure

1. Normally at least three significant articles and demonstrated teaching effectiveness are expected for consideration for promotion to full professor with tenure. As required by the Faculty Handbook, the candidate's record must show a documented national or international reputation for sustained scholarship in the candidate's discipline.

2. The normal pre-tenure period is six years, unless the letter of appointment provides otherwise. This means that a candidate will normally be considered for tenure and promotion to full professor in the fall following the completion of his or her fifth year of service.

E. Provisions for obtaining additional extensions during the pre-tenure period are set forth in the University Faculty Handbook, at Chapter 3, part 1 G.

IV. INTERNAL PROMOTION & TENURE COMMITTEE PROCEDURE REGARDING TENURE-TRACK FACULTY

A. Promotion to Associate Professor without Tenure

1. At the beginning of the academic year in which the candidate is considered for promotion, the Chair discusses the promotion process with each candidate. The candidate is asked to provide eleven photocopies or reprints of his or her published articles, as well as photocopies of any manuscripts that have been accepted for publication, normally by the end of September. In addition, the candidate is asked to provide the Chair with an annotated curriculum vitae. This should provide the information described in the University Guidelines related to Tenure and Promotion Recommendations.

a. Scholarship completed prior to the candidate's appointment to the CWRU Law Faculty but published post-appointment, as well as legal scholarship that has been performed for a purpose in addition to meeting the Law School's scholarship requirement, such as fulfillment of a Ph.D. degree, generally is considered part of the candidate's law school scholarship.

2. The University Guidelines state that outside reviewers should be secured for promotion.²⁹

- a. **Candidate Suggestions.** The Chair requests the candidate to suggest up to 12 persons to serve as outside reviewers of the candidate's scholarship. The candidate should be asked to describe any relationship that he or she has with the reviewer in order to ensure compliance with the University Guidelines.
- b. **Committee Nominations.** The Chair shall share the candidate's suggested outside reviewers with the members of the committee, and shall ask the committee members to nominate suggested reviewer of their own. The Chair may also ask other Faculty members to nominate potential outside reviewers. The Chair and committee shall assemble a list of nominated reviewers, and shall share this list with the candidate; the nominee list should contain at least twice³⁰ as many names as persons who will be final reviewers. The candidate may then identify any nominated reviewer who the candidate believes may provide a biased evaluation. The Committee may remove a nominated reviewer from the nominee list based on the candidate's objections.
- c. **Final Slate of Potential Reviewers.** The committee decides on a tentative list of final reviewers combining the candidate's suggestions and other nominated reviewers. The final list of reviewers is communicated to the Dean and the Office of the Provost. This list shall indicate who suggested the name and which of the individuals on the list were asked to submit evaluations. All the potential reviewers, not just those actually asked to submit evaluations, should be included on this list.³¹

²⁹ These provisions were extensively revised on September 30, 2015 to make the law school's internal promotion and tenure review procedures more consistent with the Provost's university-wide tenure guidelines. This section was re-formatted, and paragraph IV.A.2.b. is largely new. The new provision is intended to promote the anonymity of outside reviewers while still protecting tenure candidates. Before 2015, the law school's internal procedures called for the candidate to review a list of potential reviewers for potential bias before the reviews were made; the 2015 change ensures that the nominee list will be twice as large as the final list, decreasing the danger that an outside reviewer will be identifiable to the candidate.

³⁰ Prior to September 30, 2015, this provision merely allowed the P&T Committee to suggest additional names of reviewers, and did not require any set number of reviewers.

³¹ Extensively revised on September 30, 2015. The law school's prior version of these bylaws called for the FINAL list of potential reviewers to be shared with the candidate, and forwarded to the Provost. This provision was deleted in the September 2015 revisions, since sharing the final, pared-down list of referees with the candidate tends to undermine anonymity. Candidate review now happens in paragraph B above, and the list of potential reviewers must include at least twice as many names as will be included on the final list. In addition, the Provost's office receives the entire list of potential reviewers and an indication of who suggested the reviewer.

. The Dean (or the³² Dean's designee) contacts potential outside reviewers, initially by telephone or email and with follow-up letters to the reviewers. Typically, the outside reviewer is asked to review one or more specific pieces of scholarship, and to comment in writing on that scholarship, together with any other information that the reviewer possesses about the candidate, in connection with the candidate's suitability for promotion and expectations of his or her future performance. The outside reviewer might also be provided the entire package of a candidate's scholarship and asked for comments on the package as a whole.

1) The Dean or the Dean's designee shall ensure compliance with the University Guidelines which provide that the letters solicited from outside reviewers are confidential to the extent permitted by law, and that this should be made clear to all referees. Referees should be informed that candidates will be shown a carefully redacted version of their review letter, and that the Dean or Dean's designee will exercise due diligence to preserve the referee's anonymity to the maximum extent practicable.³³

2) The Promotion and Tenure Committee meets to review the candidate's scholarship before receiving and reviewing the letters from outside reviewers. The purpose is to permit the committee to develop its own opinion as to the candidate's scholarship independent of the evaluations from outside reviewers. In advance of this meeting to review the candidate's scholarship the Chair invites interested law faculty to review the candidate's scholarship and submit written evaluations for the committee's consideration. The committee's independent consideration of the candidate's scholarship incorporates the written views of faculty. The Chair summarizes the committee's reactions. The committee reviews the candidate's scholarship again when it examines the outside letters.

3. The committee also reviews the candidate's teaching based on past annual reviews, student evaluations, and faculty class visit memoranda. The Chair summarizes the committee's views concerning the candidate's teaching. The committee also reviews the candidate's service, and the Chair summarizes the committee's views on this issue.

a. The Chair asks all members of the committee to visit as many classes of the candidate as possible. In addition, the Chair circulates a memorandum to the faculty as a whole inviting them to visit as many classes of the candidate as possible. The Chair, in consultation with the committee, may request specific faculty members who are not on the committee to visit the candidate's classes. This is particularly appropriate for members of the faculty who have expertise in the candidate's fields. Each class visitor is asked to complete a written memorandum which is given to the Chair and circulated to the members of the

³² Edited September 30, 2015 to remove gender-specific reference to "the Dean or his designee." No substantive change.

³³ Edited September 30, 2015 to include the Dean's designee in compliance requirements and to add final sentence regarding efforts to preserve anonymity.

committee. The University Guidelines provide that these memoranda are confidential “to the extent permitted by law.” However, class visitors are encouraged to share their memoranda with the candidate.

b. The committee also reviews student evaluations. These should be all of the student evaluations pertaining to the candidate’s classes, going back to the candidate’s initial appointment year. From time to time, candidates for promotion also hold teaching positions at other schools within the university. Customarily, the Promotion and Tenure Committee has requested student evaluations from these other areas of the university. However, it is not customary for the members of the Promotion and Tenure Committee to visit classes outside the law school. From time to time candidates for promotion have taught at other law schools, either while on leave or prior to coming to Case. It is customary for the committee to obtain student evaluation from these other law schools. However, it is important for the Chair to determine how student evaluations are obtained and what use they are put to in these other areas of the university or at other schools, and to communicate this information to the committee to assist in reviewing the evaluations.

c. In accordance with the University Guidelines, the Promotion and Tenure Committee will endeavor to obtain teaching assessments from former students who have taken courses from the candidate.

4. The Chair asks each member of the committee to review the class visit memoranda, the student evaluations, the candidate’s annotated curriculum vitae, and the candidate’s scholarship. In addition, the University Faculty Handbook states that the faculty Promotion and Tenure Committee shall review the annual evaluations completed at the end of the third pre-tenure year.

5. By the end of October, the Chair should prepare a draft of the committee’s views on the candidate’s scholarship, teaching and service. The committee then reviews this draft and revises it. The Chair shares the revised draft with the candidate, who is asked to correct any factual errors. In addition, the Chair may provide the candidate with carefully redacted copies or summaries of the outside reviewers’ letters in a fully de-identified format.³⁴ The candidate may wish to respond to the comments of the committee, and/or to those of the outside reviewers, in writing. These responses are included in the materials pertaining to the candidate’s promotion that are given to the Dean.

6. The Promotion and Tenure Committee then votes on whether or not to recommend the candidate’s promotion to associate professor. The committee’s decision is determined by majority vote

³⁴ This sentence added September 30, 2015 to require that outside review letters be fully de-identified to preserve anonymity.

7. The Chair places copies of the candidate's annotated C.V., student evaluations and scholarship at several secretarial stations for review by the members of the faculty.

8. All members of the faculty who are entitled to vote on the promotion meet to consider it. According to Article 3 of the Faculty By-Laws, "this consists of only those faculty who rank equal to or senior to the rank to which the individual is being promoted." Thus, in the case of promotion to associate professor, tenured faculty with the rank of associate professor without tenure are entitled to vote. Article 5.4 of the Faculty By-Laws provides that "a secret ballot shall be required on all personnel matters, including appointments, reappointments promotions, and grants of tenure."

9. Following the faculty's vote, the faculty's recommendation is communicated to the Dean. The Dean then prepares the Dean's recommendation to the Provost, which accompanies the faculty's recommendation and includes the Promotion and Tenure Committee's report and associated supporting materials.

B. Promotion to Full Professor with Tenure

1. Section 9.8 of the Faculty By-Laws states that each faculty member shall be considered for tenure no later than six years after the effective date of his or her initial appointment. The 1986 Promotion and Tenure Memorandum similarly states that "the normal pre-tenure period is six years, unless the letter of appointment provides otherwise. This means that a candidate will normally be considered for tenure and promotion to full professor in the fall following the completion of his or her fifth year of service."

2. The University Faculty Handbook permits pre-tenure extensions:

a. "[F]or up to three years of extension for exceptionally worthy candidates in the event of unusual constraints in the University, or part of parts thereof which would prevent tenure awarded at the end of the normal period."

b. "[F]or the purpose of compensating special earlier circumstances disadvantageous to a candidate's tenure consideration." The Handbook adds that "such circumstances might include serious illness, family emergency, maternity, or extraordinary teaching or administrative assignments."

c. 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 of the pre-tenure period shall be granted by the provost to any faculty member who will be the primary care giving parent.

b. Extensions under a. and b. above must be approved by the faculty and the university. The Faculty Handbook states that except for extensions under c. above, no more

than three years of extensions may be granted in the period before tenure, meaning that, generally, at the latest, a faculty member would be considered in his or her ninth year after appointment.

3. The written standards for outside reviewers are also the same as the standards for promotion to associate professor.

4. The procedures for the Promotion and Tenure Committee's consideration of a candidate's candidacy for promotion to full professor with tenure are essentially the same as those for consideration to promotion to associate professor.

5. The process of voting at the faculty level is also the same, except that only tenured faculty are entitled to vote on promotion with tenure.

C. Annual Reviews

1. In accordance with the University Faculty Handbook (Chapter 3(I)(F)(5)), the Dean shall ensure that all full-time faculty members receive an annual review. The Dean shall provide a written summary of the annual review to the faculty member.

2. Annual reviews of full-time, non-tenured members of the faculty typically are also conducted by the Promotion and Tenure Committee. In the first year of their appointment, this review is conducted in the spring semester. In subsequent years, the review process begins in the fall semester and continues through the spring of the academic year before the faculty member is considered for tenure, if applicable, or in the case of non-tenure track faculty, until they are promoted to the rank of Professor.

a. At the beginning of the annual review process the Chair of the Promotion and Tenure Committee sends a memo to each faculty member being evaluated and explains the process of the evaluation. The memorandum is accompanied by a form, a copy of which is attached, that the faculty member being evaluated is asked to complete and return to the Chair. The form asks about the faculty member's teaching, scholarship and service. The faculty member is asked to provide this information along with copies of any publications by a date certain. The candidate is invited, but not required, to share with the Promotion and Tenure Committee drafts of any works in progress or manuscripts that have been submitted but not yet accepted for publication. All manuscripts that have been accepted for publication, or that have been published, must be provided to the committee and form part of its review.

b. As the review gets underway, the Chair sends a memorandum to the faculty as a whole, stating that individuals may be asked specifically to visit a faculty member's class for purposes of the annual review, and inviting all other faculty members to visit the classes if they wish. The memo also asks those faculty who visit classes to make a written report of their visit and give it to the Chair.

c. There should be at least three class visits, including visits by a non-member of the committee. The Chair asks all members of the committee to try to visit at least one class of the faculty member being reviewed.

d. The Chair appoints an individual on the committee to be responsible for coordinating class visits by faculty members who are not on the committee. This member of the committee is responsible for making sure that the non-members of the Promotion and Tenure Committee who have been asked to visit classes complete their class visits and turn in their written evaluations in a timely manner.

e. Class visits should be completed shortly after spring break, and evaluations forwarded promptly to the Chair. The Chair circulates the written evaluations to all members of the committee. In addition, the Chair obtains and circulates photocopies of the student evaluations for the faculty member being evaluated from the previous spring and fall.

f. Once the members of the Promotion and Tenure Committee have had an opportunity to review the materials pertinent to the annual review, consisting of class visits, memos, student evaluations, the faculty member's information supplied in response to the Chair's form, and any manuscripts or published papers, the committee meets and discusses the faculty member's performance. The committee also reviews past annual reviews prior to this meeting, to ensure that the faculty member receives consistent advice despite changing committee membership. At the meeting, the Chair takes notes summarizing the committee's deliberations, and then prepares a draft memorandum summarizing the committee's conclusions and recommendations. This draft is shared with the members of the committee and revised based on their written comments, and if necessary, after further discussion at a subsequent committee meeting.

g. The final committee report is shared with the faculty member being evaluated. The faculty member is invited to meet with the full committee to discuss the annual evaluation.

h. The Promotion and Tenure Committee shall send its annual evaluations to the office of the Provost by the end of May.

V. SABBATICALS

A. In accordance with Chapter 3, Part One, Section II.A. of the University Faculty Handbook, the Promotion and Tenure Committee shall review and make recommendations to the Dean regarding a faculty member's request for sabbatical leave.

VI. PROMOTION AND REAPPOINTMENT PROCESS FOR CLINICAL AND NON-TENURE TRACK LAWYERING SKILLS FACULTY.

A. The Policies and Procedures for Clinical Faculty and non-tenure track Lawyering Skills Faculty attached to the By-Laws of the Faculty of Law as Appendices B and C, respectively, provide for annual reviews and the standards for review of these faculty for promotion and reappointment. The Promotion and Tenure Committee, augmented as required in those standards, is charged with performing the necessary committee review in such cases and to make recommendations to the Faculty. To the extent that the standards for review of Clinical Faculty (Appendix B) are applicable to tenure track clinical faculty, the Promotion and Tenure Committee applies those standards to tenure track clinical faculty in addition to the standards for review of the candidate's scholarship described above.

B. As described more fully below, review for a promotion decision for such faculty should include the following: Candidate Dossier, Formal Written Evaluation by Faculty in the candidate's track that are senior to the candidate, and Review by the Promotion and Tenure Committee. In the case of tenure track clinical faculty candidates for promotion, the material described below is provided in addition to the requirements for review of the candidate's scholarship applicable to all tenure track candidates described above.

1. Candidate Dossier

a. The candidate should submit to the Promotion and Tenure Committee a full C.V. including all teaching and professional activities, any publications and unsolicited letters of support, testimonials or reviews.

b. It is not the intention of the faculty that the candidate solicit outside letters for the promotion process.

2. Formal Written Evaluation by Senior Faculty in the candidate's track.

a. A committee composed of all members of the faculty in the candidate's track who are senior to the candidate will provide the Promotion and Tenure Committee with a formal written evaluation of the candidate.

b. This evaluation will address the candidate's performance using all of the standards applicable to the candidate. The senior faculty will observe the candidate's teaching, review the candidate's teaching materials, and in the case of Clinical Faculty, selected case files, and discuss with the candidate his or her activities. The report will reflect any minority views or specific issues raised by any of the senior faculty.

3. Review by Promotion and Tenure Committee

a. The Promotion and Tenure Committee will review the candidate dossier, the evaluation by senior faculty in the candidate's track, and all annual review reports

previously completed by the Promotion and Tenure Committee. In addition, the Promotion and Tenure Committee will independently review the candidate's Teaching Effectiveness and in the case of Clinical Faculty, competence as a lawyer.

b. The Promotion and Tenure Committee will visit the candidate's classes. The committee will also review student evaluations.

c. In the case of Clinical Faculty, the Promotion and Tenure Committee, or a sub-committee of the Promotion and Tenure Committee, including the clinician member of the committee, will meet the candidate to discuss three cases the candidate has chosen. These case files will be accessible for committee review prior to the discussion meeting. The cases chosen by the candidate should reflect the range of his or her practice and supervision within the clinic.

d. In the case of Clinical and Lawyering Skills Faculty, the Committee or sub-committee will also review video-tape(s) of at least one supervision or one-on-one instructional sessions(s) provided by the candidate.

e. The Promotion and Tenure Committee will prepare a draft report of the committee's views. The Chair will share the draft with the candidate, who is asked to correct any misstatement. In addition, the candidate may wish to respond to the report of the committee. The augmented Promotion and Tenure Committee will prepare a final report and then vote on whether or not to recommend the candidate's promotion. The committee's decision is determined by the majority vote.

d. The Chair will place copies of the candidate's C.V. and student evaluations at several secretarial stations for review by members of the faculty. In addition, each faculty member entitled to vote on the promotion will be sent a confidential copy of the Promotion and Tenure Committee's recommendation and report, together with class visit memoranda. The committee will also include the candidate's written responses to the report, if any.

4. All members of the faculty entitled to vote as provided in Article 3.1-3.5 of the By-Laws of the Faculty of Law will meet to consider it. As required by Article 5.3, a secret ballot shall be required on all promotions.

5. Following the faculty's vote, the faculty's recommendation will be communicated to the Dean. The Dean will then prepare his own recommendation to the Provost, which will accompany the faculty's recommendation, and will include the Promotion and Tenure Committee's report and associated supporting materials.

C. As described more fully below, review for a reappointment decision for non-tenure track Clinical or Lawyering Skills Faculty at the rank of Professor, should include the following: Candidate Dossier; the last two annual reports to the Deans, together with the Deans' written comments following their meetings; copies of the candidate's most recent student evaluations; a Certification or Report from other Professors in the candidate's track who are equal in rank to the candidate; and Review by the Promotion and Tenure Committee.

1. Candidate Dossier

a. The candidate should submit to the Promotion and Tenure Committee a full C.V. including all teaching and professional activities, any publications and unsolicited letters of support, testimonials or reviews.

b. It is not the intention of the faculty that the candidate solicit outside letters for the reappointment process.

2. Certification or Report by other Professors in the candidate's track.

a. The other Professors in the candidate's track who are equal in rank to the candidate shall submit an evaluation that addresses whether the candidate continues to meet the applicable standards identified in the Policies and Procedures.

b. If the other Professors in the candidate's track believe the candidate continues to meet the applicable standards, the evaluation referred to in the previous paragraph shall consist of a brief "Certification" to that effect.

c. If the other Professors in the candidate's track believe the candidate no longer continues to meet the applicable standards, no "Certification" shall be submitted. In that case, the Professors in the candidate's track shall submit a report to the Promotion and Tenure Committee which addresses the issues presented. The report will reflect any minority views or specific issues raised.

3. Review by Promotion and Tenure Committee

a. The Promotion and Tenure Committee will review the candidate dossier, the Certification or Report by senior faculty in the candidate's track, the previous two annual reports to the Deans, together with the Deans' written comments following their meetings with the candidate, and copies of the candidate's most recent student evaluations. Absent a showing of good cause for a more substantial review of the candidate for retention, the committee's recommendation of³⁵ renewal at the rank of Professor shall be presumptive. If, upon a finding of good cause, the Promotion and Tenure Committee deems it appropriate to conduct a more substantial retention review, the Promotion and Tenure Committee shall follow such procedures as it deems appropriate to address any issues presented.

b. The Promotion and Tenure Committee will prepare a draft report of the committee's views. The Chair will share the draft with the candidate, who is asked to correct any misstatement. In addition, the candidate may wish to respond to the report of the committee. The augmented Promotion and Tenure Committee will prepare a final report and then vote on whether or not to recommend the candidate's retention. The committee's decision is determined by the majority vote.

c. The Chair will place copies of the candidate's C.V. and student evaluations at several secretarial stations for review by members of the faculty. In addition, each faculty member entitled to vote on the retention will be sent a confidential copy of the Promotion and Tenure committee's recommendation and report. The committee will also include the candidate's written responses to the report, if any.

³⁵ Amended May 23, 2016 to add "the committee's recommendation of" to this sentence. The edit was made at the request of the central university bylaws committee and the university general counsel's office, which felt the edit clarified the meaning of "presumptive." No substantive change intended.

4. All members of the faculty entitled to vote as provided in Article 3.1-3.5 of the By-Laws of the Faculty of Law will meet to consider it. As required by Article 5.3, a secret ballot shall be required on all reappointments.

5. Following the faculty's vote, the faculty's recommendation will be communicated to the Dean. The Dean will then prepare his own recommendation to the Provost, which will accompany the faculty's recommendation, and will include the Promotion and Tenure Committee's report and associated supporting materials.

VII. PROMOTION AND REAPPOINTMENT PROCESS FOR NON-TENURE TRACK FACULTY OTHER THAN CLINICAL OR LAWYERING SKILLS FACULTY.

A. Any non-tenure track faculty member who is eligible for promotion or reappointment at the end of the current appointment term, but who is not subject to the standards established for Clinical or Lawyering Skills Faculty attached to the By-Laws as Appendices B and C, shall be reviewed in accordance with this section VII. The Promotion and Tenure Committee, augmented as required by Section 9.8 of the By-Laws shall conduct a review as provided in C below and shall make recommendations to the Faculty and the administration concerning whether the candidate should be promoted or reappointed.

B. The criteria for reappointment or promotion shall include the following as appropriate according to the terms of the initial appointment:

1. In General. Depending upon the terms of the initial appointment, the standards for reappointment or promotion will involve a review of the candidate's performance in two out of three of the following: teaching, scholarship and institutional service.

2. Teaching Effectiveness. If required by the terms of the initial appointment, non-tenure track faculty members should demonstrate steady progress toward becoming effective teachers.

3. Service to the University, the Profession and the Community. If required by the terms of the initial appointment, non-tenure track faculty members will be called upon from time to time to engage in service to the Law School or University, for example in administrative or committee work. In addition, they may be asked to engage in public service, for example in organizing or appearing in continuing legal education programs, programs presented to non-lawyer community or educational groups, and service in other community groups such as boards of directors or legal bodies. Non-tenure track faculty are expected to perform such services satisfactorily. Any non-tenure track faculty member whose primary appointment is as an administrator and who holds a faculty appointment must also perform his or her administrative functions to the satisfaction of the Dean as a prerequisite to reappointment or promotion, regardless of that faculty member's teaching effectiveness or other institutional service.

4. Scholarship. If required by the terms of the initial appointment, the scholarship of non-tenure track faculty members must reflect substantial research, a thorough understanding of the subject, and an insight into the issues and problems that contribute substantially to available knowledge.

C. Review for a promotion or reappointment decision for such faculty should include the following: Candidate Dossier, and Review by the Promotion and Tenure Committee.

1. Candidate Dossier

a. The candidate should submit to the Promotion and Tenure Committee a full C.V. including all teaching and professional activities, any publications and unsolicited letters of support, testimonials or reviews.

b. It is not the intention of the faculty that the candidate solicit outside letters for the promotion or retention processes.

2. Review by Promotion and Tenure Committee

a. The Promotion and Tenure Committee will review the candidate dossier, and all annual review reports previously completed by the Deans and the Promotion and Tenure Committee. In addition, the Promotion and Tenure Committee will independently review those aspects of the candidate's teaching, research and scholarship, or service to the Law School and University that are required under the candidate's non-tenure track appointment. b. If appropriate, the Promotion and Tenure Committee will visit the candidate's classes. The committee will also review student evaluations.

b. The Promotion and Tenure Committee will prepare a draft report of the committee's views. The Chair will share the draft with the candidate, who is asked to correct any misstatement. In addition, the candidate may wish to respond to the report of the committee. The Promotion and Tenure Committee will prepare a final report and then vote on whether or not to recommend the candidate's promotion or retention. The committee's decision is determined by the majority vote.

c. The Chair will place copies of the candidate's C.V. and student evaluations at several secretarial stations for review by members of the faculty. In addition, each faculty member entitled to vote on the promotion or retention will be sent a confidential copy of the Promotion and Tenure committee's recommendation and report, together with class visit memoranda. The committee will also include the candidate's written responses to the report, if any.

3. All members of the faculty entitled to vote as provided in Article 3.1-3.5 of the By-Laws of the Faculty of Law will meet to consider it. As required by Article 5.3, a secret ballot shall be required on all promotions or retentions for non-tenure track faculty.

4. Following the faculty's vote, the faculty's recommendation will be communicated to the Dean. The Dean will then prepare his own recommendation to the Provost, which will accompany the faculty's recommendation, and will include the Promotion and Tenure Committee's report and associated supporting materials. If the candidate is promoted or retained, a new appointment shall be issued for the term recommended and approved by the Provost. If the candidate is not promoted or retained, the candidate's appointment shall be terminated in accordance with the notice procedures for non-renewal of term appointments set forth in the Faculty Handbook (Chapter 3, Part One, I, K.)

APPENDIX B

Policies and Procedures for Faculty Whose Primary Appointments Are In the Clinical Program

School of Law Case Western Reserve University

I. Introduction

The faculty of law consists of the President of the University or his or her designee and all persons who hold full-time appointments in the School of Law and who have the rank of professor, associate professor, assistant professor, or instructor. These policies and procedures outline the rights and responsibilities of Case Western Reserve University School of Law faculty whose primary appointments are in the clinical program at the law school, whether tenured, tenure track, or non-tenure track (referred to herein as “clinical faculty”) and whose voting privileges are set forth in Sections 3.2 and 3.4 of the Law School by-laws. They encompass the process for hiring, evaluating, and promoting these faculty.

Nothing in these policies and procedures limits the inherent right of the faculty to control the content and approach of the clinical program.

II. Obligations of the Clinical Faculty

In general, the obligations of the non-tenure track clinical faculty to the institution are teaching and institutional service. In general, the obligations of the tenured or tenure track clinical faculty are teaching, institutional service, and research and scholarship.

III. Specifications of Rank and Title

A. The following titles shall be applied to clinical faculty appointments: "Assistant Professor," "Associate Professor," and "Professor." Professor is the most

senior title, followed in descending order by Associate Professor and Assistant Professor.

B. Assistant Professor. The title "Assistant Professor" applies to a member of the clinical faculty who is without significant teaching, practice, scholarship (if applicable) or other relevant experience, but who shows the capacity to be able to meet the applicable standards for promotion to the title of clinical professor.

C. Associate Professor. The title "Associate Professor" applies to a member of the clinical faculty who through prior teaching experience as an assistant, or through other practice, scholarship (if applicable), or relevant experience, demonstrates strong and improving performance and substantial progress toward meeting the applicable standards for promotion to the title of clinical professor.

D. Professor. The title, "Professor", applies to a clinical faculty member who possesses a) an expert knowledge of his or her field; b) effective teaching skills; c) for clinical faculty on the tenure track, a documented national or international reputation for sustained scholarship in the candidate's discipline; d) a willingness to assume a fair share of institutional administrative and service tasks; and e) a commitment to continuing development of his or her academic competence, teaching effectiveness, research and scholarship (if applicable) and contribution to the academic objectives of the clinical program, the School of Law and the University.

IV. Procedures for Appointment, Evaluation, Reappointment and Promotion.

A. Hiring. Appointment as a Visiting Clinical Professor may be made by the Dean for up to one year, and may be renewed by the Dean for not more than two additional years. All other hiring decisions shall be implemented by the Dean

pursuant to a recommendation by the Appointments Committee, and a majority vote of the faculty entitled to vote on the issue. For the sole purpose of considering a candidate for appointment to the clinical faculty, one member of the Appointments Committee shall be a member of the Clinical Faculty.

B. Reappointment and Promotion Decisions. The Promotion and Tenure Committee has responsibility for making recommendations to the Dean and the Faculty regarding promotion and reappointment of clinical faculty in accordance with the By-laws of the Faculty, Appendix A to those By-laws and these policies and procedures. All reappointment and promotion decisions shall be made pursuant to a majority vote in favor of the candidate by the faculty members entitled to vote following review by the Promotion and Tenure Committee. For the purpose of considering a member of the clinical faculty for promotion or reappointment, at least one member of the Promotion and Tenure Committee shall be a member of the Clinical Faculty who shall hold a title which is equal to or senior to the rank of the candidate under consideration.

C. Persons Entitled to Vote Regarding Clinical Faculty Personnel Matters. Subject to Section 3.4(5) of the Law School's bylaws,³⁶ any member of the tenure track Faculty shall be entitled to vote on initial appointments, reappointments, promotions or terminations regarding non-tenure track clinical faculty. Any member of the tenure track Faculty who holds a title which is equal to or senior to the rank of the candidate in question, may vote on initial appointments, reappointments, promotions or terminations of tenure track clinical faculty. In addition, non-tenure-track clinical faculty who have been granted voting privileges under the by-laws of the faculty of law with titles equal to or senior to the title of the candidate under consideration shall be entitled to vote on such matters regarding both tenure track and non-tenure track clinical initial appointments,

³⁶ Amended September 30, 2015 to conform to revised Section 3.4(5), eliminating special seniority rules for junior tenure-track faculty.

reappointments, promotions or terminations.

D. Non-Tenure Track Clinical Faculty Appointments as Assistant Professor

A non-tenure track clinical faculty candidate appointed as Assistant Professor shall be eligible to receive two consecutive one (1) year appointments, followed by a three (3) year appointment. If the reappointment is not made, employment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

At the end of the three (3) year appointment, if the candidate is not promoted to Associate Professor, employment shall terminate, subject to the notice provisions in the University Faculty Handbook.

E. Non-Tenure Track Clinical Faculty Promotion to Associate Professor

Review for promotion to Associate Professor shall be done by the Promotion and Tenure Committee in the spring of the faculty member's fourth year, which shall transmit its recommendation to the faculty for a vote.

If a candidate is not promoted, that candidate's employment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

Promotion to Associate Professor results in an appointment for a five (5) year term. At the end of the five (5) year term, if an Associate does not meet standards for promotion to Professor and is not promoted, employment shall terminate, subject to the notice provisions in the University Faculty Handbook.

F. Non-Tenure Track Clinical Faculty Promotion to Professor

Review for promotion to Professor shall be done by the Promotion and Tenure Committee in the spring of the faculty member's ninth year, which shall transmit its recommendation to the Faculty for a vote.

If the candidate is not promoted, that candidate's employment shall terminate at the end of the current appointment term, subject to the notice

provisions in the University Faculty Handbook.

Promotion to Professor results in an appointment for a five (5) year term, with renewals for subsequent five (5) year terms as specified in V.

G. Tenure Track Clinical Faculty Appointments and Promotions

The terms of tenure track clinical faculty appointments, reappointments, promotions and terminations shall be governed by the policies and procedures regarding other tenure track faculty at the Law School. Those policies and procedures are memorialized in Appendix A to the By-laws of the Faculty of Law as well as the University Faculty Handbook. As with other tenure track faculty, the pre-tenure period for tenure track clinical faculty is normally six years, subject to certain extensions which may be available as stated therein. Clinical faculty candidates on the tenure track normally will be considered for promotion from Assistant Professor to Associate Professor at the end of his or her second year of service. Clinical faculty candidates on the tenure track normally will be considered for promotion from Associate Professor to Full Professor with tenure at the end of his or her fifth year of service.

H. Notwithstanding any of the provisions in this section IV., if a non-tenure track clinical faculty member is supported by short-term grants, the School of Law may condition the continuation of employment on continued receipt or renewal of such grants.

V. Renewal of Non-Tenure Track Clinical Professorial Appointments.

In the spring of the fourth (4th) year of a five (5) year appointment as a non-tenure track Professor, the Promotion and Tenure Committee shall review the candidate's performance to ensure that the standards for appointment as a non-tenure track Professor continue to be met and shall make a recommendation to the faculty. The faculty shall meet to vote on the recommendation, and reappointment shall occur upon a majority vote in favor of reappointment by the faculty members

entitled to vote on such matters. If, following a valid faculty vote, the reappointment is not made, termination of employment would occur at the end of the current five (5) year appointment, subject to the notice provisions in the University Faculty Handbook.

VI. Periodic Evaluations

In addition to evaluations for promotion and reappointment, all clinical faculty members at the titles of Assistant and Associate Professor shall be given an annual performance evaluation by the Promotion and Tenure Committee for the purpose of assisting the candidate in achieving levels of performance sufficient to warrant promotion to the next level of appointment.

VII. Procedures for Termination of Employment.

Any clinical faculty appointment may be terminated: 1) for just cause as defined in the Faculty Handbook Chapter 3, Part One, Section I.E.3.; 2) for serious failure to meet the continuing performance obligations set forth in Item XI. below; or 3) pursuant to a Faculty vote pertaining to reduction in staff as set forth in Item VIII below.

If the Dean or a majority of the voting faculty determines that mid-term termination of employment should be considered, the matter shall be referred to the Promotion and Tenure Committee for review and recommendation to the Faculty.

Following receipt of the recommendation of the Promotion and Tenure Committee if, in a valid faculty vote, a majority of faculty members entitled to vote on such matters finds that sufficient cause exists for termination, the candidate's employment shall be terminated, in accordance with, and subject to the notice provisions in the University Faculty Handbook.

VIII. Termination or Substantial Modification of the Clinical Program.

If the clinical program is terminated or substantially modified by the Faculty in a way that requires a reduction in the need for clinical faculty who teach in the clinical program, a member of the clinical faculty may be terminated regardless of years of service or title, in accordance with, and subject to the notice provisions in the University Faculty Handbook.

If a majority of persons entitled to vote on such matters approve a reduction in clinical faculty size, the reduction shall be accomplished in order of ascending title (i.e. lowest title first) or in order of years of service within a title (i.e. least years of service first).

IX. General Standards of Performance Applicable to Tenure-Track or Non-Tenure-Track Clinical Faculty.

A. In General. Standards for reappointment and promotion for all clinical faculty require effective teaching and institutional service. In addition, for tenure track clinical faculty, reappointment and promotion require sufficient research and scholarship as described in Appendix A to the By-laws of the Faculty of Law.

B. Teaching Effectiveness. Teaching ability is the primary factor to be considered in evaluating non-tenure track clinical faculty for hiring, retention and promotion. Teaching ability is an equally important factor, along with research and scholarship, for tenured or tenure track clinical faculty. All Clinical faculty should demonstrate steady progress toward becoming effective teachers in the clinical program. Any clinical faculty member whose primary appointment is as an administrator and who holds a clinical faculty appointment must also perform his or her administrative functions to the satisfaction of the Dean as a prerequisite to reappointment or promotion, regardless of that clinical faculty member's teaching effectiveness or other institutional service.

C. Service to the University, the Profession and the Community. Clinical faculty, like other members of the Faculty, will be called upon from time to time to engage in service to the Law School or University, for example in administrative or committee work. In addition, they may be asked to engage in public service, for example in organizing or appearing in continuing legal education programs, programs presented to non-lawyer community or educational groups, and service in other community groups such as boards of directors or legal bodies. Clinical faculty are expected to perform such services satisfactorily.

Extraordinary performance of service is an important factor in promotion decisions for non-tenure track clinical faculty. Extraordinary performance of service, however, will not justify promotion or reappointment if a clinical faculty member has not demonstrated effective teaching ability, or in the case of tenure track faculty, the required research and scholarship.

D. Capacity to collaborate with Colleagues. A candidate for reappointment or promotion in the clinical program shall demonstrate that he or she can work well with colleagues and has the inclination to continue to do so.

X. Additional Standards of Performance in the Clinical Program for All Clinical Faculty.

In addition to the general standards stated above in Item IX., the following standards are applicable to all clinical faculty, whether tenured, tenure track, or non-tenure track. In the evaluation process, due consideration shall be given to client confidentiality and the likelihood that in the course of representing clients, clinical faculty may be required to vigorously espouse contentious positions with other counsel or the bench.

A. Clinical Teaching Effectiveness. Candidates for reappointment and promotion should demonstrate steady progress towards excellence in achieving the goals of clinical teaching: to instill in students the habits of careful research, rigorous analysis, thorough preparation, good relations with clients and others, honest self-criticism, and the ability to learn from experience. Candidates who achieve the title of Clinical Professor should perform proficiently in both one-to-one supervision and clinical classroom teaching.

B. Competence as a Lawyer. Because one of the goals of the clinical program is instruction in the lawyering skills and professional values needed by the practicing lawyer, the effective teacher must be a good lawyer. The following are criteria for determining the quality of lawyering. The list is not exhaustive:

1. Knowledge of the Law. Clinicians should be knowledgeable in the fields of law in which they practice. They should be able to identify matters that are beyond their expertise and bring such matters to the client's attention.

2. Legal skills. Clinicians should exhibit proficiency in a variety of skills, including:

- a. Information gathering both from clients and others;
- b. Legal research, analysis, and writing;
- c. Strategy formation including client counseling;
- d. Strategy execution including negotiation, trial advocacy and alternative dispute resolution;
- e. Follow through, including keeping clients informed and maintaining good client relations; and
- f. Practice management, including organization and control of the legal work and finances of the office. In evaluating a clinician's proficiency in practice management skills, due consideration should be given to the individual clinician's opportunities or lack thereof, for such things as case assignment, overall supervision of office procedures, and control of the office finances.

3. Professional Values and Professional Responsibility.

Clinicians should evidence an appreciation of the professional values necessary to be a competent advocate and officer of the court. Clinicians also should be aware of ethical issues raised by practice and should take appropriate action to deal with these issues in a manner consistent with applicable ethical and legal standards.

C. Character. Clinicians should be intellectually and emotionally capable of rendering professional service to clients and of providing supervision to students.

D. Growth as a Lawyer. The clinical program is designed primarily to assist students in becoming competent practitioners. Competency as a practitioner is not learned at once but must be achieved and maintained throughout one's career. Growth as a practitioner is, therefore, a factor for consideration in retention and promotion decisions.

Growth may be demonstrated in a variety of ways: for example, by an intensive period of time spent practicing law with a firm or governmental agency during the summers or while on sabbatical; by representing clients in the clinic or through public or private consultation in cases that pose significant new challenges to the faculty member; or by teaching in participating programs such as institutes on trial advocacy. This requirement shall be interpreted reasonably in light of the opportunities that the school and program make available.

XI. Continuing Performance Obligations of All Clinical Faculty.

Throughout the term of any clinical faculty member's appointment, the clinical faculty member is expected to continually improve his or her performance under the performance standards applicable to his or her appointment and articulated in these policies and procedures.

XII. Application to Incumbent Clinical Faculty.

Clinical faculty who are employed by the Law School when these policies and procedures are adopted shall be evaluated and appointed to the title and contract term that are warranted under these policies and procedures, but no clinical faculty member shall receive a title or contract term less than that under which that clinical

faculty member is currently employed.

The employment of any clinical faculty member who is currently appointed based upon a grant from outside the University shall, in addition to all other standards contained in these policies and procedures, be subject to termination at the expiration of: a) the grant period, or b) the term of appointment in effect for that clinical faculty member at the time of adoption of these policies and procedures, whichever event occurs later.

XIII. Transition of Clinical Faculty to the Tenure Track.

The following provisions are intended to implement the faculty decision made March 5, 2008 that provided: 1) all new clinical faculty who are considered for initial permanent, full-time appointments at the Law School that would begin after March 5, 2008, shall be considered for the tenure track, and shall be appointed, promoted, reappointed and considered for tenure pursuant to these policies and procedures as to their teaching and service, but shall also be subject to the policies and procedures regarding research and scholarship applicable to other tenured or tenure track faculty at the Law School. The policies and procedures applicable to research and scholarship are memorialized in the By-Laws of the Faculty of Law and Appendix A to those By-Laws; and 2) clinical faculty who were employed by the Law School on March 5, 2008 as non-tenure track clinical faculty under these policies and procedures are eligible to apply for transition to the tenure track.

A. Access to Tenure Track for Clinicians Employed as of March 5, 2008.

To be appointed to a tenure-track position, full-time clinical faculty members employed by the Law School as of March 5, 2008 must successfully go through the faculty appointments process to assess their scholarly potential. This would include

positive recommendations from the Faculty Appointments Committee to the faculty, from the faculty to the Dean, and from the Dean to the Provost. Such a recommendation would focus on teaching, service, practice, and scholarship.

Teaching, service and practice shall be governed by the policies and procedures stated above generally applicable to all clinical faculty. Scholarship generally shall be governed by the provisions of Appendix A to the By-Laws of the Faculty of Law, applicable to other tenure track faculty.

1. **Evidence of Scholarly Potential** – As with nonclinical tenure-track candidates, clinical faculty seeking a tenure-track appointment must establish their strong interest in, and substantial potential for, producing high quality scholarship with reasonable regularity throughout their teaching career.

a. **Appointment on the Basis of Prior Articles**

Like candidates for nonclinical tenure-track positions, clinical faculty members may request that prior articles be considered in order to establish evidence of scholarly potential sufficient for appointment to a tenure-track position.

b. **Release Time and Support for Writing**

To be appointed to the tenure track, non-tenure track clinical faculty members employed by the Law School as of March 5, 2008, who have no prior publications or whose prior publications do not establish an adequate basis for appointment must produce an article demonstrating scholarly potential. Based upon their

scholarly potential and progress, as determined by the Dean, clinical faculty members in this position who declare their intention to seek a tenure-track appointment may be released from clinical obligations during the summer and may be given research support, including research assistants and summer research grants for no more than three years.

2. Once a clinical faculty member is on the tenure track, that faculty member will receive the same benefits, rights, and obligations as nonclinical tenure-track faculty.

B. Consideration of prior scholarship, rank and years to tenure at application

1. As with nonclinical tenure-track faculty, a clinical tenure-track faculty member may be given credit at the time of appointment for scholarship previously produced.

2. While working toward tenure, clinical tenure-track faculty members may retain the rank and titles they earned at the law school prior to being appointed to the tenure track.

C. Choice to apply for tenure track

1. Clinical faculty members must choose, within five years of June 30, 2008, whether to apply for a tenure-track position or retain long-term contract status.

2. Clinical faculty members who apply for, but do not receive, a tenure-track position would retain long-term contract status.

3. All full-time clinical faculty employed by the Law School as of March 5, 2008 have the option to retain their previous non-tenure track long-term contract status and not apply for a tenure-track position.

These policies and procedures were initially adopted by the Faculty of Law on April 16, 1997; additional changes to conform to Faculty Handbook and Bylaws changes adopted October 1, 2007; additional changes to provide for transition of clinical faculty from non-tenure track to the tenure track were adopted in September, 2009.

Appendix C: Policies and Procedures for Lawyering Skills Faculty
Case Western Reserve University School of Law

I. *Introduction*

These policies and procedures outline the rights and responsibilities of the faculty of the Case Western Reserve University School of Law whose primary appointments involve teaching lawyering skills courses³⁷, hereinafter referred to as the “lawyering skills faculty.” These policies and procedures describe the process for hiring, evaluating, promoting, reappointing and terminating members of the lawyering skills faculty.

Nothing in these policies and procedures limits the inherent right of the faculty to control the content and approach of the lawyering skills program.

II. *Obligations of the Lawyering Skills Faculty*

In general, the obligations of the non-tenure track lawyering skills faculty to the institution are teaching and institutional service. The obligations of special lawyering skills faculty are teaching only.

III. *Specifications of Rank and Title*

A. *Ranks and Titles.* Lawyering skills faculty shall be non-tenure track or special faculty, depending upon the terms of the appointment. The following titles shall be applied to non-tenure track lawyering skills faculty appointments: “assistant professor of law,” “associate professor of law,” and “professor of law.” Professor is the most senior rank, followed in descending order by associate professor and assistant professor. The following titles shall be applied to special lawyering skills faculty appointments: “adjunct professor of lawyering skills” or “visiting

³⁷ Amended September 30, 2015 to eliminate outdated reference to the former CaseArc lawyering skills program.

professor of lawyering skills” depending on the nature of the appointment. All non-tenure track lawyering skills faculty are senior to special lawyering skills faculty.

B. *Assistant Professor*. The title “assistant professor of law” applies to a member of the non-tenure track lawyering skills faculty who is without significant teaching or other relevant experience, but who shows the capacity to meet standards for promotion to the rank of professor.

C. *Associate Professor*. The title “associate professor of law” applies to a member of the non-tenure track lawyering skills faculty who has prior teaching experience as an assistant professor or has other relevant experience, and who demonstrates strong performance and substantial progress toward meeting the standards for promotion to the rank of professor.

D. *Professor*. The title “professor of law” applies to a member of the non-tenure track lawyering skills faculty who possesses 1) an expert knowledge of his or her field, 2) effective teaching skills, 3) a willingness to assume a fair share of institutional administrative and service tasks, and 4) a commitment to continuing development of academic competence.

IV. Procedures for Appointment, Evaluation, Reappointment, and Promotion

A. *Hiring*. Appointment as a special faculty member in the lawyering skills program on either a full-time or part-time basis may be made by the Dean for up to one year, and may be renewed by the Dean for an additional year. In addition, under the provisions of paragraph IV.G. below, the Dean may appoint lawyering skills special faculty to additional or continuing terms. All hiring decisions of non-tenure track lawyering skills faculty shall be pursuant to a recommendation by the Appointments Committee and a majority vote of the faculty entitled to vote on the issue. For the sole purpose of considering a candidate for appointment to the non-tenure track lawyering skills faculty, one member of the Appointments Committee shall be a member of the non-tenure track lawyering skills faculty.

B. Reappointment and Promotion Decisions. The Promotion and Tenure Committee (or such other committee designated for this purpose) has responsibility for making recommendations to the faculty regarding promotion and reappointment of non-tenure track lawyering skills faculty in accordance with these policies and procedures.

All reappointment and promotion decisions shall be made pursuant to a majority vote by the faculty members entitled to vote, following review by the Promotion and Tenure Committee. For the sole purpose of considering a member of the non-tenure track lawyering skills faculty for promotion or reappointment, one member of the Promotion and Tenure Committee shall be a member of the non-tenure track lawyering skills faculty who holds a rank equal to or senior to the rank to which the non-tenure track lawyering skills faculty member under consideration is being reappointed or promoted.

C. Persons Entitled to Vote Regarding Non-Tenure Track Lawyering Skills Faculty Personnel Matters. Subject to the provisions of Section 3.4(7) of the Law School Bylaws,³⁸ any member of the tenure-track faculty and any clinical faculty member shall be entitled to vote on initial appointments, reappointments, promotions, or terminations regarding lawyering skills faculty. In addition, members of the non-tenure track lawyering skills faculty with ranks equal to or senior to the rank of the non-tenure track lawyering skills faculty member under consideration shall be entitled to vote on initial appointments, reappointments, promotions, or terminations regarding non-tenure track lawyering³⁹ skills faculty.

D. Lawyering Skills Faculty Appointment as Assistant Professor. A lawyering skills faculty member appointed as assistant professor may receive two consecutive one (1) year

³⁸ Changed September 2015 to conform to amendments to main Bylaws.

³⁹ Corrected typographical error misspelling “lawyering” on September 30, 2015.

appointments, followed by a three (3) year appointment, if the appointment is renewed before the end of the one (1) year or three (3) year appointment periods.

If reappointment is not made before the end of the one (1) year or three (3) year appointment periods, the appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

E. Lawyering Skills Faculty Promotion to Associate Professor. Promotion to associate professor in the lawyering skills program results in an appointment for a five (5) year term.

Review for promotion to associate professor in the lawyering skills program shall ordinarily be done in the spring of the lawyering skills faculty member's fourth year as assistant professor by the Promotion and Tenure Committee, which shall transmit its recommendation to the faculty for a vote.

If an assistant professor is not promoted to associate professor, that faculty member's appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

F. Lawyering Skills Faculty Promotion to Professor. Promotion to professor in the lawyering skills program results in an appointment for a five (5) year term, with possible renewals for subsequent five (5) year terms as specified in article V of these policies.

Review for promotion to professor in the lawyering skills program shall ordinarily be done in the spring of the faculty member's ninth year by the Promotion and Tenure Committee, which shall transmit its recommendation to the faculty for a vote.

If an associate professor in the lawyering skills program is not promoted to professor, that faculty member's appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

G. Special Faculty Positions. Notwithstanding any of the above provisions in this article IV, the Dean, in consultation with the Appointments Committee and the full faculty, shall have flexibility to create continuing, special faculty positions in the lawyering skills program when doing so is in the best interests of the School of Law.

V. Reappointments of Non-Tenure Track Appointments of Lawyering Skills Professors

In the spring of the fourth year of a faculty member's five (5) year appointment as a non-tenure track professor in the lawyering skills program, the Promotion and Tenure Committee shall review the faculty member's performance to ensure that the standards for appointment as professor continue to be met, and the Committee shall make a recommendation to the faculty on renewal of the lawyering skills faculty member's appointment. The faculty shall meet to vote on the recommendation, and reappointment shall occur upon a majority vote in favor of reappointment by the faculty members entitled to vote on such matters.

If a faculty member's appointment is not renewed before the end of the five (5) year appointment, the appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

VI. Periodic Evaluations

In addition to evaluations for promotion and renewal, all non-tenure track lawyering skills faculty members at the ranks of assistant professor and associate professor shall be given an annual performance evaluation by the Promotion and Tenure Committee for the purpose of assisting the faculty member in achieving levels of performance sufficient to warrant promotion to associate professor or professor, as appropriate. Evaluations of special lawyering skills faculty shall be done by the Dean or his designee as appropriate to the nature of the appointment, but shall occur not less than once per year.

VII. Procedures for Termination of Appointment

Any lawyering skills faculty appointment may be terminated before the end of the current appointment period 1) for just cause as defined in the Faculty Handbook Chapter 3, Part One, Section I.E.3. and 2) for serious failure to meet the continuing performance obligations set forth in article X below; or 3) pursuant to a faculty vote pertaining to reduction in staff as set forth in article VIII below and pursuant to the applicable Faculty Handbook provisions.

In the case of non-tenure track lawyering skills faculty, if the Dean or a majority of the voting faculty entitled to vote on appointments, reappointments and promotions of the individual in question determines that mid-term termination of appointment should be considered, the matter shall be referred to the Promotion and Tenure Committee for review and recommendation to the faculty. Following receipt of the recommendation of the Promotion and Tenure Committee if a majority of faculty members entitled to vote on such matters finds that sufficient cause exists for termination, the faculty member's appointment shall be terminated, subject to the notice provisions in the University Faculty Handbook.

VIII. Termination or Substantial Modification of the Lawyering Skills Program

If the lawyering skills program is terminated or substantially modified by the faculty in a way that requires a reduction in the need for lawyering skills faculty, any member of the lawyering skills faculty may be terminated regardless of years of service or rank, subject to the notice provisions in the University Faculty Handbook.

If a majority of persons entitled to vote on such matters approves a reduction in lawyering skills faculty size, the reduction shall be accomplished in order of ascending rank (i.e., lowest rank first) or in order of years of service within a rank (i.e., least years of service first).

IX. *Standards of Performance: Lawyering Skills Faculty*

A. *In General.* Standards for reappointment and promotion of non-tenure track lawyering skills faculty require effective teaching and institutional service. Standards for reappointment of special lawyering skills faculty require effective teaching.

B. *Teaching Effectiveness.* Teaching ability is the primary factor to be considered in evaluating lawyering skills faculty for hiring, reappointment, and promotion. Lawyering skills faculty who are candidates for reappointment or promotion should demonstrate steady progress towards excellence in achieving the goals of teaching lawyering skills — to begin to instill in students the habits of competent and effective performance of the lawyering skills taught in their courses, including to the extent applicable: 1) clear exposition, careful research, rigorous analysis; 2) thorough preparation; 3) effective interviewing, fact gathering, counseling, negotiation and oral presentation; 4) written and oral examination and advocacy; and 4) honest self-criticism. Faculty members in the lawyering skills program should perform proficiently in one-to-one interaction, small group and classroom teaching.

C. *Service to the University, the Profession, and the Community.* Non-tenure track lawyering skills faculty will be called upon to engage in service to the law school or University—for example, in administrative or committee work. In addition, they may be asked to engage in public service—for example, organizing or appearing in continuing legal education programs or programs presented to non-lawyer community or educational groups, and providing service in other community groups such as boards of directors or legal bodies. Lawyering skills faculty are expected to perform such services satisfactorily.

Extraordinary performance of service is an important factor in promotion or reappointment decisions, but it will not justify promotion or reappointment if a lawyering skills faculty member has not demonstrated effective teaching ability.

D. Capacity to Collaborate with Colleagues. A candidate for reappointment or promotion in the lawyering skills program shall demonstrate that he or she works well with colleagues, including the person or persons responsible for administering the lawyering skills program, and that he or she has the inclination to continue to do so.

X. Continuing Performance Obligations

Throughout the term of any lawyering skills faculty member's appointment, the lawyering skills faculty member is expected to continually improve his or her performance under the performance standards articulated in these policies and procedures.

XI. Application to incumbent Legal Analysis and Writing Faculty

Legal Analysis and Writing faculty who are employed as full-time non-tenure track faculty by the School of Law when these policies and procedures are adopted shall be evaluated and may be appointed to an initial three (3) year appointment term at a rank that is warranted under these policies and procedures; provided, that no Legal Analysis and Writing faculty member shall receive a rank or appointment term less than that under which that faculty member is currently employed. After the expiration of the initial three (3) year appointment, any such faculty member may be eligible for reappointment at the rank and for the appointment term provided under these policies and procedures.

APPENDIX D

POLICIES AND PROCEDURES FOR OTHER NON-TENURE TRACK FACULTY

School of Law, Case Western Reserve University

I. *Introduction*

These policies and procedures outline the rights and responsibilities of the non-tenure track faculty of the Case Western Reserve University School of Law whose primary appointments are not in the Clinical or the CaseArc Integrated Lawyering Skills Program. However, under the limited circumstances described below and for limited duration, a Professor from Practice may receive a primary appointment in the clinical program. These policies and procedures describe the process for hiring, evaluating, promoting, reappointing, and terminating members of such non-tenure track faculty. Nothing in these policies and procedures limits the inherent right of the faculty to control the content and approach of the program taught by non-tenure track faculty.

II. *Obligations of the Non-Tenure Track Faculty*

In general, the obligations of the non-tenure track faculty to the institution are teaching and institutional service.

III. *Specifications of Rank and Title*

A. Except as otherwise provided in Section III.B., non-tenure track faculty (other than Clinical and Lawyering Skills faculty) shall have the rank and title “Senior Instructor in Law.”

B. *Professors from Practice.* Prominent and accomplished candidates who possess significant expertise or other valuable qualities obtained while engaged in at least 10 years of law practice may be appointed as “Professors from Practice,” with the university rank of “Senior Instructor in Law.” Professors from Practice may be appointed to teach any course in the law school curriculum for which they

are qualified. Professors from Practice may be appointed or reappointed only under extraordinary circumstances. This type of appointment is an exception to the general policy that clinical faculty shall be appointed to positions on the tenure track.

IV. Procedures for Appointment, Evaluation and Reappointment

A. Hiring. All hiring decisions of non-tenure track faculty shall be pursuant to a recommendation by the Appointments Committee and a majority vote of the faculty entitled to vote on the issue.

B. Reappointment Decisions. The Promotion and Tenure Committee (or such other committee designated for this purpose) has responsibility for making recommendations to the faculty regarding reappointment of non-tenure track faculty in accordance with these policies and procedures. All reappointment decisions shall be made pursuant to a majority vote by the faculty members entitled to vote, following review by the Promotion and Tenure Committee.

C. Persons Entitled to Vote Regarding Non-Tenure Track Faculty Personnel Matters. Any member of the tenure-track faculty and any clinical and lawyering skills faculty member shall be entitled to vote on initial appointments, reappointments, or terminations regarding non-tenure track faculty.

D. Initial Appointment. A non-tenure track faculty member shall be appointed to a three (3) year term. If reappointment is not made before the end of the three (3) year appointment period, the appointment shall terminate at the end of the academic year following the end of the initial appointment term, subject to the notice provisions in the University Faculty Handbook.

E. Reappointment. Review for reappointment of a non-tenure track faculty member shall ordinarily be done by the Promotion and Tenure Committee during the third year of the non-tenure track faculty member's appointment. The Promotion and Tenure Committee shall transmit its recommendation to the faculty for a vote. The faculty shall meet to vote on the recommendation, and

reappointment shall occur upon a majority vote in favor of reappointment by the faculty members entitled to vote on such matters. If a non-tenure track faculty member is not reappointed, that faculty member's appointment shall terminate at the end of the academic year following the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

V. Periodic Evaluations

In addition to evaluations for renewal, all non-tenure track faculty members shall be given an annual performance evaluation by the Promotion and Tenure Committee for the purpose of assisting the faculty member in achieving levels of performance sufficient to warrant reappointment.

VI. Procedures for Termination of Appointment

Any non-tenure track faculty appointment may be terminated before the end of the current appointment period: (1) for just cause as defined in the Faculty Handbook Chapter 3, Part One, Section I.E.3. and (2) for serious failure to meet the continuing performance obligations set forth in article VIII below. In the case of non-tenure track faculty, if the Dean or a majority of the voting faculty entitled to vote on appointments and reappointments of the individual in question determines that mid-term termination of appointment should be considered, the matter shall be referred to the Promotion and Tenure Committee for review and recommendation to the faculty. Following receipt of the recommendation of the Promotion and Tenure Committee, if a majority of faculty members entitled to vote on such matters finds that sufficient cause exists for termination, the faculty member's appointment shall be terminated, subject to the notice provisions in the University Faculty Handbook.

VII. Standards of Performance for Non-Tenure Track Faculty

A. *In General.* Standards for reappointment of non-tenure track faculty require effective teaching and institutional service.

B. *Teaching Effectiveness.* Teaching ability is the primary factor to be considered in evaluating non-tenure track faculty for appointment and reappointment. Non-tenure track faculty who are candidates for reappointment should demonstrate steady progress toward excellence in teaching.

C. *Service to the University, the Profession, and the Community.* Non-tenure track faculty will be called upon to engage in service to the law school or University—for example, in administrative or committee work. In addition, they may be asked to engage in public service—for example, organizing or appearing in continuing legal education programs or programs presented to non-lawyer community or educational groups, and providing service in other community groups such as boards of directors or legal bodies. Non-tenure track faculty are expected to perform such services satisfactorily. Extraordinary performance of service is an important factor in reappointment decisions, but it will not justify reappointment if a non-tenure track faculty member has not demonstrated effective teaching ability.

VIII. *Continuing Performance Obligations*

Throughout the term of any non-tenure track faculty member's appointment, the faculty member is expected to continually improve his or her performance under the performance standards articulated in these policies and procedures.

BY-LAWS OF THE FACULTY OF LAW
Case Western Reserve University¹

ARTICLE 1: PURPOSE

1.1 These By-Laws, and all amendments adopted as hereafter provided, shall constitute the rules governing the procedures of the Faculty of Law in the performance of its duties and powers specified in and authorized by the By-Laws of the Board of Trustees, the Constitution of the University Faculty, and the University Faculty Handbook.

ARTICLE 2: THE FUNCTIONS OF THE FACULTY

2.1 Introduction. The Faculty has primary responsibility for the selection of those individuals who constitute the tenured, tenure track, and non-tenure track Faculty. The Faculty and the Administration have joint responsibility for implementation of plans for the law school. Since operations by the Administration may require modification of plans, the Faculty has a right to be kept informed of operations, and to be consulted on operational problems or decisions which may affect the overall operations or plans of the School. Accordingly, the powers and responsibilities listed below do not constitute an exclusive list.

Commented [djc1]: The University General Counsel's Office (UGC) expressed concern that "plans" in the original text was unclear. We added "plans for the law school" to attempt to make this sentence more precise. Approved 9-30-2015.

2.2 Recommendations on Policy. The Faculty shall have the authority and responsibility to make recommendations to the Dean, for implementation within the Law School, or, where appropriate, for transmission to the President or to the Faculty Senate, with respect to policies governing:

- (1) Faculty personnel matters, including standards of appointment, re-appointment, promotion, tenure, and termination;
- (2) assignment of courses and Faculty workloads;
- (3) standards for curricula and content of courses and programs;

¹As originally adopted on June 4, 1973, and conformed to include all amendments made to date. A footnote number at the end of a section or of a paragraph within a section indicates that the section or paragraph has been amended. Explanatory comments are set forth in the footnotes. Amendments which merely renumbered sections are not footnoted, nor are amendments to sections subsequently repealed. This version is an exact copy of that prepared by then Secretary Hugh Ross which was headed "Current to January 1, 1986", except for some formatting changes, and except for the amendment of May 14, 1996 to 3.1. This copy was last proof read against the Ross version on November 16, 1995. This revision was prepared to conform to changes in the University Faculty Handbook adopted in 2003. Changes to the status of the Lawyering Skills Faculty were adopted by the Faculty of Law on October 1, 2007, and changes to add a budget committee, an experiential education committee, and allow Clinical Faculty to seek tenure-track appointments were adopted November 17, 2011. The changes shown in this redline were approved by the Faculty on September 30, 2015, with minor edits on May 23, 2016 and January 19, 2017.

- (4) standards and facilities for research and scholarship;
- (5) requirements for admission and graduation;
- (6) the establishment or discontinuance of educational or service programs.

2.3 Specific Functions. The faculty shall have the authority and responsibility to:

- (1) make recommendations to the President and the Board of Trustees for the awarding of degrees in the ordinary course;
- (2) make recommendations to the President relative to appointment of a Dean of the Law School in accordance with Faculty Handbook procedures;
- (3) make recommendations to the President for appointment of members of the Faculty. No person shall be appointed to the tenured, tenure track or non-tenure track Faculty by the University unless his or her appointment has been recommended by the affirmative vote of the faculty. This function may not be delegated.² Special Faculty may be appointed by the Dean or his designee as provided in the Faculty Handbook.
- (4) make recommendations to waive policies on requirements for admission or graduation in specific areas. This function may be delegated.
- (5) make recommendations to the Dean on the appointment of administrative officers, the formulation of the budget, and the allocation of the resources and facilities of the Law School, without limitation on the Dean's authority in any of the matters referred to in this paragraph 5.

Commented [djc2]: Edited at the suggestion of UGC to ensure that the law school bylaws conform with the Faculty Handbook.

Commented [djc3]: Same reason. In addition, we deleted the second sentence of footnote two below at suggestion of UGC, since it is now irrelevant.

ARTICLE 3: MEMBERSHIP AND VOTING RIGHTS³

3.1 Tenured or tenure track faculty. Tenured or tenure track faculty members, whether clinical faculty or non-clinical faculty, are those persons holding full-time academic appointments at the ranks of professor, associate professor, and assistant professor whose obligations to the Law School and the University include 1) teaching, 2) research and scholarship, and 3) service to the Law School and the University Community. Non-clinical tenured or tenure track faculty shall be appointed, evaluated, reappointed and promoted in accordance with the procedures memorialized in Appendix A attached and

²Amended April 22, 1981. The former section provided that no person shall be appointed unless the appointment is approved by the Faculty, incorrectly implying that it is the Faculty which appoints. ~~This has been corrected by stating that appointments require a recommendation for the appointment.~~

³Article 3 was substantially revised October 1, 2007 and slightly revised on November 17, 2011 to conform to the revised Faculty Handbook.

incorporated by reference. Clinical tenured or tenure track faculty shall be appointed, evaluated, reappointed and promoted in accordance with the procedures memorialized in Appendix A as to their research and scholarship, but as to Appendix B attached and incorporated by reference, as to their teaching, practice and service to the Law School and the University Community. Tenured or tenure track faculty shall be entitled to vote on all matters coming before the University Faculty and the Faculty of Law, except as limited below.

3.2 Non-tenure track faculty. Non-tenure track faculty members are those persons holding full-time academic appointments at the ranks of professor, associate professor, assistant professor, senior instructor, and instructor whose obligations to the Law School and the University include two of the three obligations of the tenured/tenure track faculty, i.e., 1) teaching, 2) research and scholarship or 3) service to the Law School and the University Community. Non-tenure track faculty in the Law School shall be appointed, evaluated, reappointed and promoted in accordance, where applicable, with either 1) the Policies and Procedures for Clinical Faculty attached as Appendix B and incorporated by reference; 2) the Policies and Procedures for Lawyering Skills Faculty attached as Appendix C and incorporated by reference; or 3) the Policies and Procedures for Other Non-Tenure Track Faculty attached as Appendix D and incorporated by reference. Non-tenure track Clinical Faculty, ~~and non-tenure track Lawyering Skills Faculty,~~ and instructors and senior instructors eligible for reappointment under Appendix D shall be entitled to vote on all matters coming before the University Faculty and the Faculty of Law, except as limited below.⁴ ~~Other non-tenure track faculty shall be entitled to vote on all matters coming before the University Faculty, but shall not vote on matters coming before the Faculty of Law.~~

Commented [djc4]: This change gives law school voting rights to our full-time non-tenure track instructors eligible for reappointment.

3.3 Special faculty. Special faculty members are 1) those persons holding part-time academic appointments, or 2) persons holding full-time academic appointments, but who have specific, limited responsibilities for the duration of a specific project, or for a limited duration. The obligations of special faculty shall include one or more⁵ of the three obligations of the tenured/tenure track faculty, i.e., 1) teaching, 2) research and scholarship or 3) service to the Law School and the University Community. The titles of special faculty in the Law School shall be lecturer⁶, visiting assistant professor, visiting associate professor, or visiting professor of law, ~~—visiting instructor or visiting senior instructor of law, or adjunct assistant, adjunct associate, or adjunct professor of law. —(assistant, associate or full) professor of law@, Avisiting instructor —(or senior instructor) in law@, or Aadjunct (assistant, associate or full) professor of law.~~ Special faculty members shall not be entitled to vote on matters coming before the University Faculty or the Faculty of Law.

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Commented [djc5]: The previous language referred to “full professor,” which is not a rank recognized by the Faculty Handbook. At the suggestion of the Provost’s office and UGC, we deleted the reference to “full professor” and otherwise redrafted for stylistic reasons.

⁴This sentence was revised on May 15, 2008 to give non-tenure track Lawyering Skills Faculty the same voting rights as non-tenure track Clinical Faculty, except as limited in 3.4.

⁵ Amended 1/19/17 to allow special faculty to be hired to perform more than one of the three obligations.

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⁶ Amended 1/19/17 to add “Lecturer” to titles of special faculty.

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3.4 Voting Limitations.

- (1) On matters involving the granting of tenure, only those Faculty members with tenure shall be entitled to vote.
- (2) On matters involving promotions of non-clinical Faculty who have tenure track appointments, only those tenured or tenure track Faculty of rank equal to or senior to the rank to which the individual is being promoted shall be entitled to vote.
- (3) On matters involving initial non-clinical tenure track appointments to the Faculty (regardless of rank), only those Faculty who have tenure track appointments shall be entitled to vote.⁷
- (4) On matters involving the initial appointment of non-tenure track or tenure track Clinical Faculty, only tenured or tenure track and Clinical Faculty (tenure track or non-tenure track) shall be entitled to vote.
- (5) On matters involving the reappointment or promotion of non-tenure track or tenure track Clinical Faculty, only those Faculty of rank equal to or senior to the rank to which the individual is being reappointed or promoted shall be entitled to vote. ~~For purposes of the previous sentence, all tenured or tenure track Faculty are senior in rank to non-tenure track Clinical Faculty.~~
- (6) On matters involving the initial appointment of non-tenure track Lawyering Skills Faculty, all tenured, tenure track, Clinical and Lawyering Skills Faculty shall be entitled to vote.
- (7) On matters involving the reappointment or promotion of non-tenure track Lawyering Skills Faculty, only those Faculty of rank equal to or senior to the rank to which the individual is being reappointed or promoted shall be entitled to vote. ~~For purposes of the previous sentence, all tenured or tenure track and Clinical Faculty are senior in rank to non-tenure track Lawyering Skills Faculty.~~
- (8) On matters involving standards and policies concerning promotion, tenure, or eligibility for sabbatical leave of non-clinical tenured or tenure track Faculty, only tenured or tenure track Faculty shall be entitled to vote.
- (9) On matters involving standards and policies concerning promotion, tenure, or

⁷ The phrase, “and on personnel matters involving initial appointments . . .” (since revised to read “On matters involving initial tenure-track appointments” . . .) was added by amendment adopted January 11, 1983. The purpose was to spell out that administrative officers who have regular Faculty appointments, but who are not tenure track, cannot vote on initial appointments to the regular Faculty. The whole of 3.1 (now 3.4) was substantially revised by faculty vote of May 14, 1996, in order to make provision for members of the clinical faculty.

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Commented [djc6]: The prior version of our bylaws purported to create two categories of seniority, with junior tenure-track faculty deemed to be senior to all non-tenure-track faculty, regardless of seniority. The UGC and the Provost’s Office argued that these “special seniority” provisions violated the University’s Faculty Handbook, which creates three ranks of Professor - Professor, Associate Professor, and Assistant Professor – and for non-tenure track faculty, the titles of Senior Instructor and Instructor. Chap. 3, Art. 1, Section B.3 provides that “an appointment shall be classified by academic title.”

The law school faculty agreed to eliminate these provisions to conform with the Faculty Handbook’s requirements.

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Commented [djc7]: See previous comment – same edit here.

eligibility for sabbatical leave of tenured or tenure track Clinical Faculty, only tenured or tenure track Faculty and Clinical Faculty (tenure track or non-tenure track) shall be entitled to vote.

- 3.5 Law Librarian. The Law Librarian is eligible for election to the tenured, tenure track, non-tenure track, or special Faculty as defined above, which election shall entitle the Law Librarian to vote on matters presented to the Law Faculty, in accordance with the voting rights and limitations applicable to the type of appointment.⁸
- 3.6 Allocation of Resources. The Law School shall allocate a reasonable amount of resources and time to each member of the Law Faculty (whether tenured, tenure track, non-tenure track or special) to encourage and make possible scholarly growth, academic achievement and professional development, to enable them to fulfill their obligations as required by the nature and type of their appointments.
- 3.7 Definition of Full-time Faculty. For all purposes in these By-laws, the term “full-time” when referring to Law Faculty shall be defined as in Chapter 3, Part One, Article I, Section F.B.2. of the Faculty Handbook.

Commented [djc8]: Clerical edit to conform reference to full-time faculty in our bylaws to the current provision of the Faculty Handbook.

ARTICLE 4: OFFICERS

4.1 Presiding Officers. The Dean of the School of Law shall preside at Faculty Meetings unless the President of the University exercises the presidential prerogative to do so. In the absence of both the President and the Dean, the Associate Dean for Academic Affairs shall preside unless the Faculty elect a presiding officer.

4.2 Secretary. The Secretary shall be elected annually by the Faculty. The functions of the secretary are:

- (1) to keep the minutes of the Faculty Meetings and sign the official copies of the minutes;
- (2) to be responsible for reproduction and distribution of these minutes to the Faculty;
- (3) to be responsible for preparation of and distribution to the Student Bar Association of a summary of action taken at Faculty Meetings, with the approval of the Dean;
- (4) to prepare for the Faculty annually in the fall a list of members of the Faculty including those with voting privileges and those without voting privileges.

⁸Section 3.3 (now 3.5) was added March 18, 1983, to clarify the Faculty status of the law librarian.

ARTICLE 5: MEETINGS

- 5.1 Regular Meetings. The Faculty shall hold at least three regular meetings in each semester on dates to be determined by the Dean. The Faculty at any regular meeting may by majority vote fix the date of the next regular meeting.
- 5.2 Special Meetings. Special meetings shall be held on the call of the President, the Dean, or on the written request to the Dean or the Secretary signed by 20% of the voting Faculty.
- 5.3 Attendance at Faculty Meetings. All full-time Faculty (including full-time special Faculty) shall be entitled to attend any meeting of the Faculty subject to the limitations in this paragraph. Part-time Faculty, and administrative personnel (who do not have full-time Faculty appointments in addition to their administrative appointment) shall be entitled to attend meetings of the Faculty to which they are specifically invited by the Dean. In matters involving initial appointments to the Faculty, only full-time tenured, tenure track, non-tenure track and special Faculty, whether or not they are entitled to vote on the matter under consideration, shall be entitled to attend that portion of the meeting at which discussions and a vote take place. In matters involving reappointments, promotions, and grants of tenure, only those Faculty who are entitled to vote on the matter under consideration before the Faculty shall be entitled to attend that portion of the meeting at which discussions and a vote take place.
- 5.4 Voting. Voting shall be by voice vote or by show of hands, unless a secret ballot vote is called for by this bylaw provision or by any voting member, in which case the vote shall be by secret ballot. Votes may be cast by a written proxy filed with the Secretary.⁹ A secret ballot shall be required on all personnel matters, including appointments, reappointments, promotions, and grants of tenure.¹⁰
- 5.4 Quorum. One half of the members of the Faculty entitled to vote on a particular matter shall constitute a quorum for that matter. Members present by proxy shall not be counted in determining a quorum.
- 5.6 Notice and Agenda. The Dean (or in his or her absence the Secretary) shall notify in writing each member of the Faculty entitled to notice, at least five (5) days in advance of any meeting held during the academic year, and at least fifteen (15) days in advance of any meeting held during the summer period. Faculty on leave shall be entitled to receive notice and to vote. The notice shall specify the time and the place of the meeting, and the agenda of

Commented [djc9]: The law school is the only constituent faculty to permit proxy voting. Our bylaws committee suggested eliminating proxy voting, and suggested language to allow absentee voting or electronic voting, but the law faculty voted overwhelmingly to retain our proxy system.

⁹ Prior to the Amendment of October 18, 1978, Section 5.3 (now 5.4) read as follows:
“5.3 Voting. Voting shall be by voice or show of hands unless a roll call vote is requested by any voting member in which case a roll call vote shall be taken and recorded. Votes may be cast by a written proxy filed with the Secretary, with respect to specific matters listed in the notice of the meeting.”

¹⁰ Secret ballots for personnel matters were adopted by Amendment of April 14, 2005.

the meeting. Items of business not listed on the agenda may be considered at a regular meeting. No action may be taken at either a regular or special meeting on an individual personnel decision (appointment, promotion, tenure, etc.) unless the notice of the meeting specifies the individual and the action proposed. The requirement of notice of a meeting may be waived by a written waiver agreed to by the faculty member(s), and shall be waived by attendance at the meeting.

- 5.7 Action Without Meeting. Any action which may be taken by the Faculty at a meeting, may be taken without a meeting, by a writing filed with the Secretary setting forth the action taken and the written approval of all of the Faculty entitled to vote on such action if a meeting were held.

ARTICLE 6: RULES OF ORDER AND ORDER OF BUSINESS

- 6.1 Rules of Order and Order of Business. The meetings shall be conducted in accordance with Robert's Rules of Order (latest edition). The order of business at all regular meetings shall be as follows:

- (1) Presentation of proxies and determination of a quorum¹¹;
- (2) Presentation and adoption of minutes;
- (3) Announcements;
- (4) Report from the Faculty Senator or Senators¹²;
- (5) Reports of Standing Committees;
- (6) Reports of Special Committees;
- (7) Consideration of unfinished business; and
- (8) Consideration of new business.

ARTICLE 7: COMMITTEES

- 7.1 Standing Committees. The Standing Committees of the Faculty are the Committees on:

- (1) Admissions
- (2) Appeals and Rules
- (3) Appointments
- (4) Building
- (5) Curriculum
- (6) Library
- (7) Promotion and Tenure¹³
- (8) Budget

¹¹Section 6.1(a) (now 6.1(1)) was amended and 6.1(d) (now 6.1(4)) was adopted September 27, 1985.

¹²Section 6.1(a) (now 6.1(1)) was amended and 6.1(d) (now 6.1(4)) was adopted September 27, 1985.

¹³Sections 7.1 and Sections 9.2-9.8 were amended September 30, 1983, to restructure the Standing Committees.

(9) Experiential Education

ARTICLE 8: - MEMBERSHIP AND PROCEDURES OF COMMITTEES

8.1 Ex-Officio Members. The Dean, or a Faculty member or administrator designated by the Dean, shall serve as a member ex officio of all Standing and Special Committees, except for the Promotion and Tenure Committee, with full voting rights.¹⁴

8.2 Faculty Members of Committees. ~~Members of the~~ Tenured, tenure-track, ~~and non-tenure-track, and Special~~ Faculty are eligible to serve as Faculty members of the Committees.

8.3 Student Members of Committees. Only full-time students of the School of Law are eligible to serve on Committees designated in Article 9 as having student members.

8.4 Selection of Members - Standing Committees. Faculty members shall be elected by the Faculty. Student members shall be selected by the Student Bar Association.¹⁵

8.5 Selection of Members - Special Committees. For those Special Committees established by the Faculty, members shall be selected in the manner designated by the Faculty, and for those Special Committees established by the Dean, members shall be selected by the Dean.

8.6 Time of Selection and Term. Members of Special Committees shall be selected at such time and shall serve for such time as shall be designated by the authority (Dean or Faculty) which establishes the Committees. Student members of Standing Committees shall be selected not later than the first month of the fall semester, to take office immediately. Faculty members of Standing Committees shall be elected not later than the first month of the fall semester, to take office immediately.¹⁶ Members of Standing Committees shall serve from the time selected until the end of the academic year for which they are selected, or until their successors assume office, whichever is later.

8.7 Officers. The Chair of each Committee shall be designated from among the membership of the Committee, by the Dean, with the advice and consent of the Faculty. The Secretary

Commented [djc10]: Substantive change to allow special faculty to serve as Faculty members of Committees. Change recommended to match our current practice.

¹⁴Section 8.1 was amended November 18, 1983 to conform Section 8.1 to Section 9.8, as 9.8 was amended September 30, 1983.

¹⁵Prior to Amendment on June 3, 1974, Section 8.4 read as follows:

“8.4 Selection of Members - Standing Committee.

Faculty members shall be appointed by the Dean with the advice and consent of the Faculty. Student members shall be selected by the Student Bar Association.”

¹⁶Prior to Amendment on June 3, 1974, the third paragraph of Section 8.6 read as follows:

“Faculty members of Standing Committees shall be selected during the last month of the spring semester, to take office immediately.”

shall be designated from among the membership of the Committee, by the Chair. The Chair shall have the right to vote in all cases.

- 8.8 Procedures. Committees shall meet on the call of the Dean, the Chair, or on the call of the majority of the Committee, and may establish rules as to the conduct of its meetings. Two thirds of the members of the Committee shall constitute a quorum, and all decisions shall be by majority vote of those present. All Committee members have equal rights to vote and participate.

ARTICLE 9: FUNCTIONS AND COMPOSITION OF COMMITTEES¹⁷

- 9.1 Special Committees. Special Committees shall have those functions and shall be composed of those persons (including Faculty, students, and others) as are designated by the authority (Dean or Faculty) which establishes the Committee.

- 9.2 Admissions. The Admissions Committee shall be composed of two student members, at least four Faculty members, and the Dean or his designee. The Committee shall consider and recommend to the Faculty major policies on admissions and financial aid; evaluate admission and financial aid procedures; and participate in the admissions process where discretionary judgment is required and the decision has not been delegated to the admissions office for determination under specific policies.

- 9.3 Appeals and Rules. The Appeals and Rules Committee shall be composed of at least four Faculty members. The Committee shall serve as the grievance Committee for the Law School. The Committee shall hear appeals by students from administrative decisions of the Dean or his designee which implement academic policies, except for violations of the Law School Code of Conduct. The decision of the Committee on such appeals shall be final within the Law School, subject only to appeal procedures, if any, at the University level. The Committee shall receive reports on administrative implementation of academic policies from the Dean, and may review such decisions on its own motion, and shall accept such ad hoc assignments as may be determined by the Faculty. The Committee may also develop and recommend to the Dean guidelines for the implementation of academic policies. The Committee shall develop and recommend revisions to the Law School's- Academic Regulations, Policies, and Procedures, and shall forward any revisions to the Faculty for adoption. ~~academic regulations and standards, and shall accept such ad hoc assignments as~~

Commented [djc11]: Relocated from the highlighted text below. No substantive change.

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¹⁷Section 7.1 and Sections 9.2-9.10 were amended September 30, 1983, and November 17, 2011, to restructure the Standing Committees.

~~may be determined by the Faculty.~~ The Committee shall also have jurisdiction to hear all matters in which revocation of academic credit previously granted is requested because of plagiarism, cheating, improper cooperation on work or other violation which reflects on the academic significance of the effort for which credit has been granted. ~~The Committee shall consider the Law School Code of Conduct, the Law-School's Academic Regulations, Policies, and Procedures, and relevant University policies on Academic Integrity Standards in making its decision on revocation of academic credit.~~ If the Committee finds that a student has committed such a violation, it may retroactively revoke any credit which may have been awarded for said effort.¹⁸

Commented [djc12]: The UGC and Provost objected to the original version of this provision – they felt that it gave the Appeals and Rules Committee too much discretion to select which rules applied without notice to the accused.

This edit is intended to identify what the Committee revises, how it becomes binding on the student body, and what standards will be used in making the decision. Thus, we formally invoked the Law School Code of Conduct, our internal Academic Regulations, Policies, and Procedures, and relevant central university policies.

- 9.4 Appointments. The Appointments Committee shall be composed of two students, at least four Faculty members and the Dean or his designee. The Committee shall review all candidates for appointment to the tenured, tenure track, or non-tenure track Faculty, shall make recommendations to the Faculty on every such appointment, and shall, on request of the Dean, review candidates for the special Faculty, including visiting Faculty.
- 9.5 Building. The Building Committee shall be composed of two student members, at least three Faculty members, and the Dean or his designee. The Committee shall advise the Faculty and the Dean on the utilization, allocation, maintenance, and replacement of the physical facilities of the law school.
- 9.6 Curriculum. The Curriculum Committee shall be composed of two student members, at least four Faculty members, and the Dean or his designee. The Committee shall consider and make recommendations to the Faculty on all matters relative to the educational programs for which credit is awarded. The Committee shall also exercise oversight of the administration of all joint degree programs.
- 9.7 Library. The Library Committee shall be composed of two student members, the Librarian ex-officio, at least three Faculty members, and the Dean or his designee. It shall advise and assist the Dean and Librarian on library services, and shall make recommendations to the Faculty on library policies.
- 9.8 Promotion and Tenure. The Promotion and Tenure Committee shall be composed of at least four tenured or tenure track Faculty members. In the case of non-tenure track Clinical or Lawyering Skills Faculty candidates, the Committee shall be augmented as required in Appendices B and C. In the case of non-tenure track candidates other than Clinical or Lawyering Skills Faculty, the Committee shall be augmented by one non-tenure track faculty member of equal or senior rank to the candidate under consideration. The Committee shall consider all matters of promotion, reappointment and tenure for members of the Faculty (tenured, tenure track, or non-tenure track). The Committee shall consider these matters in accordance with the criteria set forth in Appendices A, B, C, and D, and shall

¹⁸The last two sentences of Section 9.3 were added by Amendment on December 4, 1985.

make recommendations to the Faculty thereon. Each Faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than six years after the effective date of the initial appointment, excluding any period of any pre-tenure extension that may have been granted under the Faculty Handbook provisions.¹⁹

9.9 Budget. The Budget Committee shall be composed of at least three Faculty members and the Dean or his designee. It shall advise and assist the dean and make recommendations to the Faculty on matters pertaining to the budget.²⁰

9.10 Experiential Education. The Experiential Education Committee shall be composed of two student members, at least four Faculty members and the Dean or his designee. The Committee shall consider and make recommendations to the Faculty on all matters relative to the experiential education program for which credit is awarded.²¹

ARTICLE 10: FACULTY REPRESENTATION IN UNIVERSITY GOVERNANCE

The Faculty shall be represented in University Governance by its Dean, other law school administrators, and by individual members of the Faculty as they shall from time to time be elected to serve on various University governing bodies.

The Faculty shall elect representatives to the Faculty Senate and other similar organizations which include Faculty representatives. All such representatives shall be elected at the time and for the term specified in the rules of such organization.²²

ARTICLE 11: AMENDMENTS

These By-Laws may be amended at any Faculty meeting provided that each voting member of the Faculty shall have received from the Dean or the Secretary a written copy of the proposed amendments at least seven (7) days before the meeting.

¹⁹Amended June 3, 1974, and again on August 29, 1980. The last sentence provides for a six year pre-tenure period. The prior bylaw provided for a five year pre-tenure period for those whose initial appointment was assistant professor, and three years for those whose initial appointment was associate professor.

²⁰ Added by Amendment on November 17, 2011.

²¹ Added by Amendment on November 17, 2011.

²²Article 10 was added by Amendment on June 3, 1974.

CERTIFICATION

I certify that the above is a true copy of the By-Laws of the Faculty of Law, Case Western Reserve University, conformed to include all Amendments made up to the date of this certificate.

Kathryn Mercer, Faculty Secretary

Date:

**APPENDIX A TO THE BY-LAWS OF THE
FACULTY OF LAW
Case Western Reserve University**

PROCEDURES FOR PROMOTION, REAPPOINTMENT AND TENURE

I. SOURCES OF PROMOTION, RETENTION AND TENURE PROCEDURE

The Policies and Procedures generally governing appointments, promotions, re-appointments and tenure for all University Faculty are set forth in the University Faculty Handbook, chapter 3, part 1. For tenure track faculty personnel decisions, these procedures are supplemented periodically by the University's "Guidelines for Recommendation of Faculty Promotions and Awards of Tenure" ("University Guidelines"). Attached are the University Guidelines promulgated for academic year ~~2005-2006~~2014-15. These Procedures incorporate by reference the most current version of the University Guidelines. For Clinical and Lawyering Skills Faculty on the Faculty of Law, separate Policies and Procedures have been adopted and are attached to the By-Laws of the Faculty of Law as Appendices B and C respectively.

Commented [dj13]: Change made to update a somewhat stale reference.

II. COMPOSITION AND FUNCTIONS OF THE PROMOTION AND TENURE COMMITTEE

A. As set forth in Section 9.8 of the By-Laws the Promotion and Tenure Committee is composed of at least four tenured or tenure track faculty who evaluate the teaching, scholarship and service of tenure track faculty for purposes of Promotion and Tenure.

B. The Promotion and Tenure Committee also conducts annual reviews of faculty on the tenure, and non-tenure tracks, evaluates non-tenure track faculty for promotion and reappointment, and reviews sabbatical requests of tenured faculty. For purposes of reappointment and promotion of Clinical or Lawyering Skills faculty, the Committee is augmented as required in Appendices B and C to the By-Laws. For purposes of retention and promotion of non-tenure track faculty other than Clinical or Lawyering Skills Faculty, the Committee is augmented by one non-tenure track faculty member of equal or senior rank to the candidate under consideration.

III. STANDARDS FOR PROMOTION AND TENURE OF TENURE TRACK FACULTY

A. As the Faculty Handbook indicates, a tenure track candidate being considered for promotion or tenure will be evaluated on the basis of that candidate's contributions in (1) teaching, (2) research and scholarship, and (3) university and professional service.

1. Teaching and scholarship are the most important requirements because they reflect the two primary functions of the university faculty.

2. Excellence in teaching, a significant and substantial scholarly contribution, and service to the University and Law School communities are required of all candidates for Promotion and Tenure.

3. Promotion and tenure decisions are not made merely to recognize past performance but also involve a prediction of future contributions.

4. The Promotion and Tenure decision involves a determination of whether the candidate has fulfilled and will continue to fulfill the obligation of teaching, scholarship, and service.

5. The standards for Promotion and Tenure are evolving standards, and it is expected that they will become increasingly rigorous as the Law School continues to improve and gain recognition as a national law center of importance.

B. Evaluating Scholarship and Teaching

1. Standards for evaluating teaching and scholarship sufficient to support a promotion or tenure are not readily reducible to words or formulae.

2. The scholarship must reflect substantial research, a thorough understanding of the subject, and an insight into the issues and problems that contribute substantially to available knowledge. It should, in other words, make a significant advance to our understanding of the field.

3. The most important aspect is the depth and reach reflected in the scholarship. Descriptive analysis is often a useful contribution, but the grant of tenure normally requires that the scholarship also include the development of a systematic approach or analytical rigor of a higher order.

4. A writing is normally considered “published” when it has been formally accepted for publication.

5. Teaching will be evaluated on the basis of annual reviews, student evaluations and faculty class visits.

C. Promotion to Associate Professor

1. Normally, two published articles and demonstrated teaching effectiveness are expected for promotion to associate professor.

2. A candidate initially will be considered for promotion to associate professor in the fall following the completion of his or her second year of service.

3. A candidate may be granted an extension of one additional year for consideration for promotion to associate professor. While extensions are not automatic, requests for extension will be favorably considered for those candidates who have demonstrated substantial progress toward meeting the standards for promotion. Extensions are not considered as negative decisions.

D. Promotion to Full Professor with Tenure

1. Normally at least three significant articles and demonstrated teaching effectiveness are expected for consideration for promotion to full professor with tenure. As required by the Faculty Handbook, the candidate's record must show a documented national or international reputation for sustained scholarship in the candidate's discipline.

2. The normal pre-tenure period is six years, unless the letter of appointment provides otherwise. This means that a candidate will normally be considered for tenure and promotion to full professor in the fall following the completion of his or her fifth year of service.

E. Provisions for obtaining additional extensions during the pre-tenure period are set forth in the University Faculty Handbook, at Chapter 3, part 1 G.

IV. INTERNAL PROMOTION & TENURE COMMITTEE PROCEDURE REGARDING TENURE-TRACK FACULTY

A. Promotion to Associate Professor without Tenure

1. At the beginning of the academic year in which the candidate is considered for promotion, the Chair discusses the promotion process with each candidate. The candidate is asked to provide eleven photocopies or reprints of his or her published articles, as well as photocopies of any manuscripts that have been accepted for publication, normally by the end of September. In addition, the candidate is asked to provide the Chair with an annotated curriculum vitae. This should provide the information described in the University Guidelines related to Tenure and Promotion Recommendations.

a. Scholarship completed prior to the candidate's appointment to the CWRU Law Faculty but published post-appointment, as well as legal scholarship that has been performed for a purpose in addition to meeting the Law School's scholarship requirement, such as fulfillment of a Ph.D. degree, generally is considered part of the candidate's law school scholarship.

2. The University Guidelines state that outside reviewers should be secured for promotion.

a. Candidate Suggestions. The Chair requests the candidate to suggest up to 12 persons to serve as outside reviewers of the candidate's scholarship.

Commented [djc14]: We changed a number of things about our procedure for outside review of tenure candidates to more closely comply with the Provost's procedures. These changes are explained below.

Commented [djc15]: Formatting change only.

The candidate should be asked to describe any relationship that he or she has with the reviewer in order to ensure compliance with the University Guidelines.

- b. **Committee Nominations.** The Chair shall share the candidate's suggested outside reviewers with the members of the committee, and shall ask the committee members to nominate suggested reviewer of their own. The Chair may also ask other Faculty members to nominate potential outside reviewers. The Chair and committee shall assemble a list of nominated reviewers, and shall share this list with the candidate; the nominee list should contain at least twice as many names as persons who will be final reviewers. -The candidate may then identify any nominated reviewer who the candidate believes may provide a biased evaluation. The Committee may remove a nominated reviewer from the nominee list based on the candidate's objections.

Commented [djc16]: This paragraph is largely new – it is intended to promote the anonymity of outside reviewers while still protecting tenure candidates.

The law school's internal procedures call for the candidate to review a list of potential reviewers for potential bias before the reviews are made; the 2015 change ensures that the nominee list will be twice as large as the final list, decreasing the danger that an outside reviewer will be identifiable to the candidate.

~~a. The members of the committee are asked to come up with lists of suggested reviewers of their own. The Chair shares the candidate's suggested names with the members of the committee.~~

- c. **Final Slate of Potential Reviewers.** The committee decides on a tentative list of final reviewers combining that combines the candidate's suggestions that the committee decides to accept with the committees own suggested and other nominated reviewers. The final list of reviewers is communicated to the Dean and the Office of the Provost. ~~–The Dean shall forward a list of suggested evaluators to the Office of the Provost. This list shall indicate who suggested the name and which of the individuals on the list were asked to submit evaluations. All the potential reviewers, not just those actually asked to submit evaluations, should be included on this list. The committee reviews this list with the candidate to identify an persons whom the candidate feels may provide a biased evaluation. The Committee may modify the list based on the candidates objections.~~

Commented [djc17]: The law school's prior version of these bylaws called for the FINAL list of potential reviewers to be shared with the candidate. We deleted this provision, since sharing the final, pared-down list of referees with the candidate tends to undermine anonymity. Candidate review now happens in paragraph B above, and the list of potential reviewers must include at least twice as many names as will be included on the final list.

~~b. The final list of reviewers is communicated to the Dean. The Dean shall forward a list of suggested evaluators to the Office of the Provost. This list shall indicate who suggested the name and which of the individuals on the list were asked to submit evaluations. All the potential reviewers, not just those actually asked to submit evaluations, should be included on this list.~~

. The Dean (or his the Dean's designee) contacts potential outside reviewers, initially by telephone or email and with follow-up letters to the reviewers. Typically, the outside reviewer is asked to review one or more specific pieces of scholarship, and to comment in writing on that scholarship, together with any other information that the reviewer possesses about the candidate, in connection with the candidate's suitability for promotion and expectations of his or her future performance. The outside reviewer might also be provided the entire package of a candidate's

Commented [djc18]: Removed gender-specific language. No substantive change.

scholarship and asked for comments on the package as a whole.

1) The Dean or the Dean's designee shall ensure compliance with the University Guidelines which provide that the letters solicited from outside reviewers are confidential to the extent permitted by law, and that this should be made clear to all referees. Referees should be informed that candidates will be shown a carefully redacted version of their review letter, and that the Dean or Dean's designee will exercise due diligence to preserve the referee's anonymity to the maximum extent practicable.

Commented [djc19]: Changed to ensure referees are made aware of the redaction and review process, and to require efforts to preserve reviewer anonymity.

2) The Promotion and Tenure Committee meets to review the candidate's scholarship before receiving and reviewing the letters from outside reviewers. The purpose is to permit the committee to develop its own opinion as to the candidate's scholarship independent of the evaluations from outside reviewers. In advance of this meeting to review the candidate's scholarship the Chair invites interested law faculty to review the candidate's scholarship and submit written evaluations for the committee's consideration. The committee's independent consideration of the candidate's scholarship incorporates the written views of faculty. The Chair summarizes the committee's reactions. The committee reviews the candidate's scholarship again when it examines the outside letters.

3. The committee also reviews the candidate's teaching based on past annual reviews, student evaluations, and faculty class visit memoranda. The Chair summarizes the committee's views concerning the candidate's teaching. The committee also reviews the candidate's service, and the Chair summarizes the committee's views on this issue.

a. The Chair asks all members of the committee to visit as many classes of the candidate as possible. In addition, the Chair circulates a memorandum to the faculty as a whole inviting them to visit as many classes of the candidate as possible. The Chair, in consultation with the committee, may request specific faculty members who are not on the committee to visit the candidate's classes. This is particularly appropriate for members of the faculty who have expertise in the candidate's fields. Each class visitor is asked to complete a written memorandum which is given to the Chair and circulated to the members of the committee. The University Guidelines provide that these memoranda are confidential "to the extent permitted by law." However, class visitors are encouraged to share their memoranda with the candidate.

b. The committee also reviews student evaluations. These should be all of the student evaluations pertaining to the candidate's classes, going back to the candidate's initial appointment year. From time to time, candidates for promotion also hold teaching positions at other schools within the university. Customarily, the Promotion and Tenure Committee has requested student evaluations from these other areas of the university. However, it is not customary for the members of the Promotion and Tenure Committee to visit classes outside the law school. From time to time candidates for promotion have taught at other law schools, either while on leave or prior to coming to Case. It is customary for the committee to obtain student

evaluation from these other law schools. However, it is important for the Chair to determine how student evaluations are obtained and what use they are put to in these other areas of the university or at other schools, and to communicate this information to the committee to assist in reviewing the evaluations.

c. In accordance with the University Guidelines, the Promotion and Tenure Committee will endeavor to obtain teaching assessments from former students who have taken courses from the candidate.

4. The Chair asks each member of the committee to review the class visit memoranda, the student evaluations, the candidate's annotated curriculum vitae, and the candidate's scholarship. In addition, the University Faculty Handbook states that the faculty Promotion and Tenure Committee shall review the annual evaluations completed at the end of the third pre-tenure year.

5. By the end of October, the Chair should prepare a draft of the committee's views on the candidate's scholarship, teaching and service. The committee then reviews this draft and revises it. The Chair shares the revised draft with the candidate, who is asked to correct any factual errors. In addition, the Chair may provide the candidate with carefully redacted copies or summaries of the outside reviewers' letters in a fully de-identified format. ~~The~~ the candidate may wish to respond to the comments of the committee, and/or to those of the outside reviewers, in writing. These responses are included in the materials pertaining to the candidate's promotion that are given to the Dean.

Commented [djc20]: Additional language added to require that outside letters are fully de-identified to preserve anonymity.

6. The Promotion and Tenure Committee then votes on whether or not to recommend the candidate's promotion to associate professor. The committee's decision is determined by majority vote

7. The Chair places copies of the candidate's annotated C.V., student evaluations and scholarship at several secretarial stations for review by the members of the faculty.

8. All members of the faculty who are entitled to vote on the promotion meet to consider it. According to Article 3 of the Faculty By-Laws, "this consists of only those faculty who rank equal to or senior to the rank to which the individual is being promoted." Thus, in the case of promotion to associate professor, tenured faculty with the rank of associate professor without tenure are entitled to vote. Article 5.4 of the Faculty By-Laws provides that "a secret ballot shall be required on all personnel matters, including appointments, reappointments promotions, and grants of tenure."

9. Following the faculty's vote, the faculty's recommendation is communicated to the Dean. The Dean then prepares the Dean's recommendation to the Provost, which accompanies the faculty's recommendation and includes the Promotion and Tenure Committee's report and associated supporting materials.

B. Promotion to Full Professor with Tenure

1. Section 9.8 of the Faculty By-Laws states that each faculty member shall be considered for tenure no later than six years after the effective date of his or her initial appointment. The 1986 Promotion and Tenure Memorandum similarly states that “the normal pre-tenure period is six years, unless the letter of appointment provides otherwise. This means that a candidate will normally be considered for tenure and promotion to full professor in the fall following the completion of his or her fifth year of service.”

2. The University Faculty Handbook permits pre-tenure extensions:

a. “[F]or up to three years of extension for exceptionally worthy candidates in the event of unusual constraints in the University, or part of parts thereof which would prevent tenure awarded at the end of the normal period.”

b. “[F]or the purpose of compensating special earlier circumstances disadvantageous to a candidate’s tenure consideration.” The Handbook adds that “such circumstances might include serious illness, family emergency, maternity, or extraordinary teaching or administrative assignments.”

c. 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 of the pre-tenure period shall be granted by the provost to any faculty member who will be the primary care giving parent.

b. Extensions under a. and b. above must be approved by the faculty and the university. The Faculty Handbook states that except for extensions under c. above, no more than three years of extensions may be granted in the period before tenure, meaning that, generally, at the latest, a faculty member would be considered in his or her ninth year after appointment.

3. The written standards for outside reviewers are also the same as the standards for promotion to associate professor.

4. The procedures for the Promotion and Tenure Committee’s consideration of a candidate’s candidacy for promotion to full professor with tenure are essentially the same as those for consideration to promotion to associate professor.

5. The process of voting at the faculty level is also the same, except that only tenured faculty are entitled to vote on promotion with tenure.

C. Annual Reviews

1. In accordance with the University Faculty Handbook (Chapter 3(I)(F)(5)), the Dean shall ensure that all full-time faculty members receive an annual review. The Dean shall

provide a written summary of the annual review to the faculty member.

2. Annual reviews of full-time, non-tenured members of the faculty typically are also conducted by the Promotion and Tenure Committee. In the first year of their appointment, this review is conducted in the spring semester. In subsequent years, the review process begins in the fall semester and continues through the spring of the academic year before the faculty member is considered for tenure, if applicable, or in the case of non-tenure track faculty, until they are promoted to the rank of Professor.

a. At the beginning of the annual review process the Chair of the Promotion and Tenure Committee sends a memo to each faculty member being evaluated and explains the process of the evaluation. The memorandum is accompanied by a form, a copy of which is attached, that the faculty member being evaluated is asked to complete and return to the Chair. The form asks about the faculty member's teaching, scholarship and service. The faculty member is asked to provide this information along with copies of any publications by a date certain. The candidate is invited, but not required, to share with the Promotion and Tenure Committee drafts of any works in progress or manuscripts that have been submitted but not yet accepted for publication. All manuscripts that have been accepted for publication, or that have been published, must be provided to the committee and form part of its review.

b. As the review gets underway, the Chair sends a memorandum to the faculty as a whole, stating that individuals may be asked specifically to visit a faculty member's class for purposes of the annual review, and inviting all other faculty members to visit the classes if they wish. The memo also asks those faculty who visit classes to make a written report of their visit and give it to the Chair.

c. There should be at least three class visits, including visits by a non-member of the committee. The Chair asks all members of the committee to try to visit at least one class of the faculty member being reviewed.

d. The Chair appoints an individual on the committee to be responsible for coordinating class visits by faculty members who are not on the committee. This member of the committee is responsible for making sure that the non-members of the Promotion and Tenure Committee who have been asked to visit classes complete their class visits and turn in their written evaluations in a timely manner.

e. Class visits should be completed shortly after spring break, and evaluations forwarded promptly to the Chair. The Chair circulates the written evaluations to all members of the committee. In addition, the Chair obtains and circulates photocopies of the student evaluations for the faculty member being evaluated from the previous spring and fall.

f. Once the members of the Promotion and Tenure Committee have had an opportunity to review the materials pertinent to the annual review, consisting of class visits, memos, student evaluations, the faculty member's information supplied in response to the

Chair's form, and any manuscripts or published papers, the committee meets and discusses the faculty member's performance. The committee also reviews past annual reviews prior to this meeting, to ensure that the faculty member receives consistent advice despite changing committee membership. At the meeting, the Chair takes notes summarizing the committee's deliberations, and then prepares a draft memorandum summarizing the committee's conclusions and recommendations. This draft is shared with the members of the committee and revised based on their written comments, and if necessary, after further discussion at a subsequent committee meeting.

g. The final committee report is shared with the faculty member being evaluated. The faculty member is invited to meet with the full committee to discuss the annual evaluation.

h. The Promotion and Tenure Committee shall send its annual evaluations to the office of the Provost by the end of May.

V. SABBATICALS

A. In accordance with Chapter 3, Part One, Section II.A. of the University Faculty Handbook, the Promotion and Tenure Committee shall review and make recommendations to the Dean regarding a faculty member's request for sabbatical leave.

VI. PROMOTION AND REAPPOINTMENT PROCESS FOR CLINICAL AND NON-TENURE TRACK LAWYERING SKILLS FACULTY.

A. The Policies and Procedures for Clinical Faculty and non-tenure track Lawyering Skills Faculty attached to the By-Laws of the Faculty of Law as Appendices B and C, respectively, provide for annual reviews and the standards for review of these faculty for promotion and reappointment. The Promotion and Tenure Committee, augmented as required in those standards, is charged with performing the necessary committee review in such cases and to make recommendations to the Faculty. To the extent that the standards for review of Clinical Faculty (Appendix B) are applicable to tenure track clinical faculty, the Promotion and Tenure Committee applies those standards to tenure track clinical faculty in addition to the standards for review of the candidate's scholarship described above.

B. As described more fully below, review for a promotion decision for such faculty should include the following: Candidate Dossier, Formal Written Evaluation by Faculty in the candidate's track that are senior to the candidate, and Review by the Promotion and Tenure Committee. In the case of tenure track clinical faculty candidates for promotion, the material described below is provided in addition to the requirements for review of the candidate's scholarship applicable to all tenure track candidates described above.

1. Candidate Dossier

a. The candidate should submit to the Promotion and Tenure Committee a full C.V. including all teaching and professional activities, any publications and unsolicited letters of support, testimonials or reviews.

b. It is not the intention of the faculty that the candidate solicit outside letters for the promotion process.

2. Formal Written Evaluation by Senior Faculty in the candidate's track.

a. A committee composed of all members of the faculty in the candidate's track who are senior to the candidate will provide the Promotion and Tenure Committee with a formal written evaluation of the candidate.

b. This evaluation will address the candidate's performance using all of the standards applicable to the candidate. The senior faculty will observe the candidate's teaching, review the candidate's teaching materials, and in the case of Clinical Faculty, selected case files, and discuss with the candidate his or her activities. The report will reflect any minority views or specific issues raised by any of the senior faculty.

3. Review by Promotion and Tenure Committee

a. The Promotion and Tenure Committee will review the candidate dossier, the evaluation by senior faculty in the candidate's track, and all annual review reports previously completed by the Promotion and Tenure Committee. In addition, the Promotion and Tenure Committee will independently review the candidate's Teaching Effectiveness and in the case of Clinical Faculty, competence as a lawyer.

b. The Promotion and Tenure Committee will visit the candidate's classes. The committee will also review student evaluations.

c. In the case of Clinical Faculty, the Promotion and Tenure Committee, or a sub-committee of the Promotion and Tenure Committee, including the clinician member of the committee, will meet the candidate to discuss three cases the candidate has chosen. These case files will be accessible for committee review prior to the discussion meeting. The cases chosen by the candidate should reflect the range of his or her practice and supervision within the clinic.

d. In the case of Clinical and Lawyering Skills Faculty, the Committee or sub-committee will also review video-tape(s) of at least one supervision or one-on-one instructional sessions(s) provided by the candidate.

e. The Promotion and Tenure Committee will prepare a draft report of the committee's views. The Chair will share the draft with the candidate, who is asked to correct any misstatement. In addition, the candidate may wish to respond to the report of the committee. The augmented Promotion and Tenure Committee will prepare a final report and then vote on

whether or not to recommend the candidate's promotion. The committee's decision is determined by the majority vote.

d. The Chair will place copies of the candidate's C.V. and student evaluations at several secretarial stations for review by members of the faculty. In addition, each faculty member entitled to vote on the promotion will be sent a confidential copy of the Promotion and Tenure Committee's recommendation and report, together with class visit memoranda. The committee will also include the candidate's written responses to the report, if any.

4. All members of the faculty entitled to vote as provided in Article 3.1-3.5 of the By-Laws of the Faculty of Law will meet to consider it. As required by Article 5.3, a secret ballot shall be required on all promotions.

5. Following the faculty's vote, the faculty's recommendation will be communicated to the Dean. The Dean will then prepare his own recommendation to the Provost, which will accompany the faculty's recommendation, and will include the Promotion and Tenure Committee's report and associated supporting materials.

C. As described more fully below, review for a reappointment decision for non-tenure track Clinical or Lawyering Skills Faculty at the rank of Professor, should include the following: Candidate Dossier; the last two annual reports to the Deans, together with the Deans' written comments following their meetings; copies of the candidate's most recent student evaluations; a Certification or Report from other Professors in the candidate's track who are equal in rank to the candidate; and Review by the Promotion and Tenure Committee.

1. Candidate Dossier

a. The candidate should submit to the Promotion and Tenure Committee a full C.V. including all teaching and professional activities, any publications and unsolicited letters of support, testimonials or reviews.

b. It is not the intention of the faculty that the candidate solicit outside letters for the reappointment process.

2. Certification or Report by other Professors in the candidate's track.

a. The other Professors in the candidate's track who are equal in rank to the candidate shall submit an evaluation that addresses whether the candidate continues to meet the applicable standards identified in the Policies and Procedures.

b. If the other Professors in the candidate's track believe the candidate continues to meet the applicable standards, the evaluation referred to in the previous paragraph shall consist of a brief "Certification" to that effect. .

c. If the other Professors in the candidate's track believe the candidate no longer continues to meet the applicable standards, no "Certification" shall be submitted. In that case, the Professors in the candidate's track shall submit a report to the Promotion and Tenure Committee which addresses the issues presented. The report will reflect any minority views or specific issues raised.

3. Review by Promotion and Tenure Committee

a. The Promotion and Tenure Committee will review the candidate dossier, the Certification or Report by senior faculty in the candidate's track, the previous two annual reports to the Deans, together with the Deans' written comments following their meetings with the candidate, and copies of the candidate's most recent student evaluations. Absent a showing of good cause for a more substantial review of the candidate for retention, the committee's recommendation of²³ renewal at the rank of Professor shall be presumptive. If, upon a finding of good cause, the Promotion and Tenure Committee deems it appropriate to conduct a more substantial retention review, the Promotion and Tenure Committee shall follow such procedures as it deems appropriate to address any issues presented.

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b. The Promotion and Tenure Committee will prepare a draft report of the committee's views. The Chair will share the draft with the candidate, who is asked to correct any misstatement. In addition, the candidate may wish to respond to the report of the committee. The augmented Promotion and Tenure Committee will prepare a final report and then vote on whether or not to recommend the candidate's retention. The committee's decision is determined by the majority vote.

c. The Chair will place copies of the candidate's C.V. and student evaluations at several secretarial stations for review by members of the faculty. In addition, each faculty member entitled to vote on the retention will be sent a confidential copy of the Promotion and Tenure committee's recommendation and report. The committee will also include the candidate's written responses to the report, if any.

²³ Amended May 23, 2016 at the suggestion of the University General Counsel's office and the central university bylaws committee. No substantive change intended.

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4. All members of the faculty entitled to vote as provided in Article 3.1-3.5 of the By-Laws of the Faculty of Law will meet to consider it. As required by Article 5.3, a secret ballot shall be required on all reappointments.

5. Following the faculty's vote, the faculty's recommendation will be communicated to the Dean. The Dean will then prepare his own recommendation to the Provost, which will accompany the faculty's recommendation, and will include the Promotion and Tenure Committee's report and associated supporting materials.

VII. PROMOTION AND REAPPOINTMENT PROCESS FOR NON-TENURE TRACK FACULTY OTHER THAN CLINICAL OR LAWYERING SKILLS FACULTY.

A. Any non-tenure track faculty member who is eligible for promotion or reappointment at the end of the current appointment term, but who is not subject to the standards established for Clinical or Lawyering Skills Faculty attached to the By-Laws as Appendices B and C, shall be reviewed in accordance with this section VII. ~~The Promotion~~The Promotion and Tenure Committee, augmented as required by Section 9.8 of the By-Laws shall conduct a review as provided in C below and shall make recommendations to the Faculty and the administration concerning whether the candidate should be promoted or reappointed.

B. The criteria for reappointment or promotion shall include the following as appropriate according to the terms of the initial appointment:

1. In General. Depending upon the terms of the initial appointment, the standards for reappointment or promotion will involve a review of the candidate's performance in two out of three of the following: teaching, scholarship and institutional service.

2. Teaching Effectiveness. If required by the terms of the initial appointment, non-tenure track faculty members should demonstrate steady progress toward becoming effective teachers.

3. Service to the University, the Profession and the Community. If required by the terms of the initial appointment, non-tenure track faculty members will be called upon from time to time to engage in service to the Law School or University, for example in administrative or committee work. In addition, they may be asked to engage in public service, for example in organizing or appearing in continuing legal education programs, programs presented to non-lawyer community or educational groups, and service in other community groups such as boards of directors or legal bodies. Non-tenure track faculty are expected to perform such services satisfactorily.

Any non-tenure track faculty member whose primary appointment is as an administrator and who holds a faculty appointment must also perform his or her administrative functions to the satisfaction of the Dean as a prerequisite to reappointment or promotion, regardless of that faculty member's teaching effectiveness or other institutional service.

4. Scholarship. If required by the terms of the initial appointment, the scholarship of non-tenure track faculty members must reflect substantial research, a thorough understanding of the subject, and an insight into the issues and problems that contribute substantially to available knowledge.

C. Review for a promotion or reappointment decision for such faculty should include the following: Candidate Dossier, and Review by the Promotion and Tenure Committee.

1. Candidate Dossier

a. The candidate should submit to the Promotion and Tenure Committee a full C.V. including all teaching and professional activities, any publications and unsolicited letters of support, testimonials or reviews.

b. It is not the intention of the faculty that the candidate solicit outside letters for the promotion or retention processes.

2. Review by Promotion and Tenure Committee

a. The Promotion and Tenure Committee will review the candidate dossier, and all annual review reports previously completed by the Deans and the Promotion and Tenure Committee. In addition, the Promotion and Tenure Committee will independently review those aspects of the candidate's teaching, research and scholarship, or service to the Law School and University that are required under the candidate's non-tenure track appointment. b. If appropriate, the Promotion and Tenure Committee will visit the candidate's classes. The committee will also review student evaluations.

b. The Promotion and Tenure Committee will prepare a draft report of the committee's views. The Chair will share the draft with the candidate, who is asked to correct any misstatement. In addition, the candidate may wish to respond to the report of the committee. The Promotion and Tenure Committee will prepare a final report and then vote on whether or not to recommend the candidate's promotion or retention. The committee's decision is determined by the majority vote.

c. The Chair will place copies of the candidate's C.V. and student evaluations at several secretarial stations for review by members of the faculty. In addition, each faculty member entitled to vote on the promotion or retention will be sent a confidential copy of the Promotion and Tenure committee's recommendation and report, together with class visit memoranda. The committee will also include the candidate's written responses to the report, if any.

3. All members of the faculty entitled to vote as provided in Article 3.1-3.5 of the By-Laws of the Faculty of Law will meet to consider it. As required by Article 5.3, a secret ballot shall be required on all promotions or retentions for non-tenure track faculty.

4. Following the faculty's vote, the faculty's recommendation will be communicated to the Dean. The Dean will then prepare his own recommendation to the Provost, which will accompany the faculty's recommendation, and will include the Promotion and Tenure Committee's report and associated supporting materials. If the candidate is promoted or retained, a new appointment shall be issued for the term recommended and approved by the Provost. If the candidate is not promoted or retained, the candidate's appointment shall be terminated in accordance with the notice procedures for non-renewal of term appointments set forth in the Faculty Handbook (Chapter 3, Part One, I, K.)

APPENDIX B

Policies and Procedures for Faculty Whose Primary Appointments Are In the Clinical Program

School of Law Case Western Reserve University

I. Introduction

The faculty of law consists of the President of the University or his or her designee and all persons who hold full-time appointments in the School of Law and who have the rank of professor, associate professor, assistant professor, or instructor. These policies and procedures outline the rights and responsibilities of Case Western Reserve University School of Law I faculty whose primary appointments are in the clinical program at the law school, whether tenured, tenure track, or non-tenure track (referred to herein as “clinical faculty”) and whose voting privileges are set forth in Sections 3.2 and 3.4 of the Law School by-laws. They encompass the process for hiring, evaluating, and promoting these faculty.

Nothing in these policies and procedures limits the inherent right of the faculty to control the content and approach of the clinical program.

II. Obligations of the Clinical Faculty

In general, the obligations of the non-tenure track clinical faculty to the institution are teaching and institutional service. In general, the obligations of the tenured or tenure track clinical faculty are teaching, institutional service, and research and scholarship.

III. Specifications of Rank and Title

A. The following titles shall be applied to clinical faculty appointments: "Assistant Professor," "Associate Professor," and "Professor." Professor is the most

senior title, followed in descending order by Associate Professor and Assistant Professor.

B. Assistant Professor. The title "Assistant Professor" applies to a member of the clinical faculty who is without significant teaching, practice, scholarship (if applicable) or other relevant experience, but who shows the capacity to be able to meet the applicable standards for promotion to the title of clinical professor.

C. Associate Professor. The title "Associate Professor" applies to a member of the clinical faculty who through prior teaching experience as an assistant, or through other practice, scholarship (if applicable), or relevant experience, demonstrates strong and improving performance and substantial progress toward meeting the applicable standards for promotion to the title of clinical professor.

D. Professor. The title, "Professor", applies to a clinical faculty member who possesses a) an expert knowledge of his or her field; b) effective teaching skills; c) for clinical faculty on the tenure track, a documented national or international reputation for sustained scholarship in the candidate's discipline; d) a willingness to assume a fair share of institutional administrative and service tasks; and e) a commitment to continuing development of his or her academic competence, teaching effectiveness, research and scholarship (if applicable) and contribution to the academic objectives of the clinical program, the School of Law and the University.

IV. Procedures for Appointment, Evaluation, Reappointment and Promotion.

A. Hiring. Appointment as a Visiting Clinical Professor may be made by the Dean for up to one year, and may be renewed by the Dean for not more than two additional years. All other hiring decisions shall be implemented by the Dean

pursuant to a recommendation by the Appointments Committee, and a majority vote of the faculty entitled to vote on the issue. For the sole purpose of considering a candidate for appointment to the clinical faculty, one member of the Appointments Committee shall be a member of the Clinical Faculty.

B. Reappointment and Promotion Decisions. The Promotion and Tenure Committee has responsibility for making recommendations to the Dean and the Faculty regarding promotion and reappointment of clinical faculty in accordance with the By-laws of the Faculty, Appendix A to those By-laws and these policies and procedures. All reappointment and promotion decisions shall be made pursuant to a majority vote in favor of the candidate by the faculty members entitled to vote following review by the Promotion and Tenure Committee. For the purpose of considering a member of the clinical faculty for promotion or reappointment, at least one member of the Promotion and Tenure Committee shall be a member of the Clinical Faculty who shall hold a title which is equal to or senior to the rank of the candidate under consideration.

C. Persons Entitled to Vote Regarding Clinical Faculty Personnel Matters. ~~Subject to Section 3.4(5) of the Law School's bylaws, A~~ any member of the tenure track Faculty shall be entitled to vote on initial appointments, reappointments, promotions or terminations regarding non-tenure track clinical faculty. Any member of the tenure track Faculty who holds a title which is equal to or senior to the rank of the candidate in question, may vote on initial appointments, reappointments, promotions or terminations of tenure track clinical faculty. In addition, non-tenure track clinical faculty who have been granted voting privileges under the by-laws of the faculty of law with titles equal to or senior to the title of the candidate under consideration shall be entitled to vote on such matters regarding both tenure track and non-tenure track clinical initial appointments, reappointments, promotions or terminations.

D. Non-Tenure Track Clinical Faculty Appointments as Assistant

Commented [djc21]: Changed to conform to revised Section 3.4(5), eliminating special seniority rules for junior tenure-track faculty.

Professor

A non-tenure track clinical faculty candidate appointed as Assistant Professor shall be eligible to receive two consecutive one (1) year appointments, followed by a three (3) year appointment. If the reappointment is not made, employment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

At the end of the three (3) year appointment, if the candidate is not promoted to Associate Professor, employment shall terminate, subject to the notice provisions in the University Faculty Handbook.

E. Non-Tenure Track Clinical Faculty Promotion to Associate Professor

Review for promotion to Associate Professor shall be done by the Promotion and Tenure Committee in the spring of the faculty member's fourth year, which shall transmit its recommendation to the faculty for a vote.

If a candidate is not promoted, that candidate's employment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

Promotion to Associate Professor results in an appointment for a five (5) year term. At the end of the five (5) year term, if an Associate does not meet standards for promotion to Professor and is not promoted, employment shall terminate, subject to the notice provisions in the University Faculty Handbook.

F. Non-Tenure Track Clinical Faculty Promotion to Professor

Review for promotion to Professor shall be done by the Promotion and Tenure Committee in the spring of the faculty member's ninth year, which shall transmit its recommendation to the Faculty for a vote.

If the candidate is not promoted, that candidate's employment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

Promotion to Professor results in an appointment for a five (5) year term,

with renewals for subsequent five (5) year terms as specified in V.

G. Tenure Track Clinical Faculty Appointments and Promotions

The terms of tenure track clinical faculty appointments, reappointments, promotions and terminations shall be governed by the policies and procedures regarding other tenure track faculty at the Law School. Those policies and procedures are memorialized in Appendix A to the By-laws of the Faculty of Law as well as the University Faculty Handbook. As with other tenure track faculty, the pre-tenure period for tenure track clinical faculty is normally six years, subject to certain extensions which may be available as stated therein. Clinical faculty candidates on the tenure track normally will be considered for promotion from Assistant Professor to Associate Professor at the end of his or her second year of service. Clinical faculty candidates on the tenure track normally will be considered for promotion from Associate Professor to Full Professor with tenure at the end of his or her fifth year of service.

H. Notwithstanding any of the provisions in this section IV., if a non-tenure track clinical faculty member is supported by short-term grants, the School of Law may condition the continuation of employment on continued receipt or renewal of such grants.

V. Renewal of Non-Tenure Track Clinical Professorial Appointments.

In the spring of the fourth (4th) year of a five (5) year appointment as a non-tenure track Professor, the Promotion and Tenure Committee shall review the candidate's performance to ensure that the standards for appointment as a non-tenure track Professor continue to be met and shall make a recommendation to the faculty. The faculty shall meet to vote on the recommendation, and reappointment shall occur upon a majority vote in favor of reappointment by the faculty members entitled to vote on such matters. If, following a valid faculty vote, the reappointment is not made, termination of employment would occur at the end of the current five

(5) year appointment, subject to the notice provisions in the University Faculty Handbook.

VI. Periodic Evaluations

In addition to evaluations for promotion and reappointment, all clinical faculty members at the titles of Assistant and Associate Professor shall be given an annual performance evaluation by the Promotion and Tenure Committee for the purpose of assisting the candidate in achieving levels of performance sufficient to warrant promotion to the next level of appointment.

VII. Procedures for Termination of Employment.

Any clinical faculty appointment may be terminated: 1) for just cause as defined in the Faculty Handbook Chapter 3, Part One, Section I.E.3.; 2) for serious failure to meet the continuing performance obligations set forth in Item XI. below; or 3) pursuant to a Faculty vote pertaining to reduction in staff as set forth in Item VIII below.

If the Dean or a majority of the voting faculty determines that mid-term termination of employment should be considered, the matter shall be referred to the Promotion and Tenure Committee for review and recommendation to the Faculty.

Following receipt of the recommendation of the Promotion and Tenure Committee if, in a valid faculty vote, a majority of faculty members entitled to vote on such matters finds that sufficient cause exists for termination, the candidate's employment shall be terminated, in accordance with, and subject to the notice provisions in the University Faculty Handbook.

VIII. Termination or Substantial Modification of the Clinical Program.

If the clinical program is terminated or substantially modified by the Faculty

in a way that requires a reduction in the need for clinical faculty who teach in the clinical program, a member of the clinical faculty may be terminated regardless of years of service or title, in accordance with, and subject to the notice provisions in the University Faculty Handbook.

If a majority of persons entitled to vote on such matters approve a reduction in clinical faculty size, the reduction shall be accomplished in order of ascending title (i.e. lowest title first) or in order of years of service within a title (i.e. least years of service first).

IX. General Standards of Performance Applicable to Tenure-Track or Non-Tenure-Track Clinical Faculty.

A. In General. Standards for reappointment and promotion for all clinical faculty require effective teaching and institutional service. In addition, for tenure track clinical faculty, reappointment and promotion require sufficient research and scholarship as described in Appendix A to the By-laws of the Faculty of Law.

B. Teaching Effectiveness. Teaching ability is the primary factor to be considered in evaluating non-tenure track clinical faculty for hiring, retention and promotion. Teaching ability is an equally important factor, along with research and scholarship, for tenured or tenure track clinical faculty. All Clinical faculty should demonstrate steady progress toward becoming effective teachers in the clinical program. Any clinical faculty member whose primary appointment is as an administrator and who holds a clinical faculty appointment must also perform his or her administrative functions to the satisfaction of the Dean as a prerequisite to ~~reappointment or~~ reappointment or promotion, regardless of that clinical faculty member's teaching effectiveness or other institutional service.

C. Service to the University, the Profession and the Community. Clinical faculty, like other members of the Faculty, will be called upon from time to time to

engage in service to the Law School or University, for example in administrative or committee work. In addition, they may be asked to engage in public service, for example in organizing or appearing in continuing legal education programs, programs presented to non-lawyer community or educational groups, and service in other community groups such as boards of directors or legal bodies. Clinical faculty are expected to perform such services satisfactorily.

Extraordinary performance of service is an important factor in promotion decisions for non-tenure track clinical faculty. Extraordinary performance of service, however, will not justify promotion or reappointment if a clinical faculty member has not demonstrated effective teaching ability, or in the case of tenure track faculty, the required research and scholarship.

D. Capacity to collaborate with Colleagues. A candidate for reappointment or promotion in the clinical program shall demonstrate that he or she can work well with colleagues and has the inclination to continue to do so.

X. Additional Standards of Performance in the Clinical Program for All Clinical Faculty.

In addition to the general standards stated above in Item IX., the following standards are applicable to all clinical faculty, whether tenured, tenure track, or non-tenure track. In the evaluation process, due consideration shall be given to client confidentiality and the likelihood that in the course of representing clients, clinical faculty may be required to vigorously espouse contentious positions with other counsel or the bench.

A. Clinical Teaching Effectiveness. Candidates for ~~reappointment~~ ~~and~~ ~~reappointment~~ ~~and~~ promotion should demonstrate steady progress towards excellence in achieving the goals of clinical teaching: to instill in students the habits of careful research, rigorous analysis, thorough preparation, good relations with clients and others, honest self-criticism, and the ability to learn from experience. Candidates who achieve the title of Clinical Professor should perform proficiently in both one-to-one supervision and clinical classroom teaching.

B. Competence as a Lawyer. Because one of the goals of the clinical program is instruction in the lawyering skills and professional values needed by the practicing lawyer, the effective teacher must be a good lawyer. The following are criteria for determining the quality of lawyering. The list is not exhaustive:

1. Knowledge of the Law. Clinicians should be knowledgeable in the fields of law in which they practice. They should be able to identify matters that are beyond their expertise and bring such matters to the client's attention.

2. Legal skills. Clinicians should exhibit proficiency in a variety of skills, including:

- a. Information gathering both from clients and others;
- b. Legal research, analysis, and writing;
- c. Strategy formation including client counseling;
- d. Strategy execution including negotiation, trial advocacy and alternative dispute resolution;
- e. Follow through, including keeping clients informed and maintaining good client relations; and
- f. Practice management, including organization and control of the legal work and finances of the office. In evaluating a clinician's proficiency in practice management skills, due consideration should be given to the individual clinician's opportunities or lack thereof, for such things as case assignment, overall supervision of office procedures, and control of the office finances.

3. Professional Values and Professional Responsibility.

Clinicians should evidence an appreciation of the professional values necessary to be a competent advocate and officer of the court. Clinicians also should be aware of ethical issues raised by practice and should take appropriate action to deal with these issues in a manner consistent with applicable ethical and legal standards.

C. Character. Clinicians should be intellectually and emotionally capable of rendering professional service to clients and of providing supervision to students.

D. Growth as a Lawyer. The clinical program is designed primarily to assist students in becoming competent practitioners. Competency as a practitioner is not learned at once but must be achieved and maintained throughout one's career. Growth as a practitioner is, therefore, a factor for consideration in retention and promotion decisions.

Growth may be demonstrated in a variety of ways: for example, by an intensive period of time spent practicing law with a firm or governmental agency during the summers or while on sabbatical; by representing clients in the clinic or through public or private consultation in cases that pose significant new challenges to the faculty member; or by teaching in participating programs such as institutes on trial advocacy. This requirement shall be interpreted reasonably in light of the opportunities that the school and program make available.

XI. Continuing Performance Obligations of All Clinical Faculty.

Throughout the term of any clinical faculty member's appointment, the clinical faculty member is expected to continually improve his or her performance under the performance standards applicable to his or her appointment and articulated in these policies and procedures.

XII. Application to Incumbent Clinical Faculty.

Clinical faculty who are employed by the Law School when these policies and procedures are adopted shall be evaluated and appointed to the title and contract term that are warranted under these policies and procedures, but no clinical faculty member shall receive a title or contract term less than that under which that clinical

faculty member is currently employed.

The employment of any clinical faculty member who is currently appointed based upon a grant from outside the University shall, in addition to all other standards contained in these policies and procedures, be subject to termination at the expiration of: a) the grant period, or b) the term of appointment in effect for that clinical faculty member at the time of adoption of these policies and procedures, whichever event occurs later.

XIII. Transition of Clinical Faculty to the Tenure Track.

The following provisions are intended to implement the faculty decision made March 5, 2008 that provided: 1) all new clinical faculty who are considered for initial permanent, full-time appointments at the Law School that would begin after March 5, 2008, shall be considered for the tenure track, and shall be appointed, promoted, reappointed and considered for tenure pursuant to these policies and procedures as to their teaching and service, but shall also be subject to the policies and procedures regarding research and scholarship applicable to other tenured or tenure track faculty at the Law School. The policies and procedures applicable to research and scholarship are memorialized in the By-Laws of the Faculty of Law and Appendix A to those By-Laws; and 2) clinical faculty who were employed by the Law School on March 5, 2008 as non-tenure track clinical faculty under these policies and procedures are eligible to apply for transition to the tenure track.

A. Access to Tenure Track for Clinicians Employed as of March 5, 2008.

To be appointed to a tenure-track position, full-time clinical faculty members employed by the Law School as of March 5, 2008 must successfully go through the faculty appointments process to assess their scholarly potential. This would include

positive recommendations from the Faculty Appointments Committee to the faculty, from the faculty to the Dean, and from the Dean to the Provost. Such a recommendation would focus on teaching, service, practice, and scholarship. Teaching, service and practice shall be governed by the policies and procedures stated above generally applicable to all clinical faculty. Scholarship generally shall be governed by the provisions of Appendix A to the By-Laws of the Faculty of Law, applicable to other tenure track faculty.

1. **Evidence of Scholarly Potential** – As with nonclinical tenure-track candidates, clinical faculty seeking a tenure-track appointment must establish their strong interest in, and ~~substantial potential~~substantial potential for, producing high quality scholarship with reasonable regularity throughout their teaching career.

a. **Appointment on the Basis of Prior Articles**

Like candidates for nonclinical tenure-track positions, clinical faculty members may request that prior articles be considered in order to establish evidence of scholarly potential sufficient for appointment to a tenure-track position.

b. **Release Time and Support for Writing**

To be appointed to the tenure track, non-tenure track clinical faculty members employed by the Law School as ~~of March of~~March 5, 2008, who have no prior publications or whose prior publications do not establish an adequate basis for appointment must produce an article demonstrating scholarly potential. Based

upon their scholarly potential and progress, as determined by the Dean, clinical faculty members in this position who declare their intention to seek a tenure-track appointment may be released from clinical obligations during the summer and may be given research support, including research assistants and summer research grants for no more than three years.

2. Once a clinical faculty member is on the tenure track, that faculty member will receive the same benefits, rights, and obligations as nonclinical tenure-track faculty.

B. Consideration of prior scholarship, rank and years to tenure at application

1. As with nonclinical tenure-track faculty, a clinical tenure-track faculty member may be given credit at the time of appointment for scholarship previously produced.

2. While working toward tenure, clinical tenure-track faculty members may retain the rank and titles they earned at the law school prior to being appointed to the tenure track.

C. Choice to apply for tenure track

1. Clinical faculty members must choose, within five years of June 30, 2008, whether to apply for a tenure-track position or retain long-term contract status.

2. Clinical faculty members who apply for, but do not receive, a tenure-track position would retain long-term contract status.

3. All full-time clinical faculty employed by the Law School as of March 5, 2008 have the option to retain their previous non-tenure track long-term contract status and not apply for a tenure-track position.

These policies and procedures were initially adopted by the Faculty of Law on April 16, 1997; additional changes to conform to Faculty Handbook and Bylaws changes adopted October 1, 2007; additional changes to provide for transition of clinical faculty from non-tenure track to the tenure track were adopted in September, 2009.

Appendix C: Policies and Procedures for Lawyering Skills Faculty
Case Western Reserve University School of Law

I. *Introduction*

These policies and procedures outline the rights and responsibilities of the faculty of the Case Western Reserve University School of Law whose primary appointments involve teaching lawyering skills courses, ~~in the CaseArc Integrated Lawyering Skills Program or other parts of the curriculum, and who are~~ hereinafter referred to as the “lawyering skills faculty.” These policies and procedures describe the process for hiring, evaluating, promoting, reappointing and terminating members of the lawyering skills faculty.

Commented [djc22]: Changed to eliminate outdated reference to CaseArc.

Nothing in these policies and procedures limits the inherent right of the faculty to control the content and approach of the lawyering skills program.

II. *Obligations of the Lawyering Skills Faculty*

In general, the obligations of the non-tenure track lawyering skills faculty to the institution are teaching and institutional service. The obligations of special lawyering skills faculty are teaching only.

III. *Specifications of Rank and Title*

A. *Ranks and Titles.* Lawyering skills faculty shall be non-tenure track or special faculty, depending upon the terms of the appointment. The following titles shall be applied to non-tenure track lawyering skills faculty appointments: “assistant professor of law,” “associate professor of law,” and “professor of law.” Professor is the most senior rank, followed in descending order by associate professor and assistant professor. The following titles shall be applied to special lawyering skills faculty appointments: “adjunct professor of lawyering skills” or “visiting

professor of lawyering skills” depending on the nature of the appointment. All non-tenure track lawyering skills faculty are senior to special lawyering skills faculty.

B. *Assistant Professor*. The title “assistant professor of law” applies to a member of the non-tenure track lawyering skills faculty who is without significant teaching or other relevant experience, but who shows the capacity to meet standards for promotion to the rank of professor.

C. *Associate Professor*. The title “associate professor of law” applies to a member of the non-tenure track lawyering skills faculty who has prior teaching experience as an assistant professor or has other relevant experience, and who demonstrates strong performance and substantial progress toward meeting the standards for promotion to the rank of professor.

D. *Professor*. The title “professor of law” applies to a member of the non-tenure track lawyering skills faculty who possesses 1) an expert knowledge of his or her field, 2) effective teaching skills, 3) a willingness to assume a fair share of institutional administrative and service tasks, and 4) a commitment to continuing development of academic competence.

IV. *Procedures for Appointment, Evaluation, Reappointment, and Promotion*

A. *Hiring*. Appointment as a special faculty member in the lawyering skills program on either a full-time or part-time basis may be made by the Dean for up to one year, and may be renewed by the Dean for an additional year. In addition, under the provisions of paragraph IV.G. below, the Dean may appoint lawyering skills special faculty to additional or continuing terms. All hiring decisions of non-tenure track lawyering skills faculty shall be pursuant to a recommendation by the Appointments Committee and a majority vote of the faculty entitled to vote on the issue. For the sole purpose of considering a candidate for appointment to the non-tenure track lawyering skills faculty, one member of the Appointments Committee shall be a member of the non-tenure track lawyering skills faculty.

B. Reappointment and Promotion Decisions. The Promotion and Tenure Committee (or such other committee designated for this purpose) has responsibility for making recommendations to the faculty regarding promotion and reappointment of non-tenure track lawyering skills faculty in accordance with these policies and procedures.

All reappointment and promotion decisions shall be made pursuant to a majority vote by the faculty members entitled to vote, following review by the Promotion and Tenure Committee. For the sole purpose of considering a member of the non-tenure track lawyering skills faculty for promotion or reappointment, one member of the Promotion and Tenure Committee shall be a member of the non-tenure track lawyering skills faculty who holds a rank equal to or senior to the rank to which the non-tenure track lawyering skills faculty member under consideration is being reappointed or promoted.

C. Persons Entitled to Vote Regarding Non-Tenure Track Lawyering Skills Faculty

Personnel Matters. Subject to the provisions of Section 3.4(7) of the Law School Bylaws,

~~A~~ny member of the tenure-track faculty and any clinical faculty member shall be entitled to vote on initial appointments, reappointments, promotions, or terminations regarding lawyering skills faculty. In addition, members of the non-tenure track lawyering skills faculty with ranks equal to or senior to the rank of the non-tenure track lawyering skills faculty member under consideration shall be entitled to vote on initial appointments, reappointments, promotions, or terminations regarding non-tenure track ~~lawyering~~ lawyering skills faculty.

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D. Lawyering Skills Faculty Appointment as Assistant Professor. A lawyering skills faculty member appointed as assistant professor may receive two consecutive one (1) year appointments, followed by a three (3) year appointment, if the appointment is renewed before

the end of the one (1) year or three (3) year appointment periods.

If reappointment is not made before the end of the one (1) year or three (3) year appointment periods, the appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

E. Lawyering Skills Faculty Promotion to Associate Professor. Promotion to associate professor in the lawyering skills program results in an appointment for a five (5) year term.

Review for promotion to associate professor in the lawyering skills program shall ordinarily be done in the spring of the lawyering skills faculty member's fourth year as assistant professor by the Promotion and Tenure Committee, which shall transmit its recommendation to the faculty for a vote.

If an assistant professor is not promoted to associate professor, that faculty member's appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

F. Lawyering Skills Faculty Promotion to Professor. Promotion to professor in the lawyering skills program results in an appointment for a five (5) year term, with possible renewals for subsequent five (5) year terms as specified in article V of these policies.

Review for promotion to professor in the lawyering skills program shall ordinarily be done in the spring of the faculty member's ninth year by the Promotion and Tenure Committee, which shall transmit its recommendation to the faculty for a vote.

If an associate professor in the lawyering skills program is not promoted to professor, that faculty member's appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

G. Special Faculty Positions. Notwithstanding any of the above provisions in this article

IV, the Dean, in consultation with the Appointments Committee and the full faculty, shall have flexibility to create continuing, special faculty positions in the lawyering skills program when doing so is in the best interests of the School of Law.

V. Reappointments of Non-Tenure Track Appointments of Lawyering Skills Professors

In the spring of the fourth year of a faculty member's five (5) year appointment as a non-tenure track professor in the lawyering skills program, the Promotion and Tenure Committee shall review the faculty member's performance to ensure that the standards for appointment as professor continue to be met, and the Committee shall make a recommendation to the faculty on renewal of ~~the lawyering~~the lawyering skills faculty member's appointment. The faculty shall meet to vote on the recommendation, and reappointment shall occur upon a majority vote in favor of reappointment by the faculty members entitled to vote on such matters.

If a faculty member's appointment is not renewed before the end of the five (5) year appointment, the appointment shall terminate at the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

VI. Periodic Evaluations

In addition to evaluations for promotion and renewal, all non-tenure track lawyering skills faculty members at the ranks of assistant professor and associate professor shall be given an annual performance evaluation by the Promotion and Tenure Committee for the purpose of assisting the faculty member in achieving levels of performance sufficient to warrant promotion to associate professor or professor, as appropriate. Evaluations of special lawyering skills faculty shall be done by the Dean or his designee as appropriate to the nature of the appointment, but shall occur not less than once per year.

VII. Procedures for Termination of Appointment

Any lawyering skills faculty appointment may be terminated before the end of the current appointment period 1) for just cause as defined in the Faculty Handbook Chapter 3, Part One, Section I.E.3. and 2) for serious failure to meet the continuing performance obligations set forth in article X below; or 3) pursuant to a faculty vote pertaining to reduction in staff as set forth in article VIII below and pursuant to the applicable Faculty Handbook provisions.

In the case of non-tenure track lawyering skills faculty, if the Dean or a majority of the voting faculty entitled to vote on appointments, reappointments and promotions of the individual in question determines that mid-term termination of appointment should be considered, the matter shall be referred to the Promotion and Tenure Committee for review and recommendation to the faculty. Following receipt of the recommendation of the Promotion and Tenure Committee if a majority of faculty members entitled to vote on such matters finds that sufficient cause exists for termination, the faculty member's appointment shall be terminated, subject to the notice provisions in the University Faculty Handbook.

VIII. Termination or Substantial Modification of the Lawyering Skills Program

If the lawyering skills program is terminated or substantially modified by the faculty in a way that requires a reduction in the need for lawyering skills faculty, any member of the lawyering skills faculty may be terminated regardless of years of service or rank, subject to the notice provisions in the University Faculty Handbook.

If a majority of persons entitled to vote on such matters approves a reduction in lawyering skills faculty size, the reduction shall be accomplished in order of ascending rank (i.e., lowest rank first) or in order of years of service within a rank (i.e., least years of service first).

IX. *Standards of Performance: Lawyering Skills Faculty*

A. *In General.* Standards for reappointment and promotion of non-tenure track lawyering skills faculty require effective teaching and institutional service. Standards for reappointment of special lawyering skills faculty require effective teaching.

B. *Teaching Effectiveness.* Teaching ability is the primary factor to be considered in evaluating lawyering skills faculty for hiring, reappointment, and promotion. Lawyering skills faculty who are candidates for reappointment or promotion should demonstrate steady progress towards excellence in achieving the goals of teaching lawyering skills — to begin to instill in students the habits of competent and effective performance of the lawyering skills taught in their courses, including to the extent applicable: 1) clear exposition, careful research, rigorous analysis; 2) thorough preparation; 3) effective interviewing, fact gathering, counseling, negotiation and oral presentation; 4) written and oral examination and advocacy; and 4) honest self-criticism. Faculty members in the lawyering skills program should perform proficiently in one-to-one interaction, small group and classroom teaching.

C. *Service to the University, the Profession, and the Community.* Non-tenure track lawyering skills faculty will be called upon to engage in service to the law school or University—for example, in administrative or committee work. In addition, they may be asked to engage in public service—for example, organizing or appearing in continuing legal education programs or programs presented to non-lawyer community or educational groups, and providing service in other community groups such as boards of directors or legal bodies. Lawyering skills faculty are expected to perform such services satisfactorily.

Extraordinary performance of service is an important factor in promotion or reappointment decisions, but it will not justify promotion or reappointment if a lawyering skills faculty member has not demonstrated effective teaching ability.

D. *Capacity to Collaborate with Colleagues.* A candidate for reappointment or promotion in the lawyering skills program shall demonstrate that he or she works well with colleagues, including the person or persons responsible for administering the lawyering skills program, and that he or she has the inclination to continue to do so.

X. *Continuing Performance Obligations*

Throughout the term of any lawyering skills faculty member's appointment, the lawyering skills faculty member is expected to continually improve his or her performance under the performance standards articulated in these policies and procedures.

XI. *Application to incumbent Legal Analysis and Writing Faculty*

Legal Analysis and Writing faculty who are employed as full-time non-tenure track faculty by the School of Law when these policies and procedures are adopted shall be evaluated and may be appointed to an initial three (3) year appointment term at a rank that is warranted under these policies and procedures; provided, that no Legal Analysis and Writing faculty member shall receive a rank or appointment term less than that under which that faculty member is currently employed. After the expiration of the initial three (3) year appointment, any such faculty member may be eligible for reappointment at the rank and for the appointment term provided under these policies and procedures.

APPENDIX D

POLICIES AND PROCEDURES FOR OTHER NON-TENURE TRACK FACULTY

School of Law, Case Western Reserve University

I. *Introduction*

These policies and procedures outline the rights and responsibilities of the non-tenure track faculty of the Case Western Reserve University School of Law whose primary appointments are not in the Clinical or the CaseArc Integrated Lawyering Skills Program. However, under the limited circumstances described below and for limited duration, a Professor from Practice may receive a primary appointment in the clinical program. These policies and procedures describe the process for hiring, evaluating, promoting, reappointing, and terminating members of such non-tenure track faculty. Nothing in these policies and procedures limits the inherent right of the faculty to control the content and approach of the program taught by non-tenure track faculty.

II. *Obligations of the Non-Tenure Track Faculty*

In general, the obligations of the non-tenure track faculty to the institution are teaching and institutional service.

III. *Specifications of Rank and Title*

A. Except as otherwise provided in Section III.B., non-tenure track faculty (other than Clinical and Lawyering Skills faculty) shall have the rank and title “Senior Instructor in Law.”

B. *Professors from Practice.* Prominent and accomplished candidates who possess significant expertise or other valuable qualities obtained while engaged in at least 10 years of law practice may be appointed as “Professors from Practice,” with the university rank of “Senior Instructor in Law.” Professors from Practice may be appointed to teach any course in the law school curriculum for which they

are qualified. Professors from Practice may be appointed or reappointed only under extraordinary circumstances. This type of appointment is an exception to the general policy that clinical faculty shall be appointed to positions on the tenure track.

IV. *Procedures for Appointment, Evaluation and Reappointment*

A. *Hiring.* All hiring decisions of non-tenure track faculty shall be pursuant to a recommendation by the Appointments Committee and a majority vote of the faculty entitled to vote on the issue.

B. *Reappointment Decisions.* The Promotion and Tenure Committee (or such other committee designated for this purpose) has responsibility for making recommendations to the faculty regarding reappointment of non-tenure track faculty in accordance with these policies and procedures. All reappointment decisions shall be made pursuant to a majority vote by the faculty members entitled to vote, following review by the Promotion and Tenure Committee.

C. *Persons Entitled to Vote Regarding Non-Tenure Track Faculty Personnel Matters.* Any member of the tenure-track faculty and any clinical and lawyering skills faculty member shall be entitled to vote on initial appointments, reappointments, or terminations regarding non-tenure track faculty.

D. *Initial Appointment.* A non-tenure track faculty member shall be appointed to a three (3) year term. If reappointment is not made before the end of the three (3) year appointment period, the appointment shall terminate at the end of the academic year following the end of the initial appointment term, subject to the notice provisions in the University Faculty Handbook.

E. *Reappointment.* Review for reappointment of a non-tenure track faculty member shall ordinarily be done by the Promotion and Tenure Committee during the third year of the non-tenure track faculty member's appointment. The Promotion and Tenure Committee shall transmit its recommendation to the faculty for a vote. The faculty shall meet to vote on the recommendation, and

reappointment shall occur upon a majority vote in favor of reappointment by the faculty members entitled to vote on such matters. If a non-tenure track faculty member is not reappointed, that faculty member's appointment shall terminate at the end of the academic year following the end of the current appointment term, subject to the notice provisions in the University Faculty Handbook.

V. Periodic Evaluations

In addition to evaluations for renewal, all non-tenure track faculty members shall be given an annual performance evaluation by the Promotion and Tenure Committee for the purpose of assisting the faculty member in achieving levels of performance sufficient to warrant reappointment.

VI. Procedures for Termination of Appointment

Any non-tenure track faculty appointment may be terminated before the end of the current appointment period: (1) for just cause as defined in the Faculty Handbook Chapter 3, Part One, Section I.E.3. and (2) for serious failure to meet the continuing performance obligations set forth in article VIII below. In the case of non-tenure track faculty, if the Dean or a majority of the voting faculty entitled to vote on appointments and reappointments of the individual in question determines that mid-term termination of appointment should be considered, the matter shall be referred to the Promotion and Tenure Committee for review and recommendation to the faculty. Following receipt of the recommendation of the Promotion and Tenure Committee, if a majority of faculty members entitled to vote on such matters finds that sufficient cause exists for termination, the faculty member's appointment shall be terminated, subject to the notice provisions in the University Faculty Handbook.

VII. Standards of Performance for Non-Tenure Track Faculty

A. *In General.* Standards for reappointment of non-tenure track faculty require effective teaching and institutional service.

B. *Teaching Effectiveness.* Teaching ability is the primary factor to be considered in evaluating non-tenure track faculty for appointment and reappointment. Non-tenure track faculty who are candidates for reappointment should demonstrate steady progress toward excellence in teaching.

C. *Service to the University, the Profession, and the Community.* Non-tenure track faculty will be called upon to engage in service to the law school or University—for example, in administrative or committee work. In addition, they may be asked to engage in public service—for example, organizing or appearing in continuing legal education programs or programs presented to non-lawyer community or educational groups, and providing service in other community groups such as boards of directors or legal bodies. Non-tenure track faculty are expected to perform such services satisfactorily. Extraordinary performance of service is an important factor in reappointment decisions, but it will not justify reappointment if a non-tenure track faculty member has not demonstrated effective teaching ability.

VIII. *Continuing Performance Obligations*

Throughout the term of any non-tenure track faculty member's appointment, the faculty member is expected to continually improve his or her performance under the performance standards articulated in these policies and procedures.

FSCUE Recommendations on Course Evaluations*

1. Rather than coerce students to fill out course evaluations by tying release of course grades to completion of evaluations, the data on evaluation rates for each course/instructor, department and school/college should be provided to those individuals who are responsible for the quality of undergraduate teaching (*provost* → *deans* → *department chairs* → *instructors*). If any of those responsible parties determines that the participation rate is insufficient for their purposes, he or she can encourage instructors to have students complete the evaluation in class or provide incentives for completing the evaluation outside of class.
2. Course Evaluations should remain open to students until 11:59 p.m. on the last day of final exams, each semester. **
3. Course Evaluations should be better advertised and easier (faster) for students, faculty and staff to locate and use.

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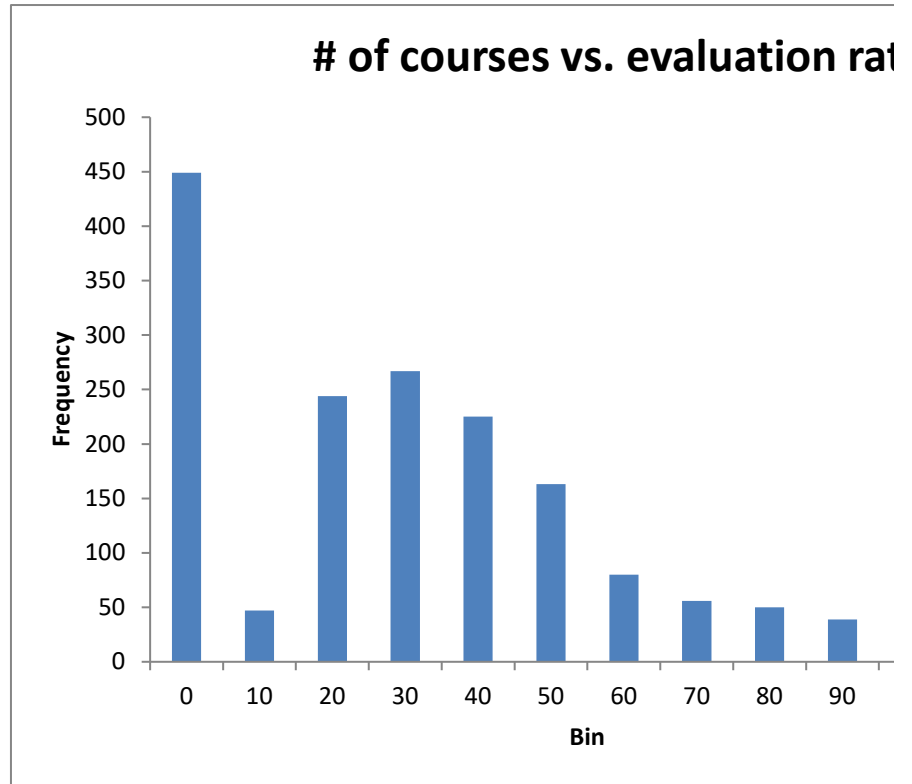
Deleted: are due for all students

Deleted: This is normally two days after final exams end and gives instructors the option to delay posting of grades until course evaluations close.

* Approved by FSCUE on March 21, 2007

** Revised by the Faculty Senate Executive Committee on October 10, 2017

<i>Bin</i>	<i>Frequency</i>
0	449
10	47
20	244
30	267
40	225
50	163
60	80
70	56
80	50
90	39
100	99



te

■ Frequency



100

Fall 2015 Course Listings: DEPARTMENT & SCHOOL GROU	Instructors (network IDs)	Responses
WLIT 368 (2859)/ENGL 468 (2923)/WLIT 468 (2925)/ENGL 368 (2	Robert Spadoni (rjs40)	31
ENGL 367 (1196)/ENGL 467 (2924)	Robert Spadoni (rjs40)	31
FSSY 173 (11624)	Suhaan Mehta (skm84)	18
CHIN 101 (2724)	Man-Lih Chai (mxc531)	17
FSSY 169 (11355)	Maggie Popkin (mlp84)	16
FSCC 100 (11705)	Hee-Seung Kang (hxc322)	11
NURS 532 (5427)	Sara Douglas (sld4)	10
ETHS 342 (10843)/SPAN 442 (10842)/WGST 342 (10844)/WLIT 4	Marta Copertari (mgc6)	10
COSI 370 (1172)/COSI 470 (1178)	Lauren Calandrucchio (lxc424)	8
ENGL 400 (10780)	Kimberly Emmons (kke1)	8
THTR 601 (10809)	David Vegh (dmv36)	8
EECS 600 (10967)	Ming-Chun Huang (mxh602)	7
ENGL 510 (2625)	Kurt Koenigsberger (kmk25)	4
JAPN 350 (1237)	Takao Hagiwara (txh13)	3
MUAP 321 (2453)	David Rothenberg (djr30)/St	3
ARTH 489 (2221)	Andrea Rager (awr18)	2
ARTS 399 (1647)	Alexander Aitken (aba2)	2
CHEM 398 (2326)	Anna Cristina Samia (axs232)	2
INTH 551 (6701)	Brian Grimberg (bxg43)	2
JAPN 450 (1239)	Takao Hagiwara (txh13)	2
MUAP 523 (2483)	Julie Andrijeski (jxa4)/David	2
NURS 399 (11512)	Jesse Honsky (jkh50)	2
UNIV 102 (6096)	Elise Geither (ejg65)/Judith I	2
ANTH 398 (3320)	Lihong Shi (lxs463)	1
ARTH 489 (2219)	Noelle Giuffrida Armhold (nr	1
ARTH 610A (11479)	Catherine Scallen (cbs2)	1
ARTS 365C (1814)	Margaret Fischer (mjf8)	1
ARTS 399 (1070)	Martha Lois (mxl84)	1
ARTS 399 (11286)	Margaret Fischer (mjf8)	1
BIOL 388 (2552)	Hillel Chiel (hjc)	1
BIOL 388 (3019)	Dianne Kube (dmk8)	1
BIOL 388 (3177)	Karen Abbott (kca27)	1
BIOL 390 (2124)	Robin Snyder (res29)	1
COGS 397 (1551)	Todd Oakley (tvo2)	1
CRSP 410 (12069)	Guilherme Attizzani (gfa4)	1
ECHE 350 (4666)	Chung-Chiun Liu (cxl9)	1
EDUC 495 (11869)	Denise Davis (dkd20)	1
EECS 480Q (4829)	Mehran Mehregany (mxm31)	1
EEPS 511 (2594)	Steven Hauck (sah33)	1
EEPS 511 (3017)	Zhicheng Jing (zxcj65)	1
EMAC 479 (11949)/EMAC 379 (11948)	Lei Zhu (lxz121)	1
EMAC 396 (11858)	Steven Epell (sje)	1
EMAC 398 (4161)	Stuart Rowan (sjr4)	1
EMAC 477 (4724)	Ica Manas-Zloczower (ixm)	1
EMAC 673 (11967)	Rigoberto Advincula (rca41)	1

EMAE 397 (4533)	James Drake (jrd4)	1
EMSE 430 (11799)	James McGuffin-Cawley (jxc)	1
ETHS 251A (10831)	Gilbert Doho (gxd22)	1
FRCH 396 (1783)	Cheryl Toman (cat12)	1
GRMN 396 (11243)	Margaretmary Daley (mxd45)	1
HSTY 477 (2833)	David Hammack (dch3)	1
INTL 398 (12006)	Pete Moore (pwm10)	1
JAPN 397 (1952)	Takao Hagiwara (txh13)	1
JAPN 399 (2568)	Takao Hagiwara (txh13)	1
MATH 352 (11247)	Julia Dobrosotskaya (jxd365)	1
MATH 352 (12044)	Joel Langer (jxl6)	1
MUAP 121 (2536)	David Rothenberg (djr30)/Ca	1
MUAP 121 (2755)	Paul Ferguson (pxf2)/David F	1
MUAP 121 (3008)	David Rothenberg (djr30)/St	1
MUAP 131 (11223)	Christopher Bagan (cdb76)	1
MUAP 131 (11711)	Kathleen Horvath (kah24)/D	1
MUAP 131 (2538)	Meghan Guegold (mlg90)/D	1
MUAP 131 (3043)	David Rothenberg (djr30)/Lc	1
MUAP 221 (2446)	Katherine Dejongh (kxd)/Dav	1
MUAP 221 (2458)	David Rothenberg (djr30)/Lc	1
MUAP 221 (2478)	Matthew Larson (mgl3)/Dav	1
MUAP 321 (2944)	David Rothenberg (djr30)/Ca	1
MUAP 324 (2508)	Katherine Dejongh (kxd)/Dav	1
MUAP 523 (11275)	David Rothenberg (djr30)/G	1
MUAP 525 (3446)	Julie Andrijeski (jxa4)	1
MUAR 153B (1281)	Bruce Egge (bx4)	1
MUDE 303 (3536)	Brian Sweigart (bss10)	1
NUED 454 (5730)	Mary Franklin (mrf19)	1
NUND 611 (11621)	Jane Marek (jfm2)	1
NUND 611 (5582)	Chris Winkelman (cxw26)	1
NUND 619 (5533)	Susan Ludington (sml15)	1
NUND 620 (11297)	Maryjo Prince-Paul (mxx42)	1
NUND 620 (11476)	Shirley Moore (smm8)	1
NUND 620 (5673)	Susan Ludington (sml15)	1
NURS 400 (11753)	Chris Winkelman (cxw26)	1
NURS 671 (5435)	Elizabeth Madigan (eam13)	1
PHYS 491 (1353)	Ed Caner (emc15)	1
POSC 396 (3016)	Karen Beckwith (klb56)	1
POSC 460 (10909)	Pete Moore (pwm10)	1
PSCL 395 (1596)	Robert Greene (rlg2)	1
PSCL 397 (11842)	Carolyn Landis (cxi2)	1
PSCL 497 (11829)	Brooke Macnamara (bnm24)	1
RLGN 488 (11885)	Timothy Beal (tkb5)	1
OPRE 207 (5198)	Qi Wu (qxw132)	57
MATH 126 (1254)	Richard Lartey (rnl17)	28
CLSC 231 (1164)/HSTY 231 (1219)	Rachel Sternberg (rxh103)	15
POSC 109 (1373)	Joseph White (jxw87)	13

FSCC 100 (6063)	Martha Schaffer (mws94)	12
ORBH 391 (11234)	Keimei Sugiyama (kxs544)	12
COSI 260 (11186)	Lauren Calandruccio (lxc424)	22
FSCC 100 (11706)	Hee-Seung Kang (hxc322)	11
ECHE 469 (3875)	Uziel Landau (uxl)	10
OPRE 207 (5197)	Qi Wu (qxw132)	49
BAFI 356 (5123)	William Mahnic (wxm)	38
ENGL 398 (2936)	Michael Chiappini (mjl151)	18
ARTH 284 (10683)	Andrea Rager (awr18)	9
ARTS 214 (1866)	Martha Lois (mxl84)	9
CHIN 101 (1161)	Man-Lih Chai (mxc531)	9
ECHE 383 (3870)/ECHE 483 (3878)	Chung-Chiun Liu (cxl9)	9
NURS 530 (5523)	Carol Musil (cmm4)	9
EECS 340 (3917)	Mehmet Koyuturk (mxk331)	34
ENGL 398 (11056)	Michael Parker (mgp25)	17
BIOL 453 (11032)/BIOL 353 (11031)	Sarah Diamond (sed62)	8
POSC 406 (10814)/POSC 306 (10813)	Joseph White (jxw87)	8
ECON 332 (5284)	Jenny Hawkins (jrh175)	15
FSNA 158 (11471)	Lisa Camp (lac100)/Jeffrey D	15
ECON 307 (5033)	Martine Lussier (mxl70)	29
EECS 341 (3918)	Xiang Zhang (xxz229)	36
PHYS 115 (1963)	Laura Johnson (lxj154)	14
USSY 291R (11201)	Matthew Feinberg (mif14)/N	14
NURS 506 (5425)	Patricia Higgins (pxg3)	7
MGMT 201 (5240)	Kylie Rochford (kcr27)	27
POSC 160 (1374)	Kelly McMann (kmm39)	20
SOCI 101 (1425)	Timothy Black (tsb25)	42
ARTH 101 (1026)	Victoria Hepburn (vxh60)/M	30
SPAN 320 (1446)	Marta Copertari (mgc6)	12
ARTH 308 (11112)/ARTH 408 (11113)	Noelle Giuffrida Armhold (nr	6
JAPN 102 (11025)	Nana Onishi (nxo57)	6
MATH 423 (1276)	Elisabeth Werner (emw2)	6
PSCL 451 (2621)	Rebecca Hazen (rah30)/Carc	6
BAFI 341 (5120)/ECON 341 (5034)	William Mahnic (wxm)	47
OPRE 301 (5061)	Jie Ning (jxn174)	39
CHIN 101 (2215)	Man-Lih Chai (mxc531)	11
CHIN 301 (1162)	Man-Lih Chai (mxc531)	11
BIOL 373 (1092)/NEUR 473 (6270)/BIOL 473 (1114)	Hillel Chiel (hjc)/Arvind Hara	27
ECON 373 (5238)	Ayhan Talu (axt19)	27
FRCH 201 (2960)	Marie Lathers (mhl5)	5
EECS 132 (4529)	Harold Connamacher (hsc21)	138
FSSO 172 (11348)	Yvonne Bruce (yxb28)/Anan	14
PSCL 375 (1382)	Brooke Macnamara (bnm24)	14
PHYS 441 (2784)	Walter Lambrecht (wxl2)	9
ECON 103 (11149)	Ayhan Talu (axt19)	30
MATH 223 (1261)	Debra McGivney (dfm40)	29
MATH 304 (1773)/EECS 302 (4111)	Harold Connamacher (hsc21)	92

ECON 103 (5031)	Martine Lussier (mxl70)	40
ORBH 380 (10947)	John Stephens (jps136)	12
PHYS 121 (3422)	Christopher Reed (ccr48)	12
DANC 160 (2402)	Heather Young (hdk5)	8
JDST 228 (10791)	Judith Neulander (jxn37)	8
THTR 231 (1470)	David Vegh (dmv36)	8
ARTH 393 (2975)/ARTH 493 (2976)	Jose Carlos Teixeira (jmt167)	4
EMAE 480 (11002)	Clare Rimnac (cmr10)	4
ENGL 217A (2853)	Jonathan Weedon (jsw90)	4
NUNP 438 (5416)	Stephanie Steiner (sls69)	4
THTR 311 (1471)	David Vegh (dmv36)	4
SYBB 411D (7041)/SYBB 311D (7052)/BIOL 311D (3374)	Gurkan Bebek (gxb43)	11
EEPS 117 (10641)	Ruth Jacob (rea47)	11
PHYS 115 (1316)	Diana Driscoll (did2)	119
ENGR 395 (11688)	Daniel Lacks (djl15)	14
MGMT 395 (5295)	William Mahnic (wxm)	14
EECS 329 (11232)/EECS 429 (11233)	Hongping Zhao (hxz168)	7
EECS 458 (4721)	Jing Li (jxl175)	7
FSCC 100 (11620)	Martha Schaffer (mws94)	7
PHYS 115 (1499)	Kyle Crowley (kmc170)/Laur	24
EMSE 343 (4802)	Roger French (rxf131)	17
MKMR 311 (5132)	Rakesh Niraj (rkn10)	27
FSNA 161 (11708)	Eric Chilton (emc88)	13
FSSO 151 (11691)	Kristine Kelly (knk)	13
MATH 224 (2981)	Peter Thomas (pjt9)	13
ECON 326 (5088)	Justin Gallagher (jpg75)	22
MKMR 201 (10946)	Mayra Porrata (mjp180)	31
PHYS 121 (1322)	Allen Foster (axf295)/Santos	24
ECON 376 (5287)	Mark Sniderman (mss190)	15
NTRN 433 (6289)	Stephanie Harris (sra18)	15
FSNA 129 (11333)	Joseph Cheatle (jjc161)/Dani	12
FRCH 413 (11196)/FRCH 313 (11195)	Marie Lathers (mhl5)	9
FSCC 100 (11703)	Mary Assad (mka23)	9
SOCI 461 (10648)/SOCI 361 (10647)	William Dannefer (dxd79)	9
THTR 312 (2872)/ENGL 305 (2873)	Angela Otstot (amo49)/Robe	6
SPAN 201 (1442)	Haydee Espino Castillo (hxe5	6
ARTS 385 (1066)	Sandra Noble (sen2)	3
MATH 376 (2208)/BIOL 306 (1909)	Robin Snyder (res29)	3
EMAE 352 (10741)	Jaikrishnan Kadambi (jxk11)	3
EMSE 413 (4810)	Arthur Heuer (ahh)	3
HSTY 470 (3289)	John Broich (jxb314)	3
NUND 619 (5547)	Faye Gary (fxg21)	3
SYBB 501 (6821)	David Lodowski (dtl10)	14
OPRE 301 (5090)	Jie Ning (jxn174)	25
MKMR 201 (5052)	Mayra Porrata (mjp180)	29
FSTS 100 (11597)	John Higgins (jch181)	5
NTRN 550A (6300)	David Cavallo (dxc434)	5

FSSY 162 (11390)	Jessica Birch (jeb233)/Cristia	12
ECON 102 (5125)	Jenny Hawkins (jrh175)	40
DANC 403 (3376)	Elizabeth Szpak (ess)	7
MUEN 373 (1288)	Paul Ferguson (pxf2)	7
PSCL 453 (1395)	Heath Demaree (had4)	7
PSCL 525 (10792)	James Overholser (jxo5)	7
EECS 397 (4715)	Ming-Chun Huang (mxh602)	9
PHYS 121 (2271)	Shamreen Iram (sxi109)	9
CHEM 310 (1149)	Anna Cristina Samia (axs232)	31
EMSE 320 (4064)	David Matthiesen (dhm5)	11
PHYS 115 (1496)	Kyle Crowley (kmc170)	11
PHYS 115 (3341)	Kyle Crowley (kmc170)	11
PHYS 203 (1334)	Gary Chottiner (gsc2)	11
ORBH 250 (5044)	John Stephens (jps136)	39
JAPN 301 (1236)	Takao Hagiwara (txh13)	10
NTRN 529 (6927)	Catherine Demko (cad3)	10
JAPN 101 (1232)	Nana Onishi (nxo57)	8
NTRN 435 (6290)	Sandra Pichette (sxp89)	8
PHYS 591 (11315)	Michael Crescimanno (mxc7)	8
ARTH 545 (11114)	Elina Gertsman (exg152)	6
NURS 473 (5527)	M Suresky (mjs5)	6
NURS 475 (5510)	Evanne Juratovac (exj11)	6
ARTS 400 (1071)/ARTS 300 (1058)	Sandra Noble (sen2)	4
EECS 408 (11470)	Sree Sreenath (nxs6)	4
EMSE 463 (10976)	Matthew Willard (maw169)	4
GREK 101 (1209)	Rachel Sternberg (rxh103)	4
NUNP 444 (5371)	Chris Winkelman (cxw26)	4
ANTH 398 (3013)	Katia Almeida (kma14)	2
ARTS 393 (1069)/ARTS 493 (1073)	Tim Shuckerow (txs10)	2
CRSP 450 (10955)	Li Li (lxl62)/James Spilsbury (2
EMSE 503 (4730)	Peter Lagerlof (pxl4)	2
GRMN 202 (3322)	Susanne Veas-Gulani (shv2)	2
MUED 310 (11062)	Paul Ferguson (pxf2)	2
PHYS 423 (1350)	Harsh Mathur (hxm7)	13
ORBH 250 (5045)	Hak-Yoon Kim (hxx376)	37
MATH 441 (1818)	Alethea Barbaro (abb71)	11
USSY 291Q (11164)	William Doll (wmd2)	11
RLGN 312 (10790)	Judith Neulander (jxn37)	9
MIDS 301 (5184)	Charles McElroy (cpm47)	28
ECHE 401 (3873)	Harihara Baskaran (hxb35)	7
NURS 615 (5429)	Rebecca Darrah (rjm11)	7
NURS 630 (5654)	Christopher Burant (cxb43)	7
MATH 321 (1272)/MATH 421 (1275)	Julia Dobrosotskaya (jxd365)	19
PHYS 115 (1500)	Laura Johnson (lxj154)/Chris	19
MUEN 387 (1295)	Marshall Haning (mah246)	12
IIME 440 (4109)	Alireza Kabirian (axk821)	29
EECS 500 (3933)	Mingguo Hong (mxh543)	15

STAT 538 (1461)/MATH 598 (11036)	Wojbor Woyczynski (waw)	15
EDUC 301 (1189)/EDUC 401 (1191)	Denise Davis (dkd20)	5
EMAC 673 (4590)	Rigoberto Advincula (rca41)	5
PSCL 510 (11018)	Todd McCallum (tjm16)	5
EMSE 328 (10978)/EMSE 428 (10981)	Alp Sehrioglu (axs461)	13
MATH 421 (11072)/MATH 321 (11071)	Julia Dobrosotskaya (jxd365)	13
ECHE 464 (11669)	J Mann (jam12)	8
MATH 401 (1274)	David Singer (das5)	8
NUND 508 (5497)/NURS 609 (5570)	Susan Tullai-McGuinness (sx)	8
USSO 289C (11106)	Susan Case (ssc2)	8
BIOL 321 (3278)/BIOL 421 (3279)	Jessica Fox (jlf88)	11
ECHE 381 (4114)/ECHE 480 (4115)	Uziel Landau (uxl)	12
JAPN 101 (1233)	Yuki Togawa (yxt247)	9
ANTH 377 (1011)/ANTH 477 (1644)/ANAT 477 (6831)/ANAT 377	Scott Simpson (sws3)	6
EECS 371 (4461)	Larry Sears (lms57)	6
ARTS 216 (1053)	Tim Shuckerow (txs10)	3
CHEM 430 (2265)/PHRM 430 (6746)/PHOL 430 (6748)/BIOC 430	Focco Van den Akker (fxv5)/	3
CRSP 440 (10954)	James Spilsbury (jcs5)	3
DANC 640 (1188)	Gary Galbraith (gxx31)	3
EECS 480Q (4828)/EBME 480Q (4830)	Mehran Mehregany (mxm31)	3
EEPS 341 (10635)	Ralph Harvey (rph)	3
HSTY 222 (10886)	John Grabowski (jgg4)	3
HSTY 410 (10892)	Daniel Cohen (dac37)	3
EPBI 481 (6184)/STAT 445 (1460)	Anirban Mondal (axm912)	3
GREK 201 (1483)/GREK 401 (2860)/WLIT 201 (10659)/WLIT 401 (Timothy Wutrich (trw14)	3
ENGL 387 (10778)/ENGL 487 (10779)/WLIT 387 (10800)/WLIT 48	Martha Woodmansee (maw)	3
ECON 330 (10944)	Mariana Carrera (mpc67)	22
EMAC 401 (4285)	Rigoberto Advincula (rca41)	19
NUMN 401 (5703)	Deborah Lindell (dxl41)/Nad	19
ORBH 251 (5046)	Susan Thiel (sat59)	16
EMAC 450 (10719)	Gary Wnek (gew5)	13
PHYS 413 (1349)	Craig Copi (cjc5)	10
USSY 291T (11574)	Kaysha Corinealdi (klc108)	10
ECON 102 (5126)	Martine Lussier (mxl70)	17
IIME 425 (4107)	John Stephens (jps136)	35
ARTS 220 (1056)	Alexander Aitken (aba2)	7
EECS 408 (3926)	Wei Lin (wxl4)	7
ITAL 101 (2997)	Denise Caterinacci (dmc7)	7
NURS 476 (5511)	M Suresky (mjs5)	7
STAT 325 (1455)/STAT 425 (1458)	Jenny Brynjarsdottir (jxb628)	18
EMSE 276 (4729)	Jennifer Carter (jwc137)	40
NTRN 440 (6292)	Hope Barkoukis (hdb)	11
ENTP 310 (11572)	Scott Shane (sas46)	15
EMAE 372 (4526)/EMSE 372 (4527)	John Lewandowski (jll3)	12
PHOL 480 (11240)/BIOL 480 (11241)	Andrea Mario Pompeo Romi	8
NTRN 528 (6296)	David Cavallo (dxc434)	8
DANC 345 (10758)/DANC 445 (10759)	Shannon Sterne (smc31)	4

EMAE 457 (4473)	James Tien (jst2)	4
ENGL 517 (2139)	Michael Clune (mwc33)	4
SOCI 310 (10650)/SOCI 410 (10651)	Gary Deimling (gtd)	4
MKMR 312 (5242)	Walter Sokira (wjs23)	21
DANC 460 (1185)/DANC 360 (2440)	Erich Yetter (exy61)	13
NUMN 410 (5704)	Evelyn Duffy (exd4)	18
ENGL 331 (10771)/ENGL 331C (11192)/ENGL 431 (11191)	Athena Vrettos (axv13)	9
MATH 461 (10739)	Elizabeth Sell (exs400)	9
PSCL 389 (10788)	Heath Demaree (had4)	9
BAFI 355 (5121)	Saumya Prabhat (sxp686)	28
MATH 380 (2664)	Peter Thomas (pjt9)	19
MUED 200B (10854)	Nathan Kruse (nbk17)	5
ENTP 311 (5189)	Walter Sokira (wjs23)	26
BAFI 361 (5283)	Leonardo Madureira (llm17)	22
IIME 473 (4749)/SYBB 421 (11282)/EBME 473 (11283)	Colin Drummond (cxd)	11
SOCI 345 (10653)/SOCI 445 (10654)	Eva Kahana (exk)	11
NUMN 402 (5708)	Cindy Motley (clm84)	17
EECS 415 (3927)	Christian Zorman (caz)	6
ENGL 203 (2437)	Erin Blakeslee (emb160)	6
ENGL 324 (2854)/THTR 334 (2858)/ENGL 424 (11052)	John Orlock (jmo3)	6
OPRE 427 (10766)/MATH 327 (10736)/MATH 427 (10738)	Elisabeth Werner (emw2)	6
MUHI 437 (11067)	Robert Walser (raw125)	6
ASTR 221 (1075)	Idit Zehavi (ixz6)	13
ARTH 361 (11047)/ARTH 461 (11048)	Catherine Scallen (cbs2)	7
DANC 203 (1180)	Shannon Sterne (smc31)	7
PHYS 431 (1351)/EBME 431 (3786)	Timothy Eagan (tpe2)/Micha	7
ENGL 213 (10769)	Thrity Umrigar (tnu)	7
EBME 451 (10783)	Horst von Recum (hav1)	8
FSNA 124 (11475)	Matthew Burkhart (mrb151)	8
USSO 287E (11009)	Tracey Hallman (txh20)/Joac	8
ACCT 314 (5119)	Melissa Carlisle (mrc130)	17
NUMN 411 (5707)	Rita Sfiligoj (rms184)	17
BAFI 358 (5243)	Saumya Prabhat (sxp686)	26
PHIL 322 (11058)	Anthony Jack (ajj2)	18
FSNA 128 (11340)	Jessica Birch (jeb233)/Rekha	9
MGMT 395 (5202)	Michael Fisher (mtf2)	9
NTRN 459 (10940)	Tamara Randall (tlk3)	9
SOCI 300 (1429)	Karie Feldman (kef3)	9
ECON 378 (10723)	Mark Votruba (mxv27)	19
PHYS 320 (10956)	Michael Hinczewski (mxh60)	10
MGMT 201 (5288)	Walter Sokira (wjs23)	21
IIME 430A (4108)	Fehmida Kapadia (fxk25)/An	32
MKMR 310 (5186)/ECON 310 (5286)	Njoke Thomas (nkt3)	11
MATH 223 (11610)	Florian Besau (fxb90)	16
PHYS 313 (1340)	Philip Taylor (plt)	22
ACCT 304 (5236)	John Keyser (jdk156)	17
NUMN 403 (5706)	Andrew Reimer (axr62)	16

PHYS 481 (1352)	Andrew Tolley (ajt84)	14
EMAC 402 (4286)	Alexander Jamieson (amj)	13
EECS 425 (3929)	Michael Rabinovich (mxr136)	12
MATH 324 (10926)	Joel Langer (jxl6)	12
STAT 345 (1457)	Anirban Mondal (axm912)	9
SYBB 411A (7038)/SYBB 311A (7049)/BIOL 311A (3371)	Masaru Miyagi (mxm356)	8
ECHE 362 (3867)	Jesse Wainright (jsw7)	8
FSSO 149 (11497)	Sandra Russ (swr)	8
NTRN 437 (6291)	Mary Kavanagh (mxk109)	8
USSO 290L (11077)	Gillian Weiss (glw)	8
MATH 123 (11176)	Steven Hoehner (sdh60)	7
ARTS 101 (1906)	George Kozmon (gak41)	6
EBME 421 (3784)	Dominique Durand (dxd6)/K	6
EDUC 255 (1727)	Susan Herron (sjh112)	6
WGST 343 (10799)/ENGL 343 (10774)	Thomas Fountain (ttf7)	6
ANTH 382 (2634)/ANTH 482 (2635)	Richard Smith (rcs131)	5
WLIT 314 (10668)/CLSC 314 (10667)	Ricardo Apostol (raa81)	5
COSI 556 (2684)	Barbara Lewis (bxl)	5
EBME 480A (4600)	Mehran Mehregany (mxm31)	5
EBME 480A (4601)	Mehran Mehregany (mxm31)	5
EECS 419 (3928)	Christos Papachristou (cap2)	5
EMSE 515 (10977)	Frank Ernst (fxe5)	5
JAPN 201 (1235)	Yuki Togawa (yxt247)	5
MATH 440 (11038)	Daniela Calvetti (dxc57)	5
EDUC 304 (1190)/EDUC 404 (1192)	David Bellini (dxb47)	4
HSTY 108 (10997)	Daniel Cohen (dac37)	4
MUEN 374 (1289)	Paul Ferguson (pxf2)	4
MUHI 450 (10868)	Francesca Brittan (fmb22)	4
USSO 288Y (11809)	Theodore Steinberg (txs18)	4
ANTH 107 (1006)	Jim Shaffer (jgs3)	3
DANC 416 (10760)	Gary Galbraith (gxx31)	3
ESTD 398 (1692)	Peter Mc Call (plm4)	3
MUEN 355 (3554)	Katherine Dejongh (kxd)	3
NURS 422 (11380)	Molly Jackson (mjj22)	3
NURS 451 (11319)	Carol Savrin (cls18)	3
THTR 223 (1469)	Jill Davis (jpd62)	3
ARTH 565 (10678)	Henry Adams (hxa28)	2
BIOC 430 (10896)/PHOL 430 (10901)/PHRM 430 (10902)/CHEM 430 (10903)	Paul Carey (prc5)	2
COGS 408 (1734)/COGS 308 (11161)	Fey Parrill (fxp26)	2
DANC 414 (1509)/DANC 314 (2439)	Gary Galbraith (gxx31)	2
EECS 466 (11285)	Murat Cavusoglu (mcc14)	2
EMSE 372 (4615)/EMAE 372 (4616)	John Lewandowski (jll3)	2
JAPN 201 (1234)	Yuki Togawa (yxt247)	2
LING 401 (11262)/LING 301 (11261)	Yasuhiro Shirai (yxs561)	2
MUED 353 (10857)	Matthew Garrett (glm59)	2
NTRN 398 (7103)	Tamara Randall (tlk3)	2
NTRN 533 (6298)	Sharon Groh-Wargo (sxx26)	2

NUND 509 (5665)	Marilyn Lotas (mjl25)	2
SASS 284 (5893)	Jacob Nash (jbn39)	2
ARTS 310 (1060)	Margaret Fischer (mjf8)	1
ARTS 365D (1065)	Gail Berg (gsb3)	1
ARTS 365E (3325)	Barney Taxel (bxt71)	1
DANC 385 (1182)	Gary Galbraith (gxc31)	1
EECS 493 (4525)	H Podgurski (hap)	1
EECS 649 (4222)	Christian Zorman (caz)	1
EMAC 475 (11886)	Joao Maia (jmm272)	1
EMSE 396 (11985)	Matthew Willard (maw169)	1
EMSE 399 (4468)	Jennifer Carter (jwc137)	1
EMSE 409 (10975)	Gerhard Welsch (gxcw2)	1
EMSE 413 (11218)	Arthur Heuer (ahh)	1
INTL 398 (2999)	Elliot Posner (eap26)	1
MUAP 121 (2523)	Lisa Nelson (lxb20)/David Ro	1
MUAP 131 (2763)	David Rothenberg (djr30)	1
MUAP 221 (2516)	Paul Ferguson (pxf2)/David F	1
MUAP 321 (2949)	Katherine Dejongh (kxd)/Da	1
MUAP 531 (3440)	Christopher Bagan (cdb76)	1
MUAR 300 (11152)	Bruce Egre (bx4)	1
MUAR 310 (11151)	Bruce Egre (bx4)	1
MUAR 322 (12005)	Bruce Egre (bx4)	1
MUDE 201 (3503)	Anthony Slusser (ajs216)	1
MUED 352 (10856)	Ryan Scherber (rvs23)	1
MUED 641 (11585)	Ryan Scherber (rvs23)	1
MUTH 101 (3598)	Timothy Cutler (tsc10)	1
MUTH 105 (3599)	Timothy Cutler (tsc10)	1
MUTH 202 (3583)	Timothy Cutler (tsc10)	1
NUND 619 (5536)	Barbara Daly (bjd4)	1
NURS 671 (11242)	Amy Zhang (axz16)	1
POSC 396 (11931)	Paul Schroeder (pes15)	1
PSCL 397 (1384)	Julie Exline (jaj20)	1
PSCL 397 (1389)	Robert Greene (rlg2)	1
PSCL 497 (1837)	Todd McCallum (tjm16)	1
SASS 318 (5892)	Julia Ellifritt (jxe64)	1
STAT 395 (2694)	Wojbor Woyczynski (waw)	1
SYPS 7 (2233)	Claudia Anderson (cca2)	1
WLIT 211 (3321)	Florin Berindeanu (ftb1)	1
EMAC 377 (3990)	Ica Manas-Zloczower (ixm)	19
EECS 338 (10914)	Gultekin Ozsoyoglu (gxo3)	32
PHYS 123 (1332)	Robert Brown (rwb)	27
ECON 308 (5085)	Jay Patel (jbp70)/Noah Statc	12
ASTR 201 (1826)	Stacy McGaugh (ssm69)/Jak	11
MATH 223 (1260)	Silvia Saccon (sxs1670)	11
EECS 433 (4795)	Zehra Ozsoyoglu (mxo2)	10
MATH 307 (3317)	Elizabeth Meckes (ese3)	10
EMAC 480 (4725)	Stuart Rowan (sjr4)	9

USSY 288Y (11044)	Terri Mester (txm60)	9
HSTY 113 (1220)	Jay Geller (jhg72)	16
PATH 417 (11166)/CLBY 417 (11167)/BIOL 417 (11168)	Alan Levine (adl4)	8
ENGL 204 (2623)	James Sheeler (jes240)	8
FSSO 174 (11496)	Michael Kenney (mjk56)	8
FSSY 175 (11625)	Scott Dill (sdd46)	8
USSO 288Y (11035)	Theodore Steinberg (txs18)	8
PATH 422 (6445)/MBIO 420 (6446)/PHRM 420 (6447)/BIOC 420 (6448)	Barbara Bedogni (bxb278)	7
ECHE 362 (3866)	Jesse Wainright (jsw7)	7
ECON 369 (5239)	Scott Shane (sas46)	7
EMSE 398 (4068)	Jennifer Carter (jwc137)	7
NUND 504 (5715)	Mary Quinn Griffin (mtq2)	7
MATH 223 (2507)	Florian Besau (fxb90)	13
MUGN 212 (2926)	Daniel Batchelder (dlb143)	13
DANC 417 (1184)/DANC 317 (2438)	Gary Galbraith (gxx31)	6
USSY 291P (11158)	Kaysha Corinealdi (klc108)	6
ACCT 306 (10942)	Dennis Conrad (dac21)	16
IIME 450A (4110)	Colin Drummond (cxd)/Anth	29
NUMN 413 (11424)	Jacquelyn Slomka (jxs980)	14
PHYS 449 (1508)/PHYS 349 (1345)	Claudia De Rham (cad96)	9
NTRN 328 (11017)	David Cavallo (dxc434)	12
POSC 473 (10822)/POSC 373 (10821)	Elliot Posner (eap26)	8
ANAT 415 (6929)	Thomas Brantley (tlb58)/Bar	4
SYBB 411C (7040)/SYBB 311C (7051)/BIOL 311C (3373)	Gurkan Bebek (gxb43)	4
CHEM 446 (11617)	Carlos Crespo (cxc302)	4
EECS 397 (4859)	Wyatt Newman (wsn)	4
EECS 360 (10930)/EECS 460 (10931)	Behnam Malakooti (bxm4)	4
EMSE 408 (11248)/EMSE 308 (11202)	William Baeslack (wab59)/B:	4
PHYS 331 (1344)	Xuan Gao (xxg15)	19
CHEM 290 (1651)	Kenneth Adair (kva3)	14
PHRM 528 (6861)/PHOL 528 (6912)/BIOC 528 (6911)	Drew Adams (dja59)/Robert	7
NUND 450 (5632)	Gregory Graham (gxx27)	7
NUND 541 (5668)	Elizabeth Damato (egd)	7
EMAC 370 (3989)	Jonathan Pokorski (jxp493)	16
MATH 201 (11263)	David Gurarie (dxg5)	12
SOCI 208 (1428)	Karie Feldman (kef3)	12
EMSE 110 (4614)	Gerhard Welsch (gxw2)	9
BIOL 464 (10787)/BIOL 364 (10786)	Ryan Martin (ram225)	6
ANAT 445 (10916)/BIOL 345 (10918)/BIOL 445 (10920)	Darin Croft (dac34)	6
MUHI 326 (11175)/HSTY 326 (11177)/JDST 326 (11178)/RLGN 326 (11179)	Jay Geller (jhg72)/Daniel Gol	6
SPAN 311 (3405)	Clara Lipszyc-Arroyo (cgl12)	6
ARTH 495 (1039)	Elina Gertsman (exg152)	3
PHIL 204 (10924)/HSTY 207 (10929)	Christopher Haufe (cbh43)	3
MUED 200A (10853)	Lisa Hanson (lbh37)	3
MUEN 324 (1286)	Matthew Larson (mgl3)	3
MUEN 396 (1297)	Charissa Bagan (cxb428)	3
CLSC 301 (1165)/PHIL 301 (1312)	Chin-Tai Kim (cxk6)	3

SOCI 443 (3165)	Susan Hinze (sxh3)	3
ARAB 101 (1024)	Ramez Islambouli (rai2)	11
EPBI 431 (6182)/MPHP 431 (6252)/CRSP 431 (11076)	Thomas Love (tel3)	21
NURS 338 (5585)	Molly Jackson (mjj22)	10
BIOL 495 (3375)	Radhika Atit (rpa5)	5
CHEM 435 (3354)	Rajesh Viswanathan (rxv69)	5
EECS 426 (3930)	Pedram Mohseni (pxm89)	5
FSCC 100 (6069)	Mary Assad (mka23)	5
NURS 630 (5466)	Christopher Burant (cxb43)	5
SYBB 411B (7039)/SYBB 311B (7050)/BIOL 311B (3372)	Gurkan Bebek (gxb43)	7
CRSP 402 (6175)	Douglas Einstadter (dxe10)	7
FSSO 165 (11361)	Thomas Dawkins (txd119)/C	7
FSSO 173 (11474)	Paul Ferguson (pxf2)	7
FSSY 171 (11487)	Lisa Nielson (len12)	7
MATH 307 (1271)	Elizabeth Meckes (ese3)	7
PHYS 301 (1338)	Michael Martens (mam18)/C	7
MGMT 201 (5319)	Walter Sokira (wjs23)	16
EBME 410 (11171)	Zhenghong Lee (zxl11)/David	9
MATH 227 (3002)	David Gurarie (dxg5)	9
ENGR 210 (4097)	Gregory Lee (gsl7)	78
SOCI 101 (1424)	Karie Feldman (kef3)	24
EECS 324 (3914)	Vira Chankong (vxc2)	14
MATH 223 (1257)	Lingxing Yao (lxy195)	12
EMSE 345 (10974)	Mark De Guire (mrd2)	10
EBME 615 (4521)	Nicole Seiberlich (nes30)/Da	8
ENGL 398 (1862)	Evan Chaloupka (emc39)	8
MATH 330 (10737)	Wanda Strychalski (wis6)	8
ENGL 180 (1821)	Megan Jewell (msj18)	6
GRMN 102 (2217)	Enno Lohmeyer (ebl4)	6
JAPN 101 (11328)	Nana Onishi (nxo57)	6
NUMN 416 (11396)	Marguerite DiMarco (mxd50)	6
ANTH 479 (10727)/ANTH 379 (10717)	Bridget Haas (bmh7)	4
BIOL 491 (1116)	Emmitt Jolly (erj20)	4
CHEM 491 (2779)	Emmitt Jolly (erj20)	4
CRSP 501 (6176)	Shirley Moore (smm8)	4
ECIV 421 (4856)	YeongAe Heo (yxh549)	4
EMAC 405 (4723)	Alexander Jamieson (amj)	4
ENGL 300 (1195)	William Siebensschuh (wrs2)	4
MATH 471 (3267)	Steven Izen (shi)	4
SPAN 310 (3234)	Haydee Espino Castillo (hxe5)	4
ARTH 490A (1653)	Holly Witchey (hmw5)	2
DANC 485 (1186)	Gary Galbraith (gxx31)	2
EMAC 422 (10718)	LaShanda Korley (ltk13)	2
EMAE 455 (4538)	Paul Barnhart (pjb4)	2
MUAP 131 (2512)	Lisa Nelson (lxb20)/David Ro	2
MUAP 131 (2541)	Katherine Dejongh (kxd)/Da	2
MUAP 221 (2462)	David Rothenberg (djr30)/G	2

NUND 609 (5669)	Irena Kenneley (ilz)	2
PSCL 531A (1400)	James Overholser (jxo5)	2
RLGN 205 (10794)	Jonathan Tan (jyt4)	2
EBME 316 (4840)/EBME 416 (4844)	Zheng-Rong Lu (zxl125)	19
MATH 201 (1256)	Margaret Callahan (mdc77)	13
PHYS 115 (1497)	Laura Johnson (lxj154)/Chris	11
ACCT 207 (5296)	Dennis Conrad (dac21)	20
COSI 109 (1167)	Jean Nisenboum (jmn13)	9
EMAC 677 (4277)	Jonathan Pokorski (jxp493)	30
CHEM 301 (11579)	Alfred Anderson (aba)/Jame	7
EECS 452 (4797)	Kenneth Loparo (kal4)	7
THTR 100 (1464)	Anaya Farrell (acf50)/Robert	7
EMAC 375 (4719)/EMAC 475 (4727)	Joao Maia (jmm272)	12
NURS 431 (5699)	Evanne Juratovac (exj11)/Su	12
ECON 102 (5129)	Silke Forbes (sxf242)	22
BIOL 116 (1080)	Rebecca Benard (rbb53)	27
BAFI 357 (5124)	Yuliya Demyanyk (yxd153)	15
ENGL 398 (1868)	Thomas Fountain (ttf7)	5
MUEN 365 (2212)	Mary Robinson (mkf34)	5
WGST 325 (10694)/PHIL 325 (10646)/PHIL 425 (10693)	Laura Hengehold (leh7)	5
PHYS 415 (10628)/PHYS 315 (10627)	Jesse Berezovsky (jab298)	5
BIOL 216L (2659)	Susan Burden-Gulley (smb8)	8
EECS 484 (10932)	Wyatt Newman (wsn)	8
ESTD 303 (10675)/EEPS 303 (10639)	Peter Mc Call (plm4)	8
EMSE 449 (11763)/EMSE 349 (4806)	Mark De Guire (mrd2)	8
NTRN 201 (6283)	Lindsay Malone (lmm118)	19
BIOL 215 (1915)	Valerie Haywood (vxh20)	33
ECHE 398 (3871)	Michael Grossner (mtg4)	22
EECS 440 (4378)	Soumya Ray (sxr358)	11
ACCT 403 (5110)/ACCT 203 (5117)	Aleksandra Zimmerman (axt)	14
ECON 102 (5128)	Silke Forbes (sxf242)	20
ECHE 360 (3865)	Donald Feke (dlf4)/Qianwen	30
NTRN 363 (6286)	Stephanie Harris (sra18)	15
CHEM 412 (1156)	Thomas Gray (txg37)	6
ECHE 362 (4366)	Jesse Wainright (jsw7)	6
ECON 386 (10945)	John Kleinhenz (jxk21)	6
ENGL 150 (1822)	Cara Byrne (crh64)	6
FSNA 133 (11334)	Malcolm Cooke (mnc)/Denn	6
FSSO 146 (11472)	Henry Adams (hxa28)	6
MATH 333 (11049)	Erkki Somersalo (ejs49)	6
MGMT 395 (5131)	Thomas King (tak30)	6
USSO 289K (11010)	Paul Hanson (pwh5)	6
USSO 290N (11244)	Maryjo Prince-Paul (mxp42)	6
USSY 250 (11012)	Athena Vrettos (axv13)	6
ARTH 371 (10933)/ARTH 471 (10934)	Cory Korkow (cxk331)	3
COSI 452A (1173)	Kathryn McNeal (kmm20)/Je	3
COSI 453 (1177)	Barbara Lewis (bxl)	3

DANC 104 (3275)	Shannon Sterne (smc31)	3
EMAE 401 (4857)	Bo Li (bxl295)	3
PHIL 415 (2436)/PHIL 315 (10686)	Chin-Tai Kim (cxk6)	3
PLCY 399 (5076)	Vasudevan Ramanujam (vxr)	16
BIOC 452 (6143)/NTRN 452 (6293)	Colleen Croniger (cmc6)	28
ARTH 374 (10684)/ARTH 474 (10685)	Andrea Rager (awr18)	7
FRCH 101 (1201)	Charlotte Sanpere (cxs60)	7
BAFI 355 (5122)	Saumya Prabhat (sxp686)	18
EMAE 355 (4035)	Jaikrishnan Kadambi (jxk11)	18
BIOL 215L (1704)	Valerie Haywood (vxh20)/Hu	8
NURS 339 (5590)	Cynthia Danko (cld7)/Rebec	8
ANTH 339 (2912)/ANTH 439 (2913)	Lee Hoffer (ldh24)	4
CHEM 421 (1157)	Irene Nga Wing Lee (ixl13)	4
EBME 513 (11506)	Andrew Rollins (amr9)	4
EECS 485 (3932)	Daniel Saab (dgs3)	4
EPOM 403 (10983)	Joe Mayer (jxm640)	4
FSCC 100 (11700)	Ana Codita (amc254)	4
MATH 308 (10735)	Silvia Saccon (sxs1670)	4
MUTH 103 (3517)	Irwin Shung (iys2)	4
MUTH 207 (3580)	Lisa Rainsong (lmr3)	4
PHIL 413 (2863)/PHIL 313 (2842)	Colin McLarty (cxm7)	4
PSCL 453 (1396)	Elizabeth Short (ejs3)	4
SPAN 201 (2728)	Haydee Espino Castillo (hxe5	4
PHYS 221 (1335)	Peter Kernan (pjk6)	25
MKMR 201 (5053)	Pazampalacode Subramania	14
BIOL 214L (2904)	Leena Chakravarty (lxc353)	5
ENGL 214 (1194)	Sarah Gridley (scg24)	5
HSTY 280 (10888)/ETHS 280 (10895)	John Flores (jhf45)	5
NUMN 415 (11304)	Joy Sedlock (jsn7)	5
USNA 288I (11041)	Michael Goldberg (meg110),	5
PHYS 121 (2732)	Shamreen Iram (sxi109)/Jagj	11
SOCI 113 (1426)	Christine Schneider (cms80)	11
STAT 313 (1454)	Steven Sidik (sms80)	11
NURS 111 (5374)	Faith Anderson (fea11)/Sara	12
NURS 316 (5394)	Laurine Gajkowski (lag6)/Eliz	12
BIOL 374 (1093)/NEUR 474 (6437)/BIOL 474 (1115)	Roy Ritzmann (rer3)	6
FSNA 144 (11341)	Kristine Kelly (knk)/Lee Thon	6
FSNA 157 (11388)	John Blackwell (jxb6)/Terri M	6
FSSO 159 (11498)	Luke Reader (ljr69)/Renee S	6
MGMT 395 (5200)	Michael Fisher (mtf2)	6
PSCL 375 (11156)	Brooke Macnamara (bnm24)	6
USSO 286L (11008)	Barbara Clemenson (bjc8)	6
COGS 416 (11518)/COGS 316 (10878)	Mark Turner (mbt8)	8
ECIV 211 (3896)	Michael Pollino (mcp70)	8
NURS 405 (11207)	Mary Kerr (mek55)	8
BIOL 216 (2653)	Radhika Atit (rpa5)/Barbara	58
NTRN 460 (6294)	Lynn Kam (lak99)	9

MATH 431 (1277)	Longhua Zhao (lxz315)	10
CHEM 328 (2919)/CHEM 428 (2920)	Blanton Tolbert (bst18)	21
MIDS 301 (5185)	Deepa Gopal (dxg314)	12
NURS 110 (5372)	Erin Discenza (ehd12)	12
NURS 111 (5373)	Faith Anderson (fea11)/Sara	12
COGS 101 (3225)	Todd Oakley (tvo2)	31
EECS 325 (3915)	Michael Rabinovich (mxr136)	24
ACCT 102 (5111)	Karen Braun (kwb8)	14
COSI 101 (1166)	Kathryn Rothenberg (kpr4)	11
MATH 303 (1270)	Mark Meckes (mwm2)	10
EMAE 481 (4242)	Joseph Mansour (jmm12)	9
NUNP 439 (5370)	Marguerite DiMarco (mxd50)	7
BIOL 362 (1091)/ANAT 462 (6937)/BIOL 462 (2985)	Stephen Haynesworth (seh5)	6
FSSY 112 (11357)	Carolyn Leitman (cll31)/Mar	6
BIOL 214L (2901)	Leena Chakravarty (lxc353)	5
COSI 220 (1169)	Shirley Prok (sxp106)	5
ENGL 150 (1869)	Andrea Nienstedt (aln28)	5
EPOM 407 (4756)	Vira Chankong (vxc2)	5
NURS 621 (5524)/NUND 615 (5571)	Jaclene Zauszniewski (jaz)	5
BIOL 214L (2374)	Leena Chakravarty (lxc353)	4
CRSP 413 (6924)	James Spilsbury (jcs5)	4
EECS 397 (11059)	Nicholas Barendt (nab2)	4
ENGL 372C (11193)/ENGL 372 (10776)	Michael Clune (mwc33)	4
FRCH 475 (10829)/FRCH 375 (10832)	Cheryl Toman (cat12)	4
MUED 440 (11584)	Nathan Kruse (nbk17)	4
MUHI 341 (1304)/MUHI 441 (1899)	Ross Duffin (rwd)	4
NUND 508 (11416)	Susan Tullai-McGuinness (sx	4
POSC 328 (10823)/POSC 428 (10824)	Laura Tartakoff (lyt)	4
BIOL 339 (1087)	Deborah Harris (dlv7)	3
COSI 352 (1171)	Kathryn McNeal (kmm20)	3
DANC 260 (2652)	Hannah Barna (hjb12)	3
EECS 351 (11039)	Pan Li (pxl288)/Wei Lin (wxl	3
FRCH 102 (1204)	Charlotte Sanpere (cxs60)	3
FRCH 201 (1205)	Fabienne Pizot-Haymore (fgl	3
MUED 275 (10855)	Matthew Garrett (glm59)/Ka	3
SPAN 202 (1444)	Clara Lipszyc-Arroyo (cgl12)	3
BIOL 318 (1707)/BIOL 418 (1709)	Sydney Brannoch (skp72)/Ga	2
HSTY 302 (10674)/CLSC 302 (10673)	Rachel Sternberg (rxh103)	2
EECS 397 (10907)	Soumyajit Mandal (sxm833)	2
EECS 401 (11467)	Marc Buchner (mxb11)	2
EMAE 459 (4040)	Yasuhiro Kamotani (yxk)	2
EMSE 430 (11277)	James McGuffin-Cawley (jxc	2
FRCH 315 (10830)	Cheryl Toman (cat12)	2
FRCH 316 (3237)	Gilbert Doho (gxd22)	2
HSTY 243 (10887)	Jonathan Sadowsky (jas34)	2
MUDE 101 (3534)	David Gilson (dwg)	2
SOCI 375 (3027)	Mary Erdmans (mpe10)	2

SOCI 380 (10652)	Mary Erdmans (mpe10)	2
SOCI 392 (1565)	Jessica Kelley-Moore (jak115)	2
BIOC 391 (6658)	Focco Van den Akker (fxv5)	1
CHEM 430 (10899)/PHOL 430 (10900)/PHRM 430 (10903)/BIOC 430 (10904)	Matthias Buck (mxb150)	1
BIOL 388S (2410)	Jean Moriuchi (jbm122)	1
CHIN 399 (2494)	Haomin Gong (hxg171)	1
MUAP 121 (2529)	David Rothenberg (djr30)/David Rothenberg (djr30)	1
MUAP 131 (2537)	David Rothenberg (djr30)/Stefan Rothenberg (djr30)	1
MUAP 131 (2572)	Don Better (dxb50)/David Rothenberg (djr30)	1
MUDE 101 (3594)	Brian Sweigart (bss10)	1
MUTH 201 (3526)		1
MUTH 205 (3528)		1
NTRN 388 (10968)	Lynn Kam (lak99)	1
NTRN 398 (11210)	Stephanie Harris (sra18)	1
NUND 611 (5552)	Donna Dowling (dad10)	1
NUND 619 (5544)	Elizabeth Madigan (eam13)	1
NURS 404 (5649)	Stephanie Steiner (sls69)	1
NURS 407 (5412)	Stephanie Steiner (sls69)	1
PSCL 397 (1390)	Lee Thompson (lat)	1
SASS 368 (5860)	Lawrence Bresler (lib2)	1
PSCL 321 (2898)	Amy Przeworski (axp335)	22
NURS 315 (5389)	Janine Galeski (jxs522)/Kathleen Galeski (jxs522)	11
ECHE 260 (3864)	Rohan Akolkar (rna3)	21
MUHI 401 (2429)	Alanna Ropchock (avr15)	9
BIOC 312 (6655)/BIOC 412 (6656)	Michael Harris (meh2)	22
CHEM 323 (1151)	Emily Pentzer (ebp24)	7
MUEN 384 (1292)	Ryan Scherber (rvs23)	20
BETH 503 (6837)/CRSP 603 (6838)	Patricia Marshall (pam20)	13
ANAT 412 (6105)	Joseph Miller (jcm18)	12
ECON 103 (5032)	Mark Sniderman (mss190)	17
PHRM 409 (6695)/PHRM 309 (6694)	Zhaoyang Feng (zxf17)/Marc Feng (zxf17)	15
CHEM 329 (2662)/CHEM 429 (2663)	Robert Salomon (rgs)	5
ECHE 470 (3876)	Uziel Landau (uxl)	5
EECS 301 (3911)	Ming-Chun Huang (mxh602)	5
EMAE 290 (4029)	Jason Bradshaw (jdb10)/James Bradshaw (jdb10)	5
FRCH 101 (1202)	Fabienne Pizot-Haymore (fgl)	5
FSSY 154 (11525)	Bradley Ricca (bjr8)	5
FSSY 166 (11354)	Marie Lathers (mhl5)	5
MATH 305 (2234)	Vincent Graziano (vjg9)	5
MGMT 395 (5304)	Thomas King (tak30)	5
PHYS 115 (1498)	Kyle Crowley (kmc170)	5
USSO 285N (11034)	William Marling (wxm3)	5
USSO 290M (11174)	Benjamin Sperry (bxs63)	5
ECIV 160 (3895)	Katie Wheaton (kcp3)	9
ACCT 101 (5114)	Anthony Bucaro (acb130)	13
EECS 600 (4860)	Wyatt Newman (wsn)	4
FSCC 100 (6067)	Gusztav Demeter (gxd87)	4

MATH 224 (1265)	Alethea Barbaro (abb71)	4
MUEN 389 (1309)	Eric Charnofsky (exc15)	4
NURS 502 (5528)	Gretchen Mettler (ggm)	4
ECHE 367 (3868)	Heidi Martin (hbm)	19
STAT 332 (1456)/STAT 432 (1459)	Wojbor Woyczynski (waw)	14
BIOL 214L (2365)	Leena Chakravarty (lxc353)	7
SOCI 202 (11231)	Mary Erdmans (mpe10)	7
BIOL 114 (1079)	Dianne Kube (dmk8)	23
PSCL 352 (1827)	Heath Demaree (had4)	13
ACCT 301 (5116)	Larry Parker (lmp3)	9
PHIL 317 (2235)/LAWS 5135 (5017)/PHIL 417 (2236)	Shannon French (sef37)	9
DANC 121 (2685)	Erich Yetter (exy61)	6
ENGL 398 (1859)	Jessica Slentz (jes252)	6
MATH 224 (11290)	Lingxing Yao (lxy195)	6
ARTS 214 (1052)	Martha Lois (mxl84)	3
CHEM 605 (1159)	Malcolm Kenney (mek9)	3
CHIN 315 (11204)/CHIN 415 (11205)	Peter Yang (pyj2)	3
EECS 368 (4846)/EECS 468 (4847)	Mingguo Hong (mxh543)	3
HSTY 373 (11404)/HSTY 473 (11405)	Renee Sentilles (rms30)	3
NUND 506 (5618)	Joyce Fitzpatrick (jff4)	3
PSCL 390 (10782)	Alexander Kline (ack63)	3
USNA 249 (11265)	Glenn Odenbrett (gxo2)	3
ENGR 225 (4101)	Ramanathan Sankaran (rxs1)	46
NUMN 417 (11402)	Theresa Backman (tab28)	8
NURS 425 (11288)	Susan Mazanec (srm2)	8
EMAC 351 (3988)	Michael-Jon Hore (mah259)	25
BIOL 215L (1703)	Valerie Haywood (vxh20)/Ar	5
FSNA 113 (11339)	Catherine Forsa (cqf2)/Beve	5
FSSO 160 (11343)	Katia Almeida (kma14)/Scott	5
MUEN 358 (3507)	Annie Fullard (axf26)	5
NUND 610 (5553)	Mary Dolansky (mad15)	5
USNA 262 (11042)	Amy Absher (aaa162)	5
USNA 287P (11464)	Barbara Burgess-Van Aken (t	5
USNA 287T (11856)	Peter Shulman (pas125)	5
USNA 288J (11105)	Alexis Abramson (ara9)/Stev	5
USSY 287X (11157)	Annie Pecastaings (atp18)	5
USSY 289Y (11046)	Bradley Ricca (bjr8)	5
MGMT 398 (5047)	Jennifer Johnson (jlj11)	12
NTRN 201 (6920)	Bonnie Schmidt-Hayes (bjs1)	14
EECS 340 (11272)	Vincenzo Liberatore (vxl11)	9
PHYS 121 (2718)	QianFan Chen (qxc76)/Jagjit	9
PHYS 122 (1326)	Michael McMaster (msm17)	9
NUMN 414 (11230)	Cynthia Danko (cld7)	8
PHYS 123 (1505)	QianFan Chen (qxc76)/Jagjit	8
BIOL 340 (3176)	Ronald Oldfield (rgo)	6
GRMN 101 (1212)	Enno Lohmeyer (ebl4)	6
HSTY 211 (2421)	Elizabeth Todd (ext13)	6

NURS 459 (5458)	Kristina Banks (klb29)/Carol	6
COGS 390 (2435)	Florin Berindeanu (ftb1)	4
EBME 350 (10640)/ECHE 355 (11050)	Harihara Baskaran (hxb35)/C	4
FSSY 112 (11356)	Carolyn Leitman (cll31)/Mar	4
GRMN 313 (10840)	Susanne Veas-Gulani (shv2)	4
JAPN 101 (1231)	Margaret Fitzgerald (mmf9)	4
SPAN 315 (2403)	Jacqueline Nanfito (jcn)	4
CHIN 201 (2432)	Haomin Gong (hxg171)	2
EBME 380 (11021)	Colin Drummond (cxd)	2
ECHE 362 (4460)	Jesse Wainright (jsw7)	2
ECIV 411 (3903)	Adel Saada (axs31)	2
EMAC 460 (11583)	Gary Wnek (gew5)	2
FRCH 202 (1595)	Christine Cano (cmc21)	2
ITAL 201 (1923)	Denise Caterinacci (dmc7)	2
ITAL 311 (10833)	Denise Caterinacci (dmc7)	2
POSC 384 (10676)/POSC 484 (10677)/PHIL 484 (10973)/PHIL 384	Jeremy Bendik-Keymer (jdb1	2
PSCL 524 (1397)	Norah Feeny (ncf2)	2
RLGN 204 (11235)	Deepak Sarma (dxs163)	2
EECS 233 (3908)	Michael Lewicki (msl88)	30
MATH 126 (1252)	Thomas Atta-Fosu (txa128)	9
EECS 293 (4543)	Vincenzo Liberatore (vxl11)	16
BIOL 301 (10963)/BIOL 401 (10964)	Christopher Cullis (cac5)	7
HSTY 398 (1484)	Gillian Weiss (glw)	5
MGMT 395 (5201)	Michael Fisher (mtf2)	5
POSC 360 (10908)	Pete Moore (pwm10)	5
POSC 470H (11148)/POSC 370H (11147)	Paul Schroeder (pes15)	5
ENGL 148 (2252)	Helen Lyons-McFarland (hml	3
MATH 413 (11289)	Stanislaw Szarek (sjs13)	3
THTR 101 (1466)	Christopher Bohan (cmb186	3
USSO 290I (11573)	Erin Lavik (exl186)	3
EBME 370 (3779)	Colin Drummond (cxd)	25
CHEM 233 (2785)	Raul Erick Juarez Hernandez	13
EECS 393 (3931)/EECS 493 (4469)	H Podgurski (hap)	20
PSCL 101 (1376)	Jennifer Butler (jle3)	20
STAT 312R (11183)	Danhong Song (dxs116)	10
EECS 375 (4832)/EECS 475 (4833)	Mario Garcia Sanz (mgs78)	7
MUEN 385 (1293)	Kathleen Horvath (kah24)	15
ANTH 102 (1004)	Katia Almeida (kma14)	16
EMAE 260 (4648)	Sunniva Collins (skr)	16
MATH 227 (1269)	Wanda Strychalski (wis6)	8
MUEN 386 (1294)	David Pope (dap115)	8
POSC 172 (1375)	Kathryn Lavelle (kcl6)	8
RLGN 102 (10871)	Joy Bostic (jrb64)	8
ENGL 373 (2280)/ENGL 473 (11053)	Sarah Gridley (scg24)	4
FSSY 168 (11502)	John Orlock (jmo3)/John Wi	4
SPAN 333 (10836)/SPAN 433 (10847)/ETHS 333 (10850)/WLIT 33	Damaris Punaes-Alpizar (dxp	4
EBME 308 (3776)	Abidemi Ajiboye (aba20)/Ma	34

EMAE 181 (4024)	Roger Quinn (rdq)	22
BIOL 407 (1110)/BIOC 307 (6133)/BIOC 407 (6142)	Colleen Croniger (cmc6)/Dav	57
BIOL 352 (11084)/BIOL 452 (11085)	Karen Abbott (kca27)/Hilary	5
DANC 103 (3045)	Yidi Lin (yxl1014)	5
EMSE 499 (11001)	Alp Sehirliglu (axs461)	5
MUEN 397 (1298)	Julie Andrijeski (jxa4)	5
BIOL 346 (1088)	Richard Drushel (rfd)	21
ACCT 101 (10941)	Anthony Bucaro (acb130)	11
MPHP 406 (6251)/MPHP 306 (6249)	Scott Frank (shf2)	11
EECS 341 (11267)	Zehra Ozsoyoglu (mxo2)	6
EBME 570 (4524)	Nicole Steinmetz (nfs11)	7
ECHE 151 (3862)	Uziel Landau (uxl)	19
CHEM 121 (1081)	Raul Erick Juarez Hernandez	21
CHEM 304 (1544)	Clemens Burda (cxb77)	11
ENGR 200 (4096)	Brian Metrovich (bxm221)	62
MUEN 383 (1291)	Ryan Scherber (rvs23)	22
PSCL 101 (1824)	Andrew Cooper (aac82)/Ale	15
NURS 250 (5386)	Evanne Juratovac (exj11)	11
ACCT 101 (5112)	Leon Blazey (lxb46)	9
ECIV 340 (3899)	Terrance Cybulski (tmc42)	8
PHYS 122 (1331)	Klaountia Pasmatsiou (kxp26)	8
MATH 126 (1253)	Nara Yoon (nxy47)	7
NUNP 410 (5610)	Kristina Banks (klb29)/Jennif	7
PHYS 123 (1333)	QianFan Chen (qxc76)/Jagjit	7
PHYS 325 (1342)	Craig Copi (cjc5)	7
NURS 339 (5592)	Cynthia Danko (cld7)/Rebec	6
ANTH 359 (3142)/ANTH 459 (3143)	Janet Mc Grath (jwm6)	5
BIOL 215L (2984)	Valerie Haywood (vxh20)/M	5
COSI 332 (11019)	Kathryn Rothenberg (kpr4)	5
ENGL 398 (1823)	Joseph Cheatle (jjc161)	5
ENGL 398 (1860)	Raymond Horton (rlh137)	5
ENGL 398 (1863)	Kristin Kondrlik (kek66)	5
ENGL 398 (2937)	Megan Griffin (meg30)	5
SOCI 372 (10655)/WGST 372 (10657)/SOCI 472 (10656)	Susan Hinze (sxh3)	5
BIOL 214L (2367)	Leena Chakravarty (lxc353)	4
FSNA 155 (11360)	Francis Merat (flm)/Marcus	4
FSNA 159 (11503)	Anirban Sen Gupta (axs262)	4
STAT 417 (10743)/STAT 317 (10742)	Brad Simonelli (bls94)	4
USSY 290Q (11692)	William Siebensschuh (wrs2)	4
ANTH 365 (2631)/ANTH 465 (2632)/WGST 365 (2633)	Atwood Gaines (axg10)	4
ARTS 106 (1047)	Christopher Pekoc (crp4)	3
ARTS 210 (1864)	Margaret Fischer (mjf8)	3
ASTR 306 (10696)/ASTR 406 (10697)	James Mihos (jcm9)	3
BIOC 611 (6149)	Menachem Shoham (mxs10)	3
EECS 477 (4811)	Vincenzo Liberatore (vxl11)	3
EEPS 421 (10638)/EEPS 321 (10637)	Gerald Matisoff (gxm4)	3
FSCC 100 (11702)	Ana Codita (amc254)	3

FSCC 100 (6073)	Mary Assad (mka23)	3
PHYS 317 (1341)	Michael Martens (mam18)/C	3
SOCI 355 (2674)	Cassi Pittman (clp77)	3
SPAN 311 (1445)	Damaris Punaless-Alpizar (dxp)	3
THTR 110 (2869)	Robert Ullom (jru10)	3
ANTH 366 (3281)/ANTH 466 (3282)	Lihong Shi (lxs463)	2
ARTS 322 (1002)	Barney Taxel (bxt71)	2
HSTY 206 (10885)/CLSC 206 (10894)	Elizabeth Todd (ext13)	2
EBME 617 (4522)	Steven Eppell (sje)	2
MUEN 395 (1296)	Ross Duffin (rwd)	2
MUHI 610 (1914)	Daniel Goldmark (dig5)	2
NUNP 401 (5365)	Katharine Chapman (kxc202)	2
NURS 421 (11379)	Molly Jackson (mjj22)	2
ARTS 386 (1067)	Sandra Noble (sen2)	1
ARTS 387 (1068)	Sandra Noble (sen2)	1
BIOL 384 (2697)	Ronald Oldfield (rgo)	1
ECIV 461 (4851)	Kurt Rhoads (krr38)	1
EMSE 504 (4718)	David Matthiesen (dhm5)	1
HSTY 110 (3349)	David Hammack (dch3)	1
LATN 405 (10662)/WLIT 334 (10663)/WLIT 434 (10664)/LATN 30	Ricardo Apostol (raa81)	1
MUAP 131 (2500)	David Rothenberg (djr30)/Se	1
MUAP 131 (2539)	David Rothenberg (djr30)	1
MUAP 131 (2567)	David Rothenberg (djr30)/Gc	1
MUHI 590 (11068)	Georgia Cowart (gic4)	1
MUHI 590 (3145)	David Rothenberg (djr30)	1
MUTH 104 (3519)	Irwin Shung (iys2)	1
NUND 619 (5549)	Mary Quinn Griffin (mtq2)	1
PHYS 113B (1315)	Diana Driscoll (did2)	1
PSCL 390 (2428)	Danielle Broxon (drr59)	1
PSCL 529C (1399)	Terry Tobias (txt5)	1
PSCL 531C (1401)	Terry Tobias (txt5)	1
PSCL 535 (10793)	Amy Przeworski (axp335)	1
PSCL 539 (1402)	Norah Feeny (ncf2)	1
RLGN 299 (11199)	Timothy Beal (tkb5)	1
THTR 375 (1474)	Shanna McGee (sbm2)	1
UCAP 395 (11694)	Peter Whiting (pjw5)	1
BIOL 214 (2362)	Michael Benard (mfb38)/Nai	80
ACCT 305 (5118)	Timothy Fogarty (tjf)	10
ANTH 102 (1693)	Melvyn Goldstein (mcg2)	10
NTRN 342 (6284)	James Swain (jhs31)	10
STAT 201 (1448)	Paula Fitzgibbon (paf3)	8
CHEM 290 (3355)	Kenneth Adair (kva3)	7
EECS 352 (3920)	Behnam Malakooti (bxm4)	6
NURS 211 (5470)	Kelly McConnell (kkm18)	11
NURS 230 (5376)	Julie Hopkins (jlh208)/Jane M	11
ECON 102 (5127)	Edward Kickel (esk18)	10
BIOL 216L (2977)	Susan Burden-Gulley (smb8)	5

ENGR 398 (4104)	Gary Wnek (gew5)	57
ACCT 300 (5115)	Dennis Conrad (dac21)	9
ANTH 371 (10825)/ANTH 471 (10827)	Eileen Anderson-Fye (epa5)	9
EBME 306 (3775)	Jeffrey Capadona (jrc35)/Ani	34
BIOL 302 (1084)/COGS 322 (1946)	Barbara Kuemerle (baw)	4
EMAE 415 (4535)	Ozan Akkus (oxa)	4
FSNA 120 (11332)	Susan Dominguez (srd45)/Pe	4
FSNA 136 (11469)	Suhaan Mehta (skm84)/And	4
FSSO 137 (11351)	James Sheeler (jes240)	4
FSSO 164 (11473)	William Dannefer (dxd79)/Jc	4
FSSO 171 (11345)	Justin Buchler (jxb204)/Josef	4
FSSO 176 (11619)	Narcisz Fejes (nxf14)	4
HSTY 250 (2849)	Peter Shulman (pas125)	4
PSCL 390 (2686)	Hannah Bergman (heb38)	4
SPAN 101 (1438)	Cristian Gomez Olivares (cgg	4
THTR 100 (2868)	Anaya Farrell (acf50)/Robert	4
USNA 287G (11043)	Helen Salz (hks)	4
USSY 289A (11013)	William Deal (wed)	4
PSCL 344 (3085)	Arin Connell (amc76)	14
EECS 246 (3909)	Murat Cavusoglu (mcc14)	34
CHEM 111 (1138)	Drew Meyer (dam135)	114
MATH 223 (1259)	Vincent Graziano (vjg9)	16
BIOL 214L (2363)	Leena Chakravarty (lxc353)	6
MUEN 393 (1912)	Julie Andrijeski (jxa4)/Christo	6
ANTH 319 (1009)	Lawrence Greksa (lpg2)	3
ASTR 423 (10699)/ASTR 323 (10698)	James Mihos (jcm9)/Heathe	3
ECIV 361 (3900)	Aaron Jennings (aaj2)	3
ITAL 101 (1230)	Denise Caterinacci (dmc7)	3
LATN 101 (11016)	Timothy Wutrich (trw14)	3
MPHP 413 (7022)/MPHP 313 (7023)	Jordan Crows (jab334)	3
NUMN 415 (5520)	Joy Sedlock (jsn7)	3
NUNP 434 (5369)	Evelyn Duffy (exd4)	3
SPAN 315 (2501)	Jacqueline Nanfito (jcn)	3
PSCL 315 (1380)	Jennifer Butler (jle3)	14
EBME 201 (3774)	Efstathios Karathanasis (exk:	39
PHYS 303 (1339)	Michael Martens (mam18)/C	8
ACCT 101 (5113)	Sharon Martin (slm101)	10
EMAC 270 (3986)	Hatsuo Ishida (hxi3)	22
CHEM 113 (1142)	Kenneth Adair (kva3)	7
STAT 201 (1449)	Paula Fitzgibbon (paf3)	7
ENGR 145 (4092)	David Schiraldi (das44)	46
NURS 110 (5671)	Erin Discenza (ehd12)	8
ANAT 414 (6107)	Thomas Brantley (tlb58)/Bar	6
BIOL 214L (2364)	Leena Chakravarty (lxc353)	4
EMAC 125 (3985)	David Schiraldi (das44)	4
MGMT 395 (5134)	Gary Pillar (gtp)	4
NTRN 516 (6295)	Mary Kavanagh (mxk109)	4

NTRN 561 (6304)	Alison Steiber (als25)	4
SOCI 411 (11751)/SOCI 311 (10649)	Gary Deimling (gtd)	4
USSY 291U (11600)	David Lucas (dwl46)	4
EMAE 453 (4039)	Joseph Prah (jmp)	2
EMSE 325 (11249)	Roger French (rxf131)	2
ENGL 308 (1495)	William Marling (wxm3)	2
ENGL 380 (1197)	Martha Woodmansee (maw)	2
FRCH 310 (1206)	Christine Cano (cmc21)	2
RLGN 223 (10960)/JDST 223 (11216)	Peter Haas (pjh7)	2
MATH 120 (1242)	Troy Clark (tac83)	2
NURS 454 (5422)	Mary Franklin (mrf19)	2
SASS 375A (5869)	Mark Chupp (mgc2)/Debora	2
EECS 281 (3910)	Evren Gurkan Cavusoglu (ex)	31
PSCL 230 (1378)	Elizabeth Short (ejs3)	15
ENGR 131 (4571)	Chris Fietkiewicz (cx47)	39
ANTH 215 (1007)	Eileen Anderson-Fye (epa5)	13
EBME 318 (3777)	Gerald Saidel (gms3)/Anirba	9
PHYS 166 (2282)	Kathleen Kash (kxk43)	10
HSTY 346 (10889)	John Broich (jxb314)	5
PHYS 122 (1324)	Cory Christenson (cwc39)	56
EBME 358 (4839)	Abidemi Ajiboye (aba20)/Ma	8
NTRN 342L (6780)	James Swain (jhs31)	8
PHYS 122 (2840)	Saurabh Kumar (sxx1031)/Kl	6
STAT 243 (1450)	Danhong Song (dxx116)	6
ARTS 101 (1046)	George Kozmon (gak41)	3
EDUC 200 (2907)	James Eller (jle12)	3
EECS 366 (11284)	Murat Cavusoglu (mcc14)	3
FSSO 177 (11663)	Matthew Feinberg (mif14)	3
MUTH 107 (3524)	Lisa Rainsong (lmr3)	3
RUSN 101 (1421)	Tatiana Zilotina (tmz2)	3
SPAN 101 (1437)	Haydee Espino Castillo (hxe5)	3
THTR 100 (1465)	Anaya Farrell (acf50)/Robert	3
CHEM 105 (1137)	Drew Meyer (dam135)	57
ENGL 398 (11054)	Lara Klaber (lxx212)	4
ENGL 398 (1861)	Robin Evans (rle30)	4
POSC 479 (10818)/POSC 379 (10817)	Pete Moore (pwm10)	4
CHEM 106 (2720)	Kenneth Adair (kva3)	10
NURS 453 (5421)	Dawn Betters (dmb181)/Ma	16
MATH 223 (1262)	Steven Izen (shi)	6
EECS 390 (3921)	Marc Buchner (mxb11)	7
MATH 125 (1251)	Teresa Contenza (txc114)	13
ANTH 338 (10707)/ANTH 438 (10708)	Vanessa Hildebrand (vmh14)	6
NUAN 459 (5663)	Kathleen Massoli (kmm105)	6
ANTH 367 (10711)/ANAT 467 (10750)/EEPS 367 (10747)/EEPS 46	Cynthia Beall (cmb2)	4
BIOL 333 (11015)	Dianne Kube (dmk8)	4
ECIV 320 (3898)	Michael Pollino (mcp70)	4
EECS 342 (3919)	Sree Sreenath (nxs6)	4

GRMN 101 (1210)	Enno Lohmeyer (ebl4)	4
GRMN 101 (1211)	Enno Lohmeyer (ebl4)	4
FSSO 143 (11364)	Barbara Clemenson (bjc8)	3
SPAN 102 (1439)	M Fernandez (eif)	3
USNA 211 (11004)	Matthew Burkhart (mrb151)	3
JAPN 225 (2430)/WLIT 225 (2431)	Margaret Fitzgerald (mmf9)	3
ARTS 220 (1055)	Alexander Aitken (aba2)	2
ANAT 515 (6115)	Scott Simpson (sws3)	1
ANTH 379 (10731)/ANTH 479 (10730)	Lee Hoffer (ldh24)	1
ARTH 333 (11461)/CLSC 333 (11460)/ARTH 433 (11462)	Jenifer Neils (jxn4)	1
CHEM 430 (2266)/PHRM 430 (6747)/PHOL 430 (6749)/BIOC 430	Menachem Shoham (mxs10)	1
COSI 452C (1175)	Kathryn McNeal (kmm20)/Jc	1
EBME 398 (3780)	Miklos Gratzl (mxg13)	1
EBME 474 (4821)/ECHE 474 (4825)	Harihara Baskaran (hxb35)/C	1
ENGR 400C (10629)	Mary Tichar (mrt2)	1
HBRW 101 (1215)	Yoram Daon (yxd30)	1
MUTH 201 (3525)		1
MUTH 205 (3527)		1
NUND 611 (5598)	Mary Quinn Griffin (mtq2)	1
NUNP 403 (5366)	Marguerite DiMarco (mxd5C	1
NURS 416 (5413)	Elizabeth Damato (egd)	1
PHYS 352 (10999)	Rolfe Petschek (rgp)	1
PHYS 353 (1348)	Rolfe Petschek (rgp)	1
PSCL 390 (3368)	Susan Gross (sig9)	1
PSCL 529A (1398)	James Overholser (jxo5)	1
LATN 201 (1241)/LATN 401 (2861)/WLIT 441 (10666)/WLIT 241 (Timothy Wutrich (trw14)	1
EMAE 350 (4034)	Vikas Prakash (vxp18)	22
ENGR 131 (4572)	Chris Fietkiewicz (cx47)	22
NURS 373 (5407)	Amelia Bieda (alb24)/Jesse F	10
BIOL 326 (1085)/BIOL 426 (1111)	Audrey Lynn (axl38)	8
EBME 611 (3819)	Patrick Crago (pec3)/Anant P	7
MATH 122 (1244)	Christopher Butler (cxb10)	48
MATH 223 (1774)	Longhua Zhao (lxz315)	6
POSC 172 (11146)	Paul Schroeder (pes15)	5
EBME 105 (3773)	Steven Eppell (sje)	14
COGS 201 (3226)	Vera Tobin (vlt6)	9
MUEN 382 (1290)	Matthew Garrett (glm59)	9
NTRN 201 (11212)	Bonnie Schmidt-Hayes (bjs1t	9
BIOL 216L (2654)	Susan Burden-Gulley (smb8)	4
EECS 398 (3922)	Francis Merat (flm)	7
NURS 425 (5698)		7
CHEM 223 (1143)	Rekha Srinivasan (rxs111)	58
EBME 358 (4838)	Abidemi Ajiboye (aba20)/Ma	9
PHYS 122 (1328)	Saurabh Kumar (sxx1031)/A	6
ANTH 314 (10702)/ETHS 314 (10703)/ANTH 414 (10704)	Atwood Gaines (axg10)	3
COGS 406 (1735)/COGS 206 (2933)	Todd Oakley (tvo2)	3
ENGL 181 (1193)	Judith Hammer (jko2)	3

FSNA 120 (11407)	Robin Evans (rle30)/James M	3
FSSO 128 (11362)	Anita Howard (axh67)/Steve	3
FSSO 143 (11365)	Barbara Clemenson (bjc8)	3
JAPN 101 (2934)	Margaret Fitzgerald (mmf9)	3
USNA 226 (11005)	Marianne Reeves (mer22)	3
CHEM 301 (1146)	Alfred Anderson (aba)/Jame	15
PHYS 122 (1327)	Saurabh Kumar (sxx1031)/Kl	5
MATH 125 (1250)	Teresa Contenza (txc114)	12
ANAT 413 (6106)	Joseph Miller (jcm18)	7
STAT 312 (1451)	Patricia Williamson (ppw2)	6
BIOL 216L (2661)	Susan Burden-Gulley (smb8)	4
ARTS 210 (1050)	Margaret Fischer (mjf8)	2
BIOC 391 (6135)	Hung-Ying Kao (hxx43)	2
COSI 325 (1170)	Angela Ciccia (amh11)	2
COSI 357 (2441)/COSI 457 (2442)	Angela Ciccia (amh11)	2
EEPS 119 (2575)	Steven Hauck (sah33)/Rober	2
FSCC 100 (11266)	Gusztav Demeter (gxd87)	2
MUGN 212 (11063)	Aaron Manela (adm64)	2
SPAN 102 (2726)	M Fernandez (eif)	2
THTR 226 (3287)	Angelina Herin (amh180)	2
EEPS 110 (2574)	James Van Orman (jav12)	9
EMAE 360 (4036)	Sunniva Collins (skr)	21
PSCL 101 (1377)	Jane Buder Shapiro (jrb8)	20
CHEM 224 (2917)	Anthony Pearson (ajp4)	14
BIOL 216L (2656)	Susan Burden-Gulley (smb8)	3
DANC 104 (1179)	Rachel Stoneking (res31)	3
EECS 322 (3913)	Christian Zorman (caz)	3
FSNA 116 (11523)	Bernard Jim (blj)	3
FSNA 150 (11337)	Jeffrey Capadona (jrc35)/Joh	3
FSNA 160 (11664)	Richard Bachmann (rjb3)	3
FSSO 128 (11363)	Anita Howard (axh67)/Drew	3
FSSO 152 (11346)	Jennifer Butler (jle3)/Tracey	3
FSSO 158 (11347)	Yvonne Bruce (yxb28)/Eric C	3
PSCL 375 (1918)	Anastasia Dimitropoulos (ax	3
STAT 312R (11185)	Steven Sidik (sms80)	3
USNA 287H (11033)	Erika Olbricht (exo37)	3
USNA 288M (11569)	Michael Decker (mjd6)/Malc	3
USSY 290N (11020)	Amy Absher (aaa162)	3
USSY 291S (11571)	Allison Schifani (ams411)	3
SOCI 101 (3348)	Bradley Powell (bsp27)	10
EMAE 383 (4740)	Paul Barnhart (pjb4)	7
NURS 260 (5672)	Marilyn Lotas (mjl25)/Shann	7
MATH 224 (1264)	Mark Meckes (mwm2)	12
EMAE 398 (4038)	Malcolm Cooke (mnc)	4
MUHI 436 (11066)	Susan McClary (skm72)	4
PHYS 122 (1325)	Klaountia Pasmatsiou (kxp26	4
EMAE 160 (4016)	Jason Bradshaw (jdb10)/Jam	15

PHYS 121 (1319)	Shamreen Iram (sxi109)/San	5
EMAE 325 (4032)	James Tien (jst2)	19
BIOL 351 (1089)/BIOL 451 (1112)	Andrew Lance (acl91)/Jean M	9
NURS 370 (5404)	Colin Drummond (cxd)/Mary	9
PHYS 121 (1317)	Corbin Covault (cec8)	49
MATH 224 (1266)	Michael Hurley (mgh3)	5
THTR 327 (10784)/AMST 327 (10785)	Robert Ullom (jru10)	3
FSNA 133 (11406)	Judith Hammer (jko2)/Gary	3
THTR 105 (1467)	Homer Farr (hjf2)	3
ANTH 331 (1010)	Jim Shaffer (jgs3)	2
DANC 303 (1181)	Elizabeth Szpak (ess)	2
EECS 318 (3912)	Daniel Saab (dgs3)	2
EECS 374 (4536)/EECS 474 (4537)	Mario Garcia Sanz (mgs78)	2
ENGL 398 (11293)	Joseph Cheatle (jjc161)	2
HSTY 393 (2850)/HSTY 493 (2851)/ETHS 393 (2852)	John Flores (jhf45)	2
FRCH 101 (1203)	Charlotte Sanpere (cxs60)	2
FRCH 311 (3235)	Fabienne Pizot-Haymore (fgl	2
FSCC 100 (11701)	Ana Codita (amc254)	2
FSCC 100 (6064)	Joshua Hoeynck (jsh115)	2
FSCC 100 (6074)	Joseph DeLong (jad226)	2
FSSO 161 (11389)	Erika Olbricht (exo37)	2
MUTH 103 (3518)	Irwin Shung (iys2)	2
NUMN 416 (11399)	Marguerite DiMarco (mxd50	2
PHYS 121 (1323)	QianFan Chen (qxc76)	2
SPAN 202 (1443)	Clara Lipszyc-Arroyo (cgl12)	2
UNIV 100 (6028)	Jennifer DeSantis (jxd361)/J	2
ANTH 480 (2214)	Lawrence Greksa (lpg2)	1
ARTS 212 (1051)	JoAnn Giordano (jxg268)	1
ECIV 420 (11198)	Brian Metrovich (bxm221)	1
EDUC 325 (3268)	Joseph Marencik (jjm203)	1
EECS 497 (11075)	Soumya Ray (sxr358)	1
EMAC 398 (4589)	Jonathan Pokorski (jxp493)	1
EMAE 450 (11740)	Dwight Davy (dtd)	1
RLGN 222 (10872)/ETHS 222 (10873)	Joy Bostic (jrb64)	1
EPBI 484 (6185)/MPHP 484 (6254)/INTH 484 (6440)	Daniel Tisch (dxt37)	1
MUAP 500 (3430)	Ross Duffin (rwd)	1
MUDE 101 (3499)	Brian Sweigart (bss10)	1
MUHI 342 (10862)/MUHI 442 (10863)	Julie Andrijeski (jxa4)	1
NURS 354 (5402)	Kelly McConnell (kkm18)	1
SASS 355 (5859)	Robert Soffer (rms114)	1
THTR 227 (2870)	Joseph Martin (jfm10)/Robe	1
THTR 385 (1475)	Homer Farr (hjf2)/Robert Ull	1
PSCL 357 (2929)	Robert Greene (rlg2)	22
PSCL 282 (1379)	Arin Connell (amc76)	7
MATH 223 (3011)	Elizabeth Sell (exs400)	6
MUHI 302 (1302)	Francesca Brittan (fmb22)	6
CHEM 335 (1153)	Genevieve Sauve (gxs244)	5

MATH 124 (1249)	Paul Bruno (pvb11)	5
PHYS 121 (1318)	Allen Foster (axf295)/Santos	5
MATH 120 (1817)	Ben Li (bxl292)	4
MATH 126 (1255)	Teresa Contenza (txc114)	4
NURS 360 (5675)	Laura Dehelian (lxd16)/Cher	6
STAT 201 (11037)	Paula Fitzgibbon (paf3)	6
PHYS 351 (1346)	Rolfe Petschek (rgp)	3
PHYS 352 (1347)	Rolfe Petschek (rgp)	3
EMAE 250 (4025)	Kiju Lee (kxl221)	11
MATH 121 (1243)	Christopher Butler (cxb10)	57
ECIV 310 (3897)	Brian Metrovich (bxm221)	12
NURS 310 (5388)	Erin Discenza (ehd12)/Irena	6
BIOL 214L (2903)	Leena Chakravarty (lxc353)	4
BIOC 393 (6439)	Menachem Shoham (mxs10)	2
COSI 211 (1168)	Kathryn McNeal (kmm20)	2
ECIV 430 (3904)	Adel Saada (axs31)	2
EECS 397 (4799)	Soumyajit Mandal (sxm833)	2
FSCC 100 (11699)	Gusztav Demeter (gxd87)	2
CHEM 233 (2778)	Raul Erick Juarez Hernandez	6
NURS 277 (5580)	Mark Johnson (mhj15)	6
ENGL 398 (11055)	Megan Weber (mmw110)	3
MGMT 395 (5133)	Gary Pillar (gtp)	3
PHIL 201 (1310)	Colin McLarty (cxm7)	7
MATH 224 (1268)	Stanislaw Szarek (sjs13)	5
ANTH 353 (2847)/ANTH 453 (2848)	Lihong Shi (lxs463)	4
BIOL 336 (1086)/BIOL 436 (3207)	Deborah Harris (dlv7)	4
EBME 358 (4752)	Abidemi Ajiboye (aba20)/Mc	3
SOCI 204 (1427)	Cassi Pittman (clp77)	3
CHEM 331 (1650)/CHEM 431 (3121)	John Protasiewicz (jdp5)	2
ECIV 398 (3901)	Lance Wanamaker (lgw13)	2
FSTS 100 (11598)	Denna Iammarino (dji6)	2
GRMN 201 (1878)	Margaretmary Daley (mxd45)	2
MPHP 468 (6253)/EPBI 468 (6787)/NURS 468 (5457)	Susan Phillips (sep21)	2
USSO 286V (11022)	Amy Zhang (axz16)	2
GRMN 201 (1213)	Margaretmary Daley (mxd45)	1
MUAP 131 (2491)	Alyssa Paul (aep61)/David R	1
NUND 540 (5667)	Susan Tullai-McGuinness (sx	1
EMAE 285 (4463)	Yasuhiro Kamotani (yxk)/Jos	10
CHEM 233 (2777)	Raul Erick Juarez Hernandez	5
CHEM 234 (2922)	Anthony Pearson (ajp4)	5
ANTH 103 (1005)	Cynthia Beall (cmb2)	3
BIOL 214L (2372)	Leena Chakravarty (lxc353)	3
NURS 444C (5420)	Evelyn Duffy (exd4)	3
PHYS 122 (1330)	Michael McMaster (msm17C	3
PHIL 271 (1311)/BETH 271 (6126)	Insoo Hyun (ixh14)	7
BIOC 373 (6134)	Menachem Shoham (mxs10)	6
EMAC 325 (3987)	David Schiraldi (das44)	4

STAT 201R (11182)	Patricia Williamson (ppw2)	4
FSSO 178 (11718)	Jeremy Bendik-Keymer (jdb1)	2
ANTH 305 (1008)/CHST 301 (1163)/POSC 382A (3068)	Gabriella Celeste (mgc36)	2
USSO 203 (11006)	Laura Tartakoff (lyt)	2
NURS 371 (5405)	Rita Sfiligoj (rms184)	7
CHEM 233 (2783)	Raul Erick Juarez Hernandez	6
MATH 224 (2980)	Michael Hurley (mgh3)	7
PHYS 122 (1504)	Amol Ratnaparkhe (axr524)/	4
BIOL 214L (2370)	Leena Chakravarty (lxc353)	3
NURS 338 (5584)	Molly Jackson (mjj22)	3
FSNA 104 (11338)	R Luck (rel2)	2
FSSO 157 (11626)	Susan Ludington (sml15)	2
FSSY 157 (11352)	Michael Householder (mbh7)	2
HSTY 202 (10884)	Alan Rocke (ajr)	2
USSO 286V (11023)	Amy Zhang (axz16)	2
ARAB 301 (1712)	Ramez Islambouli (rai2)	1
ARTS 220 (1054)	Alexander Aitken (aba2)	1
CHIN 201 (2835)	Haomin Gong (hxg171)	1
POSC 348 (10893)/HSTY 348 (10890)/HSTY 448 (10891)	Miriam Levin (mrl3)	1
MUGN 201 (3144)	John Romey (jar206)	1
THTR 540 (10808)	Donald Carrier (dcc55)	1
BIOL 214L (2366)	Leena Chakravarty (lxc353)	3
PHIL 101 (2434)	Christopher Haufe (cbh43)	4
CHIN 399 (11188)	Peter Yang (pyj2)	2
DANC 103 (3047)	Andrea Alvarez (axa670)	2
FSNA 111 (11486)	Michael Zagorski (mxz12)	2
FSNA 134 (11335)	Malcah Efron (mxe140)/Rot	2
FSNA 156 (11387)	Michael-Jon Hore (mah259),	2
FSSO 119 (11524)	Barbara Burgess-Van Aken (t	2
FSSO 120 (11349)	Brian Gran (bkg2)/Tracey Ha	2
NUND 510 (5662)	Colin Drummond (cxd)	2
SPAN 101 (2269)	M Fernandez (eif)	2
CHEM 311 (1150)	Malcolm Kenney (mek9)	3
NURS 444B (5607)	Linda Boseman (lxb73)	3
PHYS 121 (1321)	Santosh Kumar Radha (srr70)	3
MATH 223 (1263)	Joel Langer (jxl6)	4
NURS 372 (5406)	Cheryl Killion (cmk61)	6
NURS 277 (5579)	Mark Johnson (mhj15)	4
BIOL 216L (2655)	Susan Burden-Gulley (smb8)	2
NURS 444A (5419)	Maryjo Prince-Paul (mxp42)	2
ARTS 402 (1072)/ARTS 302 (1059)	Sally Levine (sll14)	1
MUHI 395A (2978)	Georgia Cowart (gjc4)	1
NURS 459 (5648)	Carol Kelley (cxg11)	1
EBME 328 (4377)	Anirban Sen Gupta (axs262)	4
NURS 250 (5387)	Evanne Juratovac (exj11)	4
PHYS 121 (1320)	Allen Foster (axf295)/Tenglo	3
USNA 288K (11200)	David Schiraldi (das44)	2

NURS 277 (5713)	Mark Johnson (mhj15)	8
CHEM 113 (1141)	Kenneth Adair (kva3)	3
RLGN 214 (10828)	Ramez Islambouli (rai2)	3
ANTH 323 (10705)/ANTH 423 (10706)	Janet Mc Grath (jwm6)	2
BIOC 391 (6140)	Marianne Pusztai-Carey (mx)	1
COSI 455 (1916)	Patrice Carothers (poc)/Berr	1
ECIV 437 (4480)	Xiong Yu (xxy21)	1
NTRN 398 (6489)	Mary Kavanagh (mxk109)	1
POSC 463 (10812)/POSC 363 (10811)	Karen Beckwith (klb56)	1
PSCL 407 (1391)	Robert Greene (rlg2)	1
SOCI 303 (1431)	Brian Gran (bkg2)	1
USSY 249 (11857)	Miriam Levin (mrl3)	1
EMAE 384 (4739)	Paul Barnhart (pjb4)	4
PHYS 122 (1329)	Saurabh Kumar (sxx1031)/A	3
NURS 210 (5375)	Laurine Gajkowski (lag6)/Kat	4
EBME 358 (4753)	Abidemi Ajiboye (aba20)/Ma	2
FSCC 100 (11704)	Annie Pecastaings (atp18)	1
STAT 312 (1452)	Anirban Mondal (axm912)	3
BIOL 214L (2905)	Leena Chakravarty (lxc353)	2
FSCC 100 (11698)	Susan Dominguez (srd45)	1
FSCC 100 (6071)	Gabrielle Parkin (glp24)	1
NTRN 362 (11581)/NTRN 462 (10939)	Justin Fiutem (jff26)	1
NUND 504 (12087)	Patricia Higgins (pxg3)	1
POSC 470F (10820)/POSC 370F (10819)	Kathryn Lavelle (kcl6)	1
BIOL 351L (1090)/BIOL 451L (1113)	Katherine Dixon (kpd19)/Jea	1
FSCC 100 (6062)	Martha Schaffer (mws94)	1
MUEN 370 (2866)	Robert Walser (raw125)	1
NURS 343 (5400)	Jacquelyn Slomka (jxs980)	1
USSO 286E (11007)	Narcisz Fejes (nxf14)	1
NURS 503 (5424)	Chao-Pin Hsiao (cxh416)/Pat	2
PHYS 121 (2717)	Allen Foster (axf295)/Shamr	2
BIOL 214L (2369)	Leena Chakravarty (lxc353)	1
BIOL 214L (2371)	Leena Chakravarty (lxc353)	1
NURS 341 (5399)	Gayle Petty (gmp13)	1
NURS 399 (5515)	Amelia Bieda (alb24)/Kelly M	1
PHYS 121 (2731)	Christopher Reed (ccr48)	1
USSO 290P (11771)	Christopher Bagan (cdb76)	1
CHEM 113 (1140)	Kenneth Adair (kva3)	2
MUHI 303 (1303)	Susan McClary (skm72)	2
NUAN 462 (11299)	Ashley Austin (aja63)/Sonya	2
BIOC 391 (6136)	David Samols (drs10)	1
PSCL 394 (2211)	Anastasia Dimitropoulos (axi	1
CHEM 233 (2918)	Raul Erick Juarez Hernandez	2
FSSO 123 (11350)	Elliot Posner (eap26)/Luke R	1
USSY 290U (11570)	David Lucas (dwl46)	1
NURS 211 (5471)	Erin Discenza (ehd12)	2
NUAN 552 (5517)	Mark Caldwell (mac84)/Mikc	1

BIOL 214L (2368)	Leena Chakravarty (lxc353)	1
CHEM 233 (2776)	Raul Erick Juarez Hernandez	1
EDAB 1 (5927)	Autumn Beechler Stebing (a	1
NURS 230 (5674)	Julie Hopkins (jlh208)/Jane N	0
THTR 185 (3010)	Homer Farr (hjf2)/Robert Ull	0
BETH 415C (6914)/BETH 315C (6917)	Michael Householder (mbh7	0
BIOL 216L (2657)	Susan Burden-Gulley (smb8)	0
FSNA 135 (11336)	Colin Drummond (cxd)/John	0
USSO 285I (11011)	Bernard Jim (blj)	0
FSNA 154 (11342)	Peter Yang (pjy2)	0
FSSY 167 (11358)	Thrity Umrigar (tnu)	0
PSCL 334C (1381)	Sandra Russ (swr)	0
SPAN 313 (10835)	M Fernandez (eif)	0
BIOC 391 (6137)	Vivien Yee (vcy2)	0
ARAB 201 (1025)	Ramez Islambouli (rai2)	0
FSNA 145 (11495)	Aaron Jennings (aaj2)	0
NURS 453 (5529)	Dawn Betters (dmb181)/Ma	0
FSCC 100 (6065)	Denna Iammarino (dji6)	0
FSCC 100 (6075)	Megan Jewell (msj18)	0
NTRN 436 (7026)	Jodi Wolff (jdw30)	0
ANTH 475 (10714)/ANAT 375 (10715)/ANAT 475 (10716)/ANTH 375 (10715)	Yohannes Ambaye (yxh52)	0
UNIV 100 (11775)	Jennifer DeSantis (jxd361)/J	0
NURS 352 (5401)	Mary Dehaan (mtd6)	0
EBME 613 (4520)	Patrick Crago (pec3)/Kennet	0
THTR 401 (10802)	Ron Wilson (rgw4)	0
THTR 473 (10803)	Shanna McGee (sbm2)	0
THTR 479 (10807)	Jerrold Scott (jms60)	0
THTR 509 (10804)	Ron Wilson (rgw4)	0
THTR 530 (10805)	Ron Wilson (rgw4)	0
THTR 531 (10806)	Donald Carrier (dcc55)	0
THTR 610 (10810)	Ron Wilson (rgw4)	0
EMAC 398 (4163)	Gary Wnek (gew5)	0
MUAP 10 (2455)	David Rothenberg (djr30)	0
MUEN 355 (3552)	Gregory Banaszak (gxb36)	0
MUEN 381 (3574)		0
THTR 330 (1472)	Jerrold Scott (jms60)	0
USNA 288L (11465)	Daniel Scherson (dxs16)	0
ASTR 309 (1076)	James Mihos (jcm9)/Heathe	0
ASTR 351 (1077)	R Luck (rel2)	0
EMSE 125 (4471)	Matthew Willard (maw169)	0
GRMN 330 (10841)	Peter Yang (pjy2)	0
HBRW 201 (1216)	Yoram Daon (yxd30)	0
MLSC 101 (6018)	Frederick Carmicle (fxc129)/	0
MUAP 20 (2243)	David Rothenberg (djr30)	0
MUDE 101 (3500)		0
PSCL 425 (1392)	Elizabeth Short (ejs3)	0
PSCL 429 (1393)	Elizabeth Short (ejs3)	0

PSCL 431 (1394)	Norah Feeny (ncf2)	0
THTR 102 (2696)	Christopher Bohan (cmb186)	0
EECS 395 (4595)	Gultekin Ozsoyoglu (gxo3)	0
GREK 480 (11074)/GREK 380 (11073)	Peter Knox (pek30)	0
MUED 240 (3137)	Christa Kuebel (crk78)	0
MUEN 358 (3561)		0
MUTH 107 (3579)	Lisa Rainsong (lmr3)	0
NURS 457 (5423)	Rachel Kay (rnk)	0
POSC 449 (10816)/POSC 349 (10815)	Justin Buchler (jxb204)	0
PSCL 424 (1825)	Todd McCallum (tjm16)	0
PSCL 540 (1403)	Norah Feeny (ncf2)	0
RUSN 370 (10834)	Tatiana Zilotina (tmz2)	0
THTR 201 (1468)	Christopher Bohan (cmb186)	0
CHEM 445 (11528)	Daniel Scherson (dxs16)	0
COSI 452E (1176)	Kathryn McNeal (kmm20)/Je	0
EEPS 405 (10643)/EEPS 305 (10642)	Peter Whiting (pjw5)	0
MUDE 101 (3498)	Brian Sweigart (bss10)	0
MUTH 102 (3516)	Diane Urista (dxu16)	0
MUTH 106 (3523)	Diane Urista (dxu16)	0
NTRN 390 (6921)	Lynn Kam (lak99)	0
NUND 619 (5531)	Joyce Fitzpatrick (jjf4)	0
NUND 619 (5541)	Evelyn Duffy (exd4)	0
NUNP 455 (5726)	Marguerite DiMarco (mxd5C)	0
NURS 443B (5417)	Ellen Walter (emd9)	0
NURS 486 (5557)	Faye Gary (fxg21)	0
NURS 488 (5482)	Kathy Wright (kdw39)	0
NURS 489 (5483)	M Suresky (mjs5)	0
PSCL 537 (10795)	Amy Przeworski (axp335)	0
THTR 224 (11281)	Jill Davis (jpd62)	0
ARAB 399 (2489)	Ramez Islambouli (rai2)	0
BIOL 388 (2774)	Radhika Atit (rpa5)	0
BIOL 388S (1601)	Robin Snyder (res29)	0
BIOL 388S (1604)	Claudia Mizutani (cmm153)	0
CHEM 395 (1765)	Malcolm Kenney (mek9)	0
CHEM 397 (2297)	Emily Pentzer (ebp24)	0
DANC 399 (1808)	Gary Galbraith (gxx31)	0
EBME 491 (11693)	Colin Drummond (cxd)	0
EECS 399 (3923)	Francis Merat (flm)	0
EECS 419 (4633)	Christos Papachristou (cap2)	0
EECS 651 (3955)	Wyatt Newman (wsn)	0
EMAE 480 (11003)	Clare Rimnac (cmr10)	0
EMAE 480 (11224)	Sunniva Collins (skr)	0
HSTY 402 (11477)	Alan Rocke (ajr)	0
MUAP 101 (3564)		0
MUAP 121 (2530)	David Rothenberg (djr30)	0
MUAP 131 (3366)	Don Better (dxb50)/David R	0
MUAP 201 (3562)		0

MUAP 221 (2484)	David Rothenberg (djr30)/Ca	0
MUDE 101 (3497)	Brian Sweigart (bss10)	0
MUEN 355 (3553)	Don Better (dxb50)	0
MUGN 120 (11986)		0
NTRN 398 (6444)	Lynn Kam (lak99)	0
NTRN 398 (6494)	James Swain (jhs31)	0
NTRN 531 (6297)	Tamara Randall (tlk3)	0
NUND 619 (5583)	Mary Dolansky (mad15)	0
NUND 620 (5567)	Evelyn Duffy (exd4)	0
NUND 620 (5660)	Faye Gary (fxg21)	0
PHYS 113A (1487)	Diana Driscoll (did2)	0
PSCL 395 (1728)	Amy Przeworski (axp335)	0
RUSN 201 (1422)	Tatiana Zilotina (tmz2)	0
SASS 375G (11631)	Mark Chupp (mgc2)/Debora	0
SOCI 455 (3163)	Timothy Black (tsb25)	0
ARTS 206 (1049)	Christopher Pekoc (crp4)	0
ARTS 325 (1064)	Alexander Aitken (aba2)	0
ARTS 399 (1785)	Sally Levine (sll14)	0
BIOC 391 (6141)	Menachem Shoham (mxs10)	0
BIOL 388 (11970)	M E . Medof (mxm16)	0
BIOL 388 (1599)	Emmitt Jolly (erj20)	0
BIOL 388 (2202)	Barbara Kuemerle (baw)	0
BIOL 388S (1101)	Christopher Cullis (cac5)	0
BIOL 388S (1602)	Mark Willis (maw27)	0
BIOL 388S (2183)	Richard Drushel (rfd)	0
BIOL 388S (3184)	Susan Burden-Gulley (smb8)	0
BIOL 390 (1623)	Emmitt Jolly (erj20)	0
CHEM 397 (2288)	Clemens Burda (cxb77)	0
CHEM 397 (2290)	Carlos Crespo (cxc302)	0
CHEM 397 (2298)	John Protasiewicz (jdp5)	0
CHEM 398 (2320)	Irene Nga Wing Lee (ixl13)	0
CHEM 398 (2331)	Blanton Tolbert (bst18)	0
COGS 399 (10879)	William Deal (wed)	0
DANC 447 (11902)	Gary Galbraith (gxx31)	0
DSCI 352 (11957)	Roger French (rxf131)	0
EEPS 391 (2581)	Ralph Harvey (rph)	0
EMAC 398 (4158)	LaShanda Korley (ltk13)	0
EMAC 398 (4162)	David Schiraldi (das44)	0
EMAC 402 (4818)	Alexander Jamieson (amj)	0
EMAE 397 (4449)	Joseph Mansour (jmm12)	0
EMSE 428 (11833)	Alp Sehirlioglu (axs461)	0
HSTY 497 (2005)	Jonathan Sadowsky (jas34)	0
MUAP 122 (2959)	Alyssa Paul (aep61)/David R	0
MUAP 122 (2967)	David Rothenberg (djr30)/G	0
MUAP 131 (2469)	Ida Mercer (ikm2)/David Rot	0
MUAP 131 (3020)	Jeremy Allen (jla36)/David R	0
MUAP 221 (2488)	David Rothenberg (djr30)/St	0

MUAP 321 (2951)	Gregory Banaszak (gxb36)/D	0
MUAP 531 (11961)	Alyssa Paul (aep61)/David R	0
MUDE 201 (3570)	Brian Sweigart (bss10)	0
MUED 355 (10858)	Kathleen Horvath (kah24)	0
MUED 501 (2072)	Matthew Garrett (glm59)	0
MUEN 355 (3555)	Don Better (dxb50)	0
MUHI 342 (11064)/MUHI 442 (11069)	Christopher Bagan (cdb76)	0
MUTH 101 (3513)	Jeanette Davis (jld)	0
MUTH 105 (3520)	Jeanette Davis (jld)	0
MUTH 201 (12008)	Timothy Cutler (tsc10)	0
MUTH 205 (12009)	Timothy Cutler (tsc10)	0
MUTH 3 (3511)	Jeanette Davis (jld)	0
NUND 611 (11565)	Susan Mazanec (srm2)	0
NUND 611 (5615)	Elizabeth Madigan (eam13)	0
NUND 619 (5546)	Deborah Lindell (dxl41)	0
NUND 620 (5562)	Joyce Fitzpatrick (jff4)	0
NUND 620 (5572)	Donna Dowling (dad10)	0
NUND 620 (5621)	Ronald Hickman (rlh4)	0
NUND 620 (5633)	Deborah Lindell (dxl41)	0
NUND 620 (5659)	Mary Quinn Griffin (mtq2)	0
NURS 400 (11770)	Marguerite DiMarco (mxd5C)	0
NURS 671 (5432)	Jaclene Zauszniewski (jaz)	0
NURS 671 (5574)	Mary Dolansky (mad15)	0
PHYS 390 (1782)	Rolfe Petschek (rgp)	0
POSC 396 (1501)	Justin Buchler (jxb204)	0
POSC 396 (1502)	Kathryn Lavelle (kcl6)	0
PSCL 395 (1576)	Arin Connell (amc76)	0
PSCL 397 (1386)	Heath Demaree (had4)	0
PSCL 397 (1585)	Arin Connell (amc76)	0
PSCL 501 (3411)	Rebecca Hazen (rah30)/Carc	0
RUSN 399 (1423)	Tatiana Zilotina (tmz2)	0
STAT 395 (2248)	Patricia Williamson (ppw2)	0
THTR 225 (1473)	Angelina Herin (amh180)	0
THTR 399 (3392)	Christopher Bohan (cmb186)	0
ANAT 312 (6103)	Joseph Miller (jcm18)	0
ANTH 380 (2213)	Brian Redmond (bgr2)	0
ANTH 391 (11792)	Lihong Shi (lxs463)	0
ANTH 391 (2044)	Eileen Anderson-Fye (epa5)	0
ANTH 398 (1812)	Lee Hoffer (ldh24)	0
ANTH 398 (2064)	Vanessa Hildebrand (vmh14)	0
ANTH 398 (2076)	Cynthia Beall (cmb2)	0
ANTH 399 (1809)	Lee Hoffer (ldh24)	0
ARTH 489 (1034)	Henry Adams (hxa28)	0
ARTH 489 (1550)	Elina Gertsman (exg152)	0
ARTH 489 (2222)	Catherine Scallen (cbs2)	0
ARTS 201 (1048)	George Kozmon (gak41)	0
ARTS 201 (1907)	George Kozmon (gak41)	0

ARTS 312 (1061)	JoAnn Giordano (jxg268)	0
ARTS 314 (1716)	Martha Lois (mxl84)	0
ARTS 320 (1063)	Gail Berg (gsb3)	0
BIOL 388 (1096)	Stephen Haynesworth (seh5)	0
BIOL 388 (11807)	Daniel Wesson (dww53)	0
BIOL 388 (1600)	Claudia Mizutani (cmm153)	0
BIOL 388 (2193)	Brian McDermott (bmm30)	0
BIOL 388 (2200)	Richard Drushel (rfd)	0
BIOL 388 (2409)	Jean Moriuchi (jbm122)	0
BIOL 388 (3208)	Ronald Oldfield (rgo)	0
BIOL 388S (1098)	Radhika Atit (rpa5)	0
BIOL 388S (1099)	Michael Benard (mfb38)	0
BIOL 388S (1103)	Roy Ritzmann (rer3)	0
BIOL 388S (11206)	Patricia Dennis (pxd117)	0
BIOL 388S (11245)	Daniel Wesson (dww53)	0
BIOL 388S (2173)	Darin Croft (dac34)	0
BIOL 388S (2175)	Kristen Lukas (kel20)	0
BIOL 388S (2182)	Rebecca Benard (rbb53)	0
BIOL 388S (2185)	Barbara Kuemerle (baw)	0
BIOL 388S (3181)	Karen Abbott (kca27)	0
BIOL 388S (3182)	Jessica Fox (jlf88)	0
BIOL 389S (2153)	Richard Drushel (rfd)	0
BIOL 389S (2693)	Dianne Kube (dmk8)	0
BIOL 389S (3191)	Leena Chakravarty (lxc353)	0
BIOL 390 (1106)	Radhika Atit (rpa5)	0
BIOL 390 (1108)	Arnold Caplan (aic)	0
BIOL 390 (11468)	Daniel Wesson (dww53)	0
BIOL 390 (2136)	Richard Drushel (rfd)	0
BIOL 390 (2138)	Barbara Kuemerle (baw)	0
BIOL 390 (3194)	Dianne Kube (dmk8)	0
BIOL 390 (3196)	Susan Burden-Gulley (smb8)	0
BIOL 390 (3198)	Jessica Fox (jlf88)	0
CHEM 337 (11618)	Carlos Crespo (cxc302)	0
CHEM 397 (2293)	Malcolm Kenney (mek9)	0
CHEM 397 (2303)	Rekha Srinivasan (rxs111)	0
CHEM 397 (2305)	Blanton Tolbert (bst18)	0
CHEM 398 (2313)	Mary Barkley (mdb4)	0
CHEM 398 (2315)	James Burgess (jdb22)	0
CHEM 398 (2316)	Carlos Crespo (cxc302)	0
CHEM 398 (2322)	Anthony Pearson (ajp4)	0
CHEM 398 (2325)	Robert Salomon (rgs)	0
CHEM 398 (2329)	Rekha Srinivasan (rxs111)	0
CHEM 398 (2330)	Gregory Tochtrop (gpt6)	0
CHEM 508 (2743)	Blanton Tolbert (bst18)	0
CHEM 508 (2825)	Clemens Burda (cxb77)	0
CHEM 508 (3077)	Rajesh Viswanathan (rxv69)	0
CHEM 508 (3078)	Michael Zagorski (mxz12)	0

RLGN 305 (3217)/CLSC 305 (3218)	Deepak Sarma (dxs163)	0
CLSC 381 (2681)	Ricardo Apostol (raa81)	0
CLSC 381 (2683)	Rachel Sternberg (rxh103)	0
CLSC 381 (3104)	Timothy Wutrich (trw14)	0
COGS 397 (1641)	Mark Turner (mbt8)	0
COGS 397 (2910)	Fey Parrill (fxp26)	0
COGS 397 (3227)	William Deal (wed)	0
COGS 499 (3433)	William Deal (wed)	0
COSI 390 (1726)	Kathryn Rothenberg (kpr4)	0
COSI 390 (1784)	Angela Ciccio (amh11)	0
COSI 395 (3396)	Barbara Lewis (bxl)	0
COSI 395 (3398)	Jean Nisenboum (jmn13)	0
CRSP 410 (11601)	Sara Debanne (smd3)	0
DANC 386 (1183)	Gary Galbraith (gxx31)	0
DANC 644 (11903)	Gary Galbraith (gxx31)	0
EBME 447B (11877)	Patrick Crago (pec3)	0
EBME 480Q (4831)	Mehran Mehregany (mxm31)	0
ECHE 250 (4513)	Harihara Baskaran (hxb35)	0
ECHE 250 (4558)	Donald Feke (dlf4)	0
ECHE 251 (4632)	Donald Feke (dlf4)	0
ECIV 300 (11228)	YeongAe Heo (yxh549)	0
ECIV 432 (4788)	Xiangwu Zeng (xxz16)	0
EDUC 340 (2908)	Denise Davis (dkd20)	0
EECS 396 (12145)	Soumya Ray (sxx358)	0
EECS 396 (4775)	Mehmet Koyuturk (mxk331)	0
EECS 649 (4203)	Mehmet Koyuturk (mxk331)	0
EECS 649 (4212)	Wyatt Newman (wsn)	0
EEPS 349 (2576)	Steven Hauck (sah33)	0
EEPS 391 (2587)	Peter Whiting (pjw5)	0
EMAC 398 (4164)	Lei Zhu (lxz121)	0
EMAE 397 (4452)	Roger Quinn (rdq)	0
EMAE 397 (4565)	Ozan Akkus (oxa)	0
EMAE 397 (4733)	Umut Gurkan (uxg23)	0
EMAE 399 (4287)	Alexis Abramson (ara9)	0
EMAE 453 (11689)	Joseph Prah (jmp)	0
EMAE 481 (4376)	Joseph Mansour (jmm12)	0
EMSE 396 (11939)	Peter Lagerlof (pxl4)	0
EMSE 503 (11057)	Peter Lagerlof (pxl4)	0
EMSE 504 (4720)	David Matthiesen (dhm5)	0
ENGL 374 (3462)	James Sheeler (jes240)	0
ENGL 390 (1948)	James Sheeler (jes240)	0
ENGL 390 (2626)	John Orlock (jmo3)	0
ENGL 392 (11968)	Megan Jewell (msj18)	0
ENGL 590 (2497)	Thomas Fountain (ttf7)	0
ESTD 399 (2443)	Peter Mc Call (plm4)	0
HBRW 301 (1217)	Yoram Daon (yxd30)	0
HSTY 397 (3452)	Patricia Princehouse (pmp7)	0

HSTY 497 (1973)	David Hammack (dch3)	0
HSTY 497 (2003)	Miriam Levin (mrl3)	0
HSTY 497 (2009)	Gillian Weiss (glw)	0
INTL 398 (12007)	Brian Gran (bkg2)	0
INTL 398 (1229)	Thomas Fountain (ttf7)	0
INTL 398 (3447)	Susan Case (ssc2)	0
INTL 398 (3456)	Analisa Difeo (avd11)	0
JAPN 397 (1238)	Linda Ehrlich (lce2)	0
JDST 201 (3310)	Jay Geller (jhg72)	0
MATH 352 (12047)	Erkki Somersalo (ejs49)	0
MGMT 360 (12107)	Barbara Clemenson (bjc8)	0
MLSC 201 (6019)	Frederick Carmicle (fxc129)/	0
MUAP 111 (3593)		0
MUAP 112 (3565)		0
MUAP 121 (11889)	David Rothenberg (djr30)	0
MUAP 121 (2451)	David Rothenberg (djr30)	0
MUAP 121 (2525)	Matthew Larson (mg13)/Dav	0
MUAP 121 (2526)	Gregory Banaszak (gxb36)/D	0
MUAP 121 (2533)	Bryan Dumm (bxd28)/David	0
MUAP 121 (3401)	Alyssa Paul (aep61)/David R	0
MUAP 122 (11239)	David Rothenberg (djr30)/M	0
MUAP 122 (11255)	Gregory Banaszak (gxb36)/D	0
MUAP 131 (11883)	David Rothenberg (djr30)	0
MUAP 131 (12121)	Kathryn Brown (kxb35)/Davi	0
MUAP 131 (2542)	Bryan Dumm (bxd28)/David	0
MUAP 131 (2543)	David Rothenberg (djr30)/M	0
MUAP 131 (2757)	Daniel Gilbert (dmg15)/Davi	0
MUAP 131 (3330)	Gregory Banaszak (gxb36)/D	0
MUAP 131 (3339)	Grace Huang (gxh116)/Davic	0
MUAP 131 (3345)	David Rothenberg (djr30)/Ca	0
MUAP 131 (3347)	Paul Ferguson (pxf2)	0
MUAP 212 (11987)		0
MUAP 221 (11254)	Alyssa Paul (aep61)/David R	0
MUAP 221 (11912)	David Rothenberg (djr30)	0
MUAP 221 (2760)	Kathleen Horvath (kah24)/D	0
MUAP 221 (2948)	Meghan Guegold (mlg90)/D:	0
MUAP 221 (2957)	David Rothenberg (djr30)/M	0
MUAP 221 (3029)	Olga Radosavljevich (oxg2)/I	0
MUAP 221 (3337)	Mark Demio (mxd40)/David	0
MUAP 221 (3344)	Daniel Gilbert (dmg15)/Davi	0
MUAP 222 (2963)	David Rothenberg (djr30)/St	0
MUAP 222 (3327)	Don Better (dxb50)/David R	0
MUAP 223 (2495)	Gregory Banaszak (gxb36)/D	0
MUAP 223 (2955)	Bryan Dumm (bxd28)/David	0
MUAP 224 (11238)	Don Better (dxb50)/David R	0
MUAP 225 (11291)	Meghan Guegold (mlg90)/D:	0
MUAP 225 (11930)	David Rothenberg (djr30)/Ca	0

MUAP 225 (2699)	Clifford Billions (cxb107)/Da	0
MUAP 301 (3568)		0
MUAP 321 (11279)	David Rothenberg (djr30)/Lc	0
MUAP 321 (11914)	Olga Radosavljevich (oxg2)/I	0
MUAP 321 (2459)	Daniel Gilbert (dmg15)/Davi	0
MUAP 321 (2493)	David Rothenberg (djr30)/Gc	0
MUAP 321 (3333)	Don Better (dxb50)/David Rc	0
MUAP 321 (3361)	Alan Demattia (ard29)/Davic	0
MUAP 322 (11222)	David Rothenberg (djr30)/Gc	0
MUAP 323 (11211)	Alan Demattia (ard29)/Davic	0
MUAP 323 (11220)	Derek Nishimura (dxn12)/Da	0
MUAP 323 (2238)	David Rothenberg (djr30)/M	0
MUAP 323 (2249)	David Rothenberg (djr30)/Gc	0
MUAP 323 (2251)	David Rothenberg (djr30)/Ca	0
MUAP 323 (2571)	Lisa Nelson (lxb20)/David Ro	0
MUAP 35 (2242)	David Rothenberg (djr30)	0
MUAP 521 (11965)	David Rothenberg (djr30)	0
MUAP 521 (2563)	David Rothenberg (djr30)/Rc	0
MUAP 522 (11215)	Clifford Billions (cxb107)/Da	0
MUAP 523 (11213)	Daniel Gilbert (dmg15)/Davi	0
MUAP 523 (11322)	Meghan Guegold (mlg90)/Di	0
MUAP 523 (2481)	Ross Duffin (rwd)/David Rotl	0
MUAP 523 (2565)	David Rothenberg (djr30)/Dc	0
MUAP 526 (11916)	Julie Andrijeski (jxa4)	0
MUAP 526 (3450)	Ross Duffin (rwd)	0
MUAP 531 (11214)	Gregory Banaszak (gxb36)/D	0
MUAP 531 (11909)	Ross Duffin (rwd)	0
MUAP 531 (11958)	David Rothenberg (djr30)/Ka	0
MUAP 531 (11966)	Ross Duffin (rwd)	0
MUAP 531 (3041)	David Rothenberg (djr30)	0
MUAP 531 (3451)	David Rothenberg (djr30)/Rc	0
MUAR 251B (1282)	Bruce Egge (bx4)	0
MUCP 301 (3590)	Keith Fitch (kaf64)	0
MUCP 320 (3533)	Steven Kohn (sxk83)	0
MUDE 202 (3535)		0
MUDE 322 (3558)	Brian Sweigart (bss10)	0
MUED 399 (12046)	Matthew Garrett (glm59)	0
MUEN 321 (3606)		0
MUEN 367 (3601)		0
MUEN 368 (3608)		0
MUGN 175 (11988)		0
MUGN 373 (3510)	Carl Topilow (cxt23)	0
MURP 304 (11989)	Hallie Moore (hbm3)	0
MURP 312 (3609)		0
MUTH 101 (3538)	Diane Urista (dxu16)	0
MUTH 102 (3514)	Diane Urista (dxu16)	0
MUTH 102 (3515)	Jeanette Davis (jld)	0

MUTH 105 (3539)	Diane Urista (dxu16)	0
MUTH 106 (3521)	Diane Urista (dxu16)	0
MUTH 106 (3522)	Jeanette Davis (jld)	0
MUTH 312 (3529)	Donald Watts (dew89)	0
MUTH 312 (3542)	Marshall Griffith (mxg47)	0
MUTH 320 (3530)	Richard Nelson (rxn12)	0
MUTH 320 (3531)	Richard Nelson (rxn12)	0
MUTH 3 (3512)	Jeanette Davis (jld)	0
NTRN 398 (6487)	Henri Brunengraber (hxb8)	0
NTRN 398 (6490)	Michelle Puchowicz (map10)	0
NTRN 532C (6442)	Tamara Randall (tlk3)	0
NTRN 534 (6299)	Tamara Randall (tlk3)	0
NTRN 561 (11690)	Mary Kavanagh (mxk109)	0
NUMN 400 (11463)	Deborah Lindell (dxl41)	0
NUMN 400 (11541)	Deborah Lindell (dxl41)	0
NUND 611 (5560)	Joyce Fitzpatrick (jjf4)	0
NUND 611 (5605)	Elizabeth Damato (egd)	0
NUND 611 (5609)	Deborah Lindell (dxl41)	0
NUND 611 (5685)	Gayle Petty (gmp13)	0
NUND 611 (5695)	Maryjo Prince-Paul (mxp42)	0
NUND 611 (5700)	Valerie A Boebel Toly (vab)	0
NUND 611 (5725)	Carol Kelley (cxg11)	0
NUND 619 (11456)	Marguerite DiMarco (mxd5C)	0
NUND 619 (5538)	Gretchen Mettler (ggm)	0
NUND 619 (5540)	Elizabeth Damato (egd)	0
NUND 619 (5543)	Donna Dowling (dad10)	0
NUND 619 (5683)	Gayle Petty (gmp13)	0
NUND 619 (5696)	Maryjo Prince-Paul (mxp42)	0
NUND 620 (11300)	Gretchen Mettler (ggm)	0
NUND 620 (11303)	Amelia Bieda (alb24)	0
NUND 620 (5561)	Diana Morris (dlm5)	0
NUND 620 (5604)	Elizabeth Damato (egd)	0
NUND 620 (5616)	Mary Dolansky (mad15)	0
NUND 620 (5627)	Elizabeth Madigan (eam13)	0
NUND 620 (5701)	Barbara Daly (bjd4)	0
NUND 620 (5712)	Celeste Alfes (cms11)	0
NUND 620 (5721)	Marilyn Lotas (mjl25)	0
NURS 400 (11454)	Sonya Moore (sdm37)	0
NURS 400 (11484)	Evelyn Duffy (exd4)	0
NURS 400 (11979)	Laura Dehelian (lxd16)	0
NURS 400 (5714)	Ronald Hickman (rlh4)	0
NURS 671 (11821)	Susan Ludington (sml15)	0
NURS 671 (5433)	Carol Musil (cmm4)	0
NURS 671 (5434)	Donna Dowling (dad10)	0
NURS 671 (5476)	Faye Gary (fxg21)	0
NURS 671 (5493)	Patricia Higgins (pxg3)	0
NURS 671 (5716)	Chris Winkelman (cxw26)	0

ORBH 360 (11990)	Corinne Coen (cac155)	0
PHIL 399 (12048)	Insoo Hyun (ixh14)	0
PHIL 399 (2419)	Shannon French (sef37)	0
PHOL 351 (6353)	Cathleen Carlin (cxc39)	0
PHYS 329 (1799)	Harsh Mathur (hxm7)	0
PHYS 539 (1690)	Michael Hinczewski (mxh60)	0
POSC 396 (1908)	Kelly McMann (kmm39)	0
POSC 396 (2285)	Pete Moore (pwm10)	0
POSC 396 (2666)	Laura Tartakoff (lyt)	0
POSC 396 (2667)	Jonathan Entin (jle)	0
PSCL 395 (11080)	Brooke Macnamara (bnm24)	0
PSCL 395 (1533)	Norah Feeny (ncf2)	0
PSCL 395 (1572)	Anastasia Dimitropoulos (axd)	0
PSCL 395 (1575)	Lee Thompson (lat)	0
PSCL 397 (11955)	Brooke Macnamara (bnm24)	0
PSCL 397 (1383)	Jennifer Butler (jle3)	0
PSCL 397 (1584)	Todd McCallum (tjm16)	0
PSCL 397 (1586)	Sandra Russ (swr)	0
PSCL 397 (1729)	Amy Przeworski (axp335)	0
RLGN 392 (11923)	Jonathan Tan (jyt4)	0
RLGN 392 (2753)	William Deal (wed)	0
SASS 390 (11932)	Megan Holmes (mxh540)	0
SASS 390 (5737)	Mark Singer (mxs12)	0
SPAN 396 (11419)	Jacqueline Nanfито (jcn)	0
SPAN 398 (12166)	Marta Copertari (mgc6)	0
SPAN 399 (1732)	Jacqueline Nanfито (jcn)	0
SYPS 3 (2231)	Claudia Anderson (cca2)	0
THTR 323 (2871)	Angelina Herin (amh180)	0
THTR 399 (2709)	Ron Wilson (rgw4)	0

TOTAL		10029
NURS only		369
WSOM		667
ACCT		169
ECON		370
MGMT		128
CSE		1729
EBME		269
ECHE		186
ECIV		57
EECS		640
EMAC		206
EMSE		150
EMAE		221

CAS		3012
ANTH	ANTH*	115
ARTH	ARTH*	84
ARTS	ARTS*	65
ASTR	ASTR*	30
CLSC	CLSC*	18
COGS	COGS*	58
COSI	COSI*	82
DANC	DANC*	80
EEPS	EEPS*	30
ENGL	ENGL*	221
FRCH	FRCH*	49
SPAN	SPAN*	65
GRMN	GRMN*	30
HSTY	HSTY*	69
MATH	MATH*	675
MUAP	MUAP*	38
MUTH	MUTH*	21
MUED	MUED*	21
PHIL	PHIL*	55
PHYS	PHYS*	702
PSCL	PSCL*	250
RLGN	RLGN*	29
SOCI	SOCI*	164
THTR	THTR*	61
SOM		254
NTRN	NTRN*	186
BIOC	BIOC*	68
SAGES		618
USNA	USNA*	46
USSO	USSO*	75
USSY	USSY*	86
FSCC	FSCC*	83
FSSO	FSSO*	122
FSSY	FSSY*	87
FSNA	FSNA*	119
EXCLUDE ENROLLMENT <10		9986
EXCLUDE ENROLLMENT <30		6759
EXCLUDE ENROLLMENT <50		3982
EXCLUDE RESPONSES < 6		8164
EXCLUDE RESPONSES < 10		6288

HISTOGRAM BINS

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30
40
50
60
70
80
90
100

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13	92.31
24	91.67
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11	90.91
54	90.74
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7	85.71
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55	85.45
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13	84.62
32	84.38
32	84.38
6	83.33
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17	82.35
11	81.82
37	81.08
36	80.56
115	80

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29	75.86
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7	71.43

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32	50

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167	34.73
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111	19.82
112	19.64
51	19.61
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248	19.35
31	19.35
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73	19.18
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47	19.15
21	19.05
37	18.92
37	18.92
307	18.89
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57	17.54
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23	17.39
23	17.39
87	17.24

29	17.24
111	17.12
53	16.98
53	16.98
290	16.9
30	16.67
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12	16.67
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135	16.3
43	16.28
37	16.22
37	16.22
31	16.13

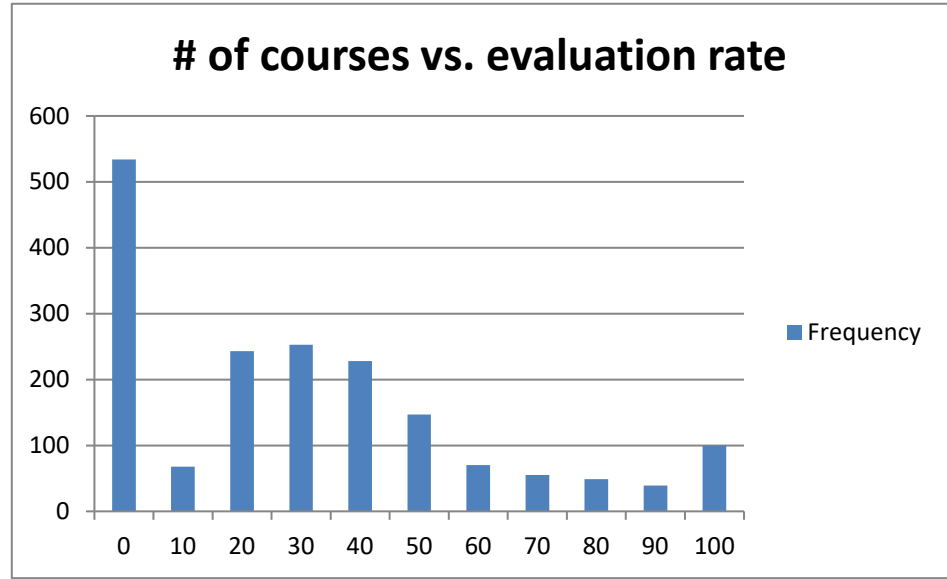
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38	15.79
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19	15.79
19	15.79
70	15.71
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78	15.38
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30	13.33

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53	13.21
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35	11.43
53	11.32
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9	11.11
9	11.11
9	11.11
37	10.81
37	10.81
28	10.71
19	10.53

77	10.39
29	10.34
29	10.34
20	10
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10	10
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10	10
10	10
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41	9.76
31	9.68
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22	9.09
11	9.09
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30	6.67
15	6.67
15	6.67
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17	5.88
17	5.88
43	4.65
23	4.35

9415	32.0
497	23.1
134	62.7
182	35.7
84	35.7
26	69.2
203	28.6
216	38.0
207	38.6
102	29.4
517	42.7
136	36.0
224	29.0
121	24.8
221	31.2
2113	31.9
186	20.4
108	19.4
58	36.2
227	24.2
2037	34.5
1009	24.8
108	26.9
413	39.7
286	21.3
810	31.4
537	34.6
273	24.9
1971	31.4
200	23.0
249	30.1
244	35.2
247	33.6
425	28.7
195	44.6
411	29.0
28384	35.2
17832	37.9
11267	35.3
29634	27.5
28384	22.2

<i>Bin</i>	<i>Frequency</i>
0	534
10	68
20	243
30	253
40	228
50	147
60	70
70	55
80	49
90	39
100	100
More	0



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Term	Course Listings: DEPARTMENT & SCHOOL GROUPINGS AT END
Spring 2016	ACCT 314 (5062)
Spring 2016	BAFI 372 (4993)/ECON 372 (5004)
Spring 2016	ENGL 368 (2554)/ENGL 468 (2562)/WLIT 368 (2603)/ENGL 368C (10415)/WLIT 468 (2604)
Spring 2016	ENGL 398 (2045)
Spring 2016	NURS 430 (5497)
Spring 2016	PSCL 390 (2375)
Spring 2016	EMSE 228 (4644)
Spring 2016	SPAN 320 (1367)
Spring 2016	ECON 391 (5101)
Spring 2016	ENGL 146 (3090)
Spring 2016	FSCS 150 (11297)
Spring 2016	JAPN 202 (1189)
Spring 2016	JAPN 102 (2305)
Spring 2016	NTRN 530 (6069)
Spring 2016	USSY 291T (11005)
Spring 2016	JAPN 202 (1190)
Spring 2016	MATH 120 (1197)
Spring 2016	BIOL 365 (3284)/BIOL 465 (3285)
Spring 2016	FRCH 202 (1168)
Spring 2016	GREK 306 (10448)/WLIT 306 (10450)/WLIT 406 (10451)/GREK 406 (10449)
Spring 2016	BIOL 215L (2630)
Spring 2016	GERO 498 (1170)
Spring 2016	HSTY 299 (3395)
Spring 2016	JAPN 351 (1192)
Spring 2016	MUAP 131 (11248)
Spring 2016	NTRN 532C (6071)
Spring 2016	NURS 671 (5415)
Spring 2016	THTR 399 (1391)
Spring 2016	ARTH 398 (1022)
Spring 2016	ARTS 365G (1977)
Spring 2016	BIOL 388 (1561)
Spring 2016	BIOL 389 (1587)
Spring 2016	COGS 399 (2417)
Spring 2016	COSI 390 (11359)
Spring 2016	CRSP 410 (11433)
Spring 2016	CRSP 504 (6266)
Spring 2016	DANC 644 (1152)
Spring 2016	EDUC 495 (10511)
Spring 2016	EECS 397 (11511)
Spring 2016	EECS 649 (4186)
Spring 2016	EEPS 512 (2515)
Spring 2016	EEPS 512 (2917)
Spring 2016	EMAC 398 (4264)
Spring 2016	EMAC 690 (4750)
Spring 2016	HBRW 102 (1175)

Spring 2016	HSTY 451 (10592)
Spring 2016	HSTY 497 (1982)
Spring 2016	INTL 398 (2475)
Spring 2016	JAPN 398 (1193)
Spring 2016	JAPN 399 (1924)
Spring 2016	MUAP 122 (2257)
Spring 2016	MUAP 131 (11190)
Spring 2016	MUAP 131 (2890)
Spring 2016	MUAP 222 (2692)
Spring 2016	MUAP 322 (2260)
Spring 2016	MUAP 524 (11171)
Spring 2016	MUAP 524 (11466)
Spring 2016	MUDE 202 (3560)
Spring 2016	MUED 501 (2903)
Spring 2016	NUED 443 (11439)
Spring 2016	NUND 611 (5447)
Spring 2016	NUND 619 (10904)
Spring 2016	NUND 619 (5451)
Spring 2016	NUND 619 (5457)
Spring 2016	NUND 619 (5490)
Spring 2016	NUND 619 (5546)
Spring 2016	NUND 620 (5442)
Spring 2016	NUND 620 (5476)
Spring 2016	NUND 620 (5585)
Spring 2016	NURS 671 (11343)
Spring 2016	NURS 671 (5333)
Spring 2016	PHIL 399 (2104)
Spring 2016	PHYS 204 (1426)
Spring 2016	PHYS 492 (1287)
Spring 2016	POSC 408 (11259)
Spring 2016	PSCL 395 (10357)
Spring 2016	SASS 390 (11518)
Spring 2016	SASS 390 (5620)
Spring 2016	SOCI 398 (1505)
Spring 2016	SPAN 399 (1370)
Spring 2016	ENGL 367 (1158)/ENGL 467 (3083)
Spring 2016	ORBH 250 (5015)
Spring 2016	BIOL 300 (1058)/EBME 300 (4193)
Spring 2016	EBME 202 (3848)
Spring 2016	PSCL 404 (10321)
Spring 2016	USSY 287M (5904)
Spring 2016	USNA 265 (11026)
Spring 2016	CHIN 102 (1123)
Spring 2016	NTRN 434 (6066)
Spring 2016	USSO 289C (5887)
Spring 2016	USSY 291P (10899)
Spring 2016	ORBH 303 (5192)

Spring 2016	SPAN 358 (10841)/SPAN 458 (10879)/WLIT 358 (10880)/WLIT 458 (10881)/ETHS 358 (10882)
Spring 2016	PHYS 121 (1411)
Spring 2016	JAPN 101 (3299)
Spring 2016	CHIN 102 (2258)
Spring 2016	BAFI 355 (5100)
Spring 2016	EECS 340 (10756)/EECS 340 (4402)
Spring 2016	PHYS 414 (1284)
Spring 2016	NURS 430 (5316)
Spring 2016	PSCL 408 (1319)
Spring 2016	ORBH 370 (10782)/WGST 370 (11044)
Spring 2016	PHYS 116 (1267)
Spring 2016	PHYS 204 (1425)
Spring 2016	ECON 326 (5065)
Spring 2016	USSO 290Y (11264)
Spring 2016	PHYS 116 (1408)
Spring 2016	PHYS 122 (2887)
Spring 2016	USNA 288B (11006)
Spring 2016	NURS 474 (5389)
Spring 2016	ACCT 101 (4980)
Spring 2016	ECON 341 (5003)/BAFI 341 (4988)
Spring 2016	ECHE 461 (3919)
Spring 2016	ECON 328 (10779)
Spring 2016	ACCT 101 (4981)
Spring 2016	ECON 395 (5066)
Spring 2016	NURS 342 (5303)
Spring 2016	BAFI 357 (4991)
Spring 2016	EECS 469 (10703)/EECS 369 (10702)
Spring 2016	EMAE 460 (4038)
Spring 2016	JAPN 201 (11169)
Spring 2016	PHYS 208 (2601)
Spring 2016	ECON 427 (5256)/ECON 327 (10778)
Spring 2016	ENGL 398 (2569)
Spring 2016	EECS 345 (10695)/EECS 345 (4555)
Spring 2016	EECS 132 (4492)
Spring 2016	NURS 343 (5304)
Spring 2016	MUED 305 (1240)
Spring 2016	NTRN 455 (10869)
Spring 2016	PHYS 442 (10325)
Spring 2016	SOCI 203 (1349)
Spring 2016	COSI 321 (1133)/COSI 421 (1137)
Spring 2016	ECHE 462 (3920)
Spring 2016	ECHE 469 (3921)
Spring 2016	ENGL 398 (2051)
Spring 2016	EECS 392 (10701)/EECS 392 (10700)
Spring 2016	ECON 102 (4997)
Spring 2016	ENGR 145 (4081)
Spring 2016	ECON 103 (4999)

Spring 2016	ENGL 369 (2555)
Spring 2016	ECON 338 (5232)
Spring 2016	ENGL 398 (2044)
Spring 2016	JAPN 102 (1186)
Spring 2016	ENGL 203 (1156)
Spring 2016	THTR 316 (3030)/ENGL 316 (3034)
Spring 2016	NURS 511 (5321)
Spring 2016	POSC 367 (10676)/POSC 467 (10677)
Spring 2016	EECS 427 (4692)
Spring 2016	IIME 450B (4102)
Spring 2016	ENGL 398 (2081)
Spring 2016	EECS 233 (3944)
Spring 2016	PSCL 390 (11187)
Spring 2016	ECON 364 (5221)
Spring 2016	ECHE 383 (10966)/ECHE 483 (10970)
Spring 2016	ENGL 301 (10406)
Spring 2016	MATH 224 (1215)
Spring 2016	PHYS 121 (1410)
Spring 2016	MKMR 201 (10781)
Spring 2016	ORBH 251 (5187)
Spring 2016	ENGL 398 (3454)
Spring 2016	ETHS 364 (10480)/POSC 364 (10476)/POSC 464 (10477)
Spring 2016	DSCI 453 (11278)/DSCI 353 (11201)
Spring 2016	POSC 401 (10468)/POSC 301 (10467)
Spring 2016	THTR 532 (10615)
Spring 2016	ENGL 519 (10418)
Spring 2016	HSTY 411 (10665)/HSTY 311 (10664)
Spring 2016	NURS 345 (11364)
Spring 2016	EBME 380 (3859)
Spring 2016	EECS 435 (4475)
Spring 2016	OPRE 207 (5149)
Spring 2016	MATH 343 (1227)/EECS 343 (3955)
Spring 2016	NTRN 366 (6434)
Spring 2016	EMSE 330 (4761)
Spring 2016	HSMC 447 (5097)/BIOS 447 (5098)/IIME 447 (4101)
Spring 2016	USSY 292F (11314)
Spring 2016	BIOL 315 (1516)/BIOL 415 (1521)
Spring 2016	ECON 103 (4998)
Spring 2016	SOCI 275 (3282)
Spring 2016	NTRN 438 (6387)
Spring 2016	ENGL 310 (10410)
Spring 2016	USSY 291A (11012)
Spring 2016	CRSP 450 (10790)
Spring 2016	HSMC 446 (5012)/IIME 446 (4100)
Spring 2016	ORBH 251 (5016)
Spring 2016	MKMR 201 (5021)
Spring 2016	MGMT 395 (10817)

Spring 2016	ECHE 361 (3911)
Spring 2016	BAFI 356 (4990)
Spring 2016	EECS 341 (3954)
Spring 2016	SOCI 449 (10565)/SOCI 349 (10564)
Spring 2016	NUNP 432 (5278)
Spring 2016	ENGR 145 (4082)
Spring 2016	EMSE 325 (4458)
Spring 2016	NUND 450 (5371)
Spring 2016	ECIV 322 (3933)
Spring 2016	MGMT 201 (5240)
Spring 2016	PSCL 375 (3189)
Spring 2016	PHYS 116 (1407)
Spring 2016	PHYS 121 (1413)
Spring 2016	JDST 233 (10578)/RLGN 233 (10577)/ANTH 233 (10580)
Spring 2016	RLGN 238 (10576)
Spring 2016	ENGL 358 (10497)/ENGL 358C (10498)/ENGL 458 (10783)
Spring 2016	ARTS 214 (1035)
Spring 2016	BIOL 472 (10619)
Spring 2016	EMSE 417 (10787)
Spring 2016	ENGL 183 (3109)
Spring 2016	ARTH 490B (10428)
Spring 2016	ARTH 494E (1873)
Spring 2016	CHEM 397 (2134)
Spring 2016	ECHE 402 (3918)
Spring 2016	EMSE 365 (11390)/EMSE 465 (11389)
Spring 2016	HSTY 151 (10595)
Spring 2016	MUAP 131 (2272)
Spring 2016	MUAP 131 (2354)
Spring 2016	MUAP 322 (2800)
Spring 2016	MUED 320 (3369)/MUED 420 (3370)
Spring 2016	MUED 640 (11436)
Spring 2016	NUND 620 (5449)
Spring 2016	PSCL 395 (3340)
Spring 2016	USSO 290X (11230)
Spring 2016	JAPN 345 (10489)/WLIT 345 (10490)
Spring 2016	PHYS 116 (2534)
Spring 2016	OPRE 301 (5023)
Spring 2016	EBME 305 (4540)
Spring 2016	PHYS 121 (1417)
Spring 2016	ECON 307 (5001)
Spring 2016	PSCL 375 (1310)
Spring 2016	ECON 330 (10780)
Spring 2016	DANC 104 (2560)
Spring 2016	EMSE 421 (10789)
Spring 2016	NURS 518 (5400)
Spring 2016	SOCI 101 (1346)
Spring 2016	EBME 361 (4648)/EBME 461 (4649)

Spring 2016	CHIN 202 (2423)
Spring 2016	ENGL 217B (10495)
Spring 2016	NUNP 402 (5276)
Spring 2016	MATH 223 (2583)
Spring 2016	MATH 497 (10620)/STAT 437 (3064)
Spring 2016	SYBB 501 (6406)
Spring 2016	PHYS 121 (2639)
Spring 2016	PHYS 121 (1414)
Spring 2016	ECON 102 (5144)
Spring 2016	NURS 320 (5299)
Spring 2016	CHIN 399 (3426)
Spring 2016	MATH 121 (1198)
Spring 2016	USSO 290D (11067)
Spring 2016	CHEM 475 (1675)/PHOL 475 (6101)/PHRM 475 (6107)/NEUR 475 (6199)/BIOC 475 (5962)
Spring 2016	COGS 309 (10720)/COGS 409 (1674)
Spring 2016	MUAP 222 (2283)
Spring 2016	NUNP 443 (5496)
Spring 2016	PSCL 532A (1327)
Spring 2016	SPAN 445 (10845)/SPAN 345 (10843)
Spring 2016	PHYS 124 (1270)
Spring 2016	ENGR 396 (11123)
Spring 2016	PHYS 122 (1419)
Spring 2016	USNA 228 (5890)
Spring 2016	EECS 480B (10704)/EBME 480B (10713)
Spring 2016	ENGR 145 (10637)
Spring 2016	PHYS 221 (1274)
Spring 2016	NURS 345 (5355)
Spring 2016	FSCS 150 (5911)
Spring 2016	NTRN 439 (10765)
Spring 2016	STAT 418 (10535)/STAT 318 (10534)
Spring 2016	NTRN 517 (6068)
Spring 2016	MIDS 301 (5020)
Spring 2016	MKMR 348 (5191)
Spring 2016	PHYS 116 (1409)
Spring 2016	EMAC 270 (3999)
Spring 2016	NURS 459 (5524)
Spring 2016	CHIN 202 (1124)
Spring 2016	ENGL 524 (2387)
Spring 2016	MUTH 319 (10643)
Spring 2016	NTRN 454 (6432)
Spring 2016	POSC 326 (10474)/POSC 426 (10475)
Spring 2016	ARTH 102 (1788)
Spring 2016	CHEM 325 (3191)/CHEM 425 (3192)
Spring 2016	PHYS 116 (1406)
Spring 2016	PHYS 121 (1416)
Spring 2016	BIOL 322 (3203)/BIOL 422 (3204)
Spring 2016	ARTS 214 (1973)

Spring 2016	COSI 444 (2615)
Spring 2016	JAPN 302 (1790)
Spring 2016	MATH 223 (10526)
Spring 2016	MUGN 220 (10732)
Spring 2016	PHYS 116 (3466)
Spring 2016	ECON 102 (4996)
Spring 2016	ENGR 145 (4247)
Spring 2016	NUMN 407 (5272)
Spring 2016	EMAE 481 (11011)
Spring 2016	MATH 121 (1199)
Spring 2016	NURS 609 (10454)/NUND 508 (10453)
Spring 2016	NURS 632 (5495)
Spring 2016	THTR 306 (1386)
Spring 2016	EECS 309 (3948)
Spring 2016	FSCS 150 (11194)
Spring 2016	SPAN 314 (3052)
Spring 2016	NURS 316 (5297)
Spring 2016	ECON 103 (5000)
Spring 2016	HSTY 204 (10662)/HSTY 404 (10663)
Spring 2016	BIOL 432 (3057)/MPHP 432 (6039)/EPBI 432 (5986)/CRSP 432 (6601)
Spring 2016	ENGR 145 (4084)
Spring 2016	ARTH 396 (10425)
Spring 2016	ARTH 382 (10426)/ARTH 482 (10427)/ESTD 382 (10883)
Spring 2016	PHYS 124 (2535)
Spring 2016	ECON 429 (5154)/ECON 329 (5222)
Spring 2016	IIME 435 (4099)
Spring 2016	PHIL 271 (1863)/BETH 271 (5945)
Spring 2016	ECHE 364 (3913)
Spring 2016	NUMN 405 (5271)
Spring 2016	ENGR 145 (4249)
Spring 2016	NUMN 406 (5571)
Spring 2016	PHYS 116 (1525)
Spring 2016	NURS 360 (5309)
Spring 2016	BAFI 359 (4992)
Spring 2016	ECON 103 (5145)
Spring 2016	ENGR 145 (4538)
Spring 2016	ENGR 145 (4083)
Spring 2016	MATH 125 (1202)
Spring 2016	EMAE 487 (4041)
Spring 2016	MATH 302 (10528)
Spring 2016	MGMT 395 (5018)
Spring 2016	PHYS 336 (2362)/PHYS 436 (2363)
Spring 2016	ASTR 433 (10361)/ASTR 333 (10360)
Spring 2016	FRCH 314 (10929)
Spring 2016	PHYS 318 (1280)
Spring 2016	ASTR 202 (2499)
Spring 2016	FSCS 150 (5907)

Spring 2016	MATH 124 (10523)
Spring 2016	MATH 402 (2414)
Spring 2016	POSC 375 (10669)/POSC 475 (10670)
Spring 2016	COSI 562 (1143)
Spring 2016	EEPS 115 (10375)
Spring 2016	ENGL 320 (10411)
Spring 2016	GRMN 380 (3069)
Spring 2016	MUHI 395B (3053)
Spring 2016	USSO 290U (11192)
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Spring 2016	EECS 413 (4487)
Spring 2016	NUND 607 (5379)
Spring 2016	NUND 620 (5411)
Spring 2016	PHIL 403 (11266)/PHIL 303 (11265)
Spring 2016	SOCI 375 (1496)
Spring 2016	SPAN 102 (2427)
Spring 2016	SPAN 201 (2592)
Spring 2016	CLSC 322 (10446)/CLSC 422 (10447)/WLIT 322 (10442)/WLIT 422 (10443)
Spring 2016	DANC 485 (11412)
Spring 2016	EEPS 390 (3139)/EEPS 490 (3140)
Spring 2016	EMAC 325 (10795)
Spring 2016	ARAB 349 (3084)/WGST 349 (3085)/ETHS 349 (3086)
Spring 2016	FRCH 320 (1169)
Spring 2016	HBRW 202 (1176)
Spring 2016	NURS 423 (11275)
Spring 2016	PSCL 395 (1750)
Spring 2016	SASS 318 (5691)
Spring 2016	SASS 369 (5722)
Spring 2016	ANTH 398 (1683)
Spring 2016	ARTS 310 (1975)
Spring 2016	ARTS 312 (1041)
Spring 2016	ARTS 314 (1042)
Spring 2016	ARTS 399 (1902)
Spring 2016	ARTS 465 (1050)
Spring 2016	ARTS 366A (1047)/ARTS 466A (1051)
Spring 2016	ARTS 366B (1048)/ARTS 466B (1793)
Spring 2016	BIOC 391 (5959)
Spring 2016	COGS 397 (1963)
Spring 2016	DANC 396 (2885)
Spring 2016	DANC 447 (11465)
Spring 2016	EMAC 461 (11150)
Spring 2016	HSTY 476 (3332)
Spring 2016	JAPN 451 (1194)
Spring 2016	MUAP 131 (11178)
Spring 2016	MUAP 322 (2462)
Spring 2016	MUAP 524 (2256)
Spring 2016	MUAP 531 (3449)

Spring 2016	NUND 611 (5398)
Spring 2016	NUND 611 (5443)
Spring 2016	NUND 619 (5584)
Spring 2016	NUND 620 (5436)
Spring 2016	PHYS 329 (1479)
Spring 2016	PSCL 395 (1751)
Spring 2016	RLGN 301 (10574)/RLGN 403 (11520)
Spring 2016	SASS 375D (5655)
Spring 2016	SJUS 200 (3419)
Spring 2016	SPAN 396 (1956)
Spring 2016	STAT 395 (2293)
Spring 2016	PHYS 121 (1268)
Spring 2016	MKMR 201 (5147)
Spring 2016	PHIL 101 (2539)
Spring 2016	IIME 420 (4098)
Spring 2016	EECS 245 (3945)
Spring 2016	ECIV 360 (3936)
Spring 2016	NURS 320 (5301)
Spring 2016	NURS 345 (5566)
Spring 2016	EMSE 327 (4683)
Spring 2016	NUNP 419 (5277)
Spring 2016	FRCH 101 (3469)
Spring 2016	NUND 610 (5392)
Spring 2016	USNA 262 (10893)
Spring 2016	SYBB 459 (6396)/EECS 459 (4428)
Spring 2016	ENGR 397 (11156)
Spring 2016	MUTH 103 (3641)
Spring 2016	NURS 315 (5296)
Spring 2016	EECS 399 (3959)
Spring 2016	ARTH 392 (2938)/ARTH 492 (2939)
Spring 2016	MATH 446 (10927)
Spring 2016	PHYS 121 (2641)
Spring 2016	BIOL 316 (1060)/BIOL 416 (1079)/PATH 416 (6081)/CLBY 416 (6223)/PATH 316 (6429)
Spring 2016	PHYS 365 (3015)/PHYS 465 (3016)
Spring 2016	NURS 120 (5279)
Spring 2016	NURS 405 (10932)
Spring 2016	PHIL 415 (2406)/PHIL 315 (2602)
Spring 2016	EPBI 500 (10792)/CRSP 500 (10791)
Spring 2016	DANC 261 (2559)
Spring 2016	MATH 405 (10873)
Spring 2016	PLCY 425 (5035)/IIME 424 (4554)
Spring 2016	NURS 631 (5353)
Spring 2016	EECS 346 (3956)
Spring 2016	EMAE 488 (10667)
Spring 2016	EMSE 319 (4682)
Spring 2016	USSO 266 (5877)
Spring 2016	ARTH 340 (10429)/ARTH 440 (10430)

Spring 2016	EMAE 570 (4044)
Spring 2016	NUND 504 (11048)
Spring 2016	NUND 504 (5351)
Spring 2016	PHRM 555 (6109)/SYBB 555 (6407)
Spring 2016	BIOL 340 (1061)
Spring 2016	ASTR 222 (1053)
Spring 2016	MATH 307 (11315)
Spring 2016	PHYS 121 (1415)
Spring 2016	PHYS 316 (1279)
Spring 2016	USSO 289M (11117)
Spring 2016	ECIV 420 (3940)
Spring 2016	ENGL 302 (2553)
Spring 2016	ENGR 145 (4085)
Spring 2016	ENGR 145 (4252)
Spring 2016	MGMT 395 (5188)
Spring 2016	BIOL 492 (1080)
Spring 2016	EBME 427 (3866)
Spring 2016	EMAE 463 (11402)
Spring 2016	HSTY 126 (10579)
Spring 2016	MUHI 612 (10642)
Spring 2016	PHYS 339 (11448)
Spring 2016	MKMR 308 (5148)
Spring 2016	BETH 415B (6399)/BETH 315B (6398)
Spring 2016	NUNP 410 (5467)
Spring 2016	NTRN 365 (6061)
Spring 2016	PHYS 482 (1286)
Spring 2016	STAT 326 (1378)/STAT 426 (1379)
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Spring 2016	BIOL 215 (2156)
Spring 2016	EECS 315 (3951)
Spring 2016	MGMT 201 (5114)
Spring 2016	EMSE 120 (4587)
Spring 2016	PHYS 124 (1424)
Spring 2016	USSO 290P (10885)
Spring 2016	USSY 286U (5856)
Spring 2016	BIOL 325 (2616)
Spring 2016	EBME 307 (3850)
Spring 2016	IIME 430B (4404)
Spring 2016	ENGR 145 (4537)
Spring 2016	ECHE 365 (3915)
Spring 2016	NURS 352 (5306)
Spring 2016	BIOC 354 (6517)/BIOC 454 (6518)
Spring 2016	DANC 122 (3244)
Spring 2016	ECHE 365 (4625)
Spring 2016	ECHE 365 (4769)

Spring 2016	EECS 476 (4490)
Spring 2016	ENGL 303C (10409)/ENGL 303 (1670)
Spring 2016	STAT 446 (1380)/EPBI 482 (5988)/STAT 346 (3347)
Spring 2016	ARTS 210 (1972)
Spring 2016	ARTS 220 (1037)
Spring 2016	ARTS 220 (1039)
Spring 2016	EMSE 220 (4057)
Spring 2016	ENGR 390 (11122)
Spring 2016	FRCH 201 (1167)
Spring 2016	FRCH 202 (3067)
Spring 2016	FRCH 319 (10835)
Spring 2016	MUEN 389 (1263)
Spring 2016	MUGN 308 (10633)
Spring 2016	NTRN 436 (6573)
Spring 2016	ARTH 496 (2936)
Spring 2016	PHIL 371 (3394)/BETH 371 (6501)
Spring 2016	COSI 580 (1144)
Spring 2016	ECIV 456 (4613)
Spring 2016	MATH 424 (1229)
Spring 2016	NTRN 533 (6574)
Spring 2016	NUND 609 (10521)
Spring 2016	NUND 620 (5477)
Spring 2016	NURS 557 (5324)
Spring 2016	SASS 385 (5623)
Spring 2016	SPAN 311 (10915)
Spring 2016	NTRN 361 (6571)/NTRN 461 (6572)
Spring 2016	CHEM 440 (11152)/CHEM 340 (11151)
Spring 2016	ENGR 145 (4250)
Spring 2016	NTRN 360 (6570)
Spring 2016	ENGR 145 (4251)
Spring 2016	MATH 224 (2488)
Spring 2016	EECS 338 (10694)/EECS 338 (4427)
Spring 2016	NTRN 343 (6058)
Spring 2016	DANC 103 (3017)
Spring 2016	ECIV 362 (10571)
Spring 2016	PHYS 352 (1283)
Spring 2016	USSO 290Q (10895)
Spring 2016	IBMS 500 (6402)
Spring 2016	MATH 223 (2582)
Spring 2016	PHYS 121 (1412)
Spring 2016	NURS 338 (5426)
Spring 2016	NURS 339 (5421)
Spring 2016	PHYS 472 (1285)
Spring 2016	STAT 244 (1373)
Spring 2016	USNA 204 (5854)
Spring 2016	USNA 211 (11036)
Spring 2016	USSO 288S (11116)

Spring 2016	USSO 290W (11225)
Spring 2016	USSY 290O (11191)
Spring 2016	USSY 291B (11021)
Spring 2016	USSY 292G (11365)
Spring 2016	BIOC 612 (5970)
Spring 2016	BIOL 427 (3483)/BIOL 327 (3482)
Spring 2016	BIOL 324 (3060)/BIOL 424 (3061)
Spring 2016	COGS 307 (3046)/COGS 407 (1673)
Spring 2016	COSI 557 (1142)
Spring 2016	DANC 335 (10432)/DANC 535 (10372)
Spring 2016	GRMN 320 (10830)
Spring 2016	MUDE 102 (3558)
Spring 2016	MUEN 385 (11280)
Spring 2016	MUHI 590 (3363)
Spring 2016	NURS 481 (5390)
Spring 2016	RLGN 235 (10675)
Spring 2016	SASS 375C (5656)
Spring 2016	USSO 290R (10896)
Spring 2016	EMAE 285 (4429)
Spring 2016	CHEM 336 (1114)
Spring 2016	CHEM 441 (2637)/CHEM 341 (2642)
Spring 2016	ANTH 310 (10457)/ANTH 410 (10458)
Spring 2016	BAFI 355 (4989)
Spring 2016	ENGR 145 (4248)
Spring 2016	ARTH 552 (10546)
Spring 2016	CRSP 412 (6474)
Spring 2016	CRSP 502 (5978)
Spring 2016	MUGN 201 (3356)
Spring 2016	SOCI 469 (10567)
Spring 2016	SPAN 313 (10840)
Spring 2016	MATH 319 (10721)/MATH 419 (10722)/BIOL 419 (10944)/BIOL 319 (10943)/SYBB 419 (10949)/
Spring 2016	ENGR 398 (4097)
Spring 2016	EECS 314 (3950)
Spring 2016	EECS 391 (10696)/EECS 391 (3957)
Spring 2016	ACCT 102 (5099)
Spring 2016	ANTH 312 (2932)/ANTH 412 (2933)
Spring 2016	ARTS 101 (1029)
Spring 2016	EDUC 404 (10508)/EDUC 304 (10507)
Spring 2016	SPAN 101 (1359)
Spring 2016	SPAN 101 (2425)
Spring 2016	THTR 103 (2565)
Spring 2016	USNA 288C (11229)
Spring 2016	USSO 290G (10964)
Spring 2016	EECS 499 (10709)
Spring 2016	PHYS 122 (1420)
Spring 2016	ECON 309 (5002)
Spring 2016	BIOL 352 (3097)/BIOL 452 (3098)

Spring 2016	RLGN 209 (10674)
Spring 2016	SOCI 360 (10561)/SOCI 460 (10562)
Spring 2016	USNA 288R (11065)
Spring 2016	USSO 287P (11142)
Spring 2016	USSY 241 (5882)
Spring 2016	USSY 275 (5878)
Spring 2016	USSY 291Q (11146)
Spring 2016	USSY 292D (11148)
Spring 2016	NURS 210 (5486)
Spring 2016	EECS 442 (4712)
Spring 2016	MATH 201 (1208)
Spring 2016	NURS 320 (5420)
Spring 2016	DANC 461 (1150)/DANC 361 (2448)
Spring 2016	EEPS 101 (3134)
Spring 2016	ACCT 102 (4983)
Spring 2016	EEPS 210 (10378)
Spring 2016	MUGN 212 (10632)
Spring 2016	EMAE 370 (4031)
Spring 2016	NURS 240 (5514)
Spring 2016	MUHI 201 (10634)
Spring 2016	PSCL 403 (11189)/PSCL 352 (3407)
Spring 2016	EMAE 376 (4032)
Spring 2016	STAT 201 (1372)
Spring 2016	EBME 359 (4408)
Spring 2016	NURS 320 (5300)
Spring 2016	EPOM 405 (10731)/EECS 411 (10913)
Spring 2016	MUEN 387 (1255)
Spring 2016	RLGN 221 (10582)/PHIL 221 (10583)
Spring 2016	USSO 201 (5894)
Spring 2016	EECS 301 (3947)
Spring 2016	FRCH 102 (3065)
Spring 2016	MGMT 395 (5150)
Spring 2016	NUND 506 (5368)
Spring 2016	MATH 439 (10766)/STAT 439 (10767)
Spring 2016	ENGL 325 (2928)/ENGL 425 (2929)/ENGL 325C (10412)/THTR 335 (3019)
Spring 2016	ACCT 304 (4986)
Spring 2016	ARTH 484 (10421)/ARTH 384 (10420)
Spring 2016	CHEM 414 (10547)
Spring 2016	EPBI 550 (6616)/CRSP 550 (6569)
Spring 2016	EECS 216 (4713)
Spring 2016	EECS 422 (4640)
Spring 2016	ITAL 102 (1184)
Spring 2016	JAPN 102 (1187)
Spring 2016	MUHI 432 (10638)
Spring 2016	SJUS 350 (11387)
Spring 2016	SYBB 411A (6516)/BIOL 311A (3380)/SYBB 311A (6592)
Spring 2016	ARTS 216 (1036)

Spring 2016	ARTS 323 (10910)
Spring 2016	DANC 404 (1148)
Spring 2016	BIOL 377 (1064)/BIOL 467 (1519)/EMAE 377 (4033)/EMAE 477 (4040)
Spring 2016	EMSE 330 (4058)
Spring 2016	ENGL 380 (1159)
Spring 2016	NUND 540 (5559)
Spring 2016	SYBB 411B (6590)/BIOL 311B (3381)/SYBB 311B (6593)
Spring 2016	SYBB 411D (6515)/BIOL 311D (3383)/SYBB 311D (6595)
Spring 2016	ANTH 503 (10522)
Spring 2016	ECHE 481 (4677)
Spring 2016	ECIV 424 (4676)
Spring 2016	WLIT 355 (3327)/JAPN 355 (3328)
Spring 2016	MUEN 396 (1257)
Spring 2016	NURS 405 (5313)
Spring 2016	THTR 103 (2566)
Spring 2016	ANTH 381 (1676)
Spring 2016	ANTH 504 (10520)
Spring 2016	ARTS 314 (1976)
Spring 2016	ARTS 399 (2083)
Spring 2016	BIOL 388S (2847)
Spring 2016	CHEM 398 (1777)
Spring 2016	CRSP 410 (6632)
Spring 2016	DSCI 352 (11202)
Spring 2016	EEPS 350 (10386)/EEPS 450 (10387)
Spring 2016	EMAE 552 (11228)
Spring 2016	EPOM 409 (4757)
Spring 2016	GREK 402 (3005)/WLIT 202 (3416)/WLIT 402 (3417)/GREK 202 (2843)
Spring 2016	CLSC 320 (2922)/HSTY 320 (2925)
Spring 2016	LATN 202 (1196)/WLIT 232 (3421)/WLIT 432 (3422)/LATN 402 (3007)
Spring 2016	MUAP 131 (2307)
Spring 2016	MUAP 131 (2911)
Spring 2016	MUAP 131 (3450)
Spring 2016	MUAR 250 (3653)
Spring 2016	MUHI 611 (1262)
Spring 2016	MUHI 699 (3366)
Spring 2016	MUTH 201 (3576)
Spring 2016	MUTH 205 (3579)
Spring 2016	NTRN 390 (6194)
Spring 2016	NUND 619 (5456)
Spring 2016	NURS 400 (11299)
Spring 2016	NURS 671 (5329)
Spring 2016	PHIL 399 (1692)
Spring 2016	PHIL 356 (10433)/PHIL 456 (10434)
Spring 2016	POSC 396 (1903)
Spring 2016	ECHE 399 (3916)
Spring 2016	OPMT 477 (5022)/MSOR 477 (5173)/OPMT 377 (10935)
Spring 2016	OPRE 432 (5093)/MSOR 432 (10922)/OPRE 332 (10924)

Spring 2016	NURS 317 (5298)
Spring 2016	PHYS 122 (1418)
Spring 2016	EECS 313 (3949)
Spring 2016	BIOL 334 (2372)/BIOL 434 (2373)/BIOC 334 (6374)/BIOC 434 (6375)
Spring 2016	EECS 444 (4694)
Spring 2016	NURS 317 (5525)
Spring 2016	ECHE 363 (3912)
Spring 2016	BIOL 117 (1056)
Spring 2016	NURS 122 (5280)
Spring 2016	ANTH 360 (3042)/WGST 360 (3471)/ANTH 460 (3043)
Spring 2016	ENGL 398 (2046)
Spring 2016	ENGL 398 (2048)
Spring 2016	SYBB 472 (10640)/EBME 472 (4679)/IIME 472 (4496)
Spring 2016	USSY 286V (5861)
Spring 2016	NURS 341 (5302)
Spring 2016	COSI 200 (10921)
Spring 2016	NURS 211A (11418)
Spring 2016	PHYS 122 (1423)
Spring 2016	MATH 330 (3349)
Spring 2016	MGMT 395 (10814)
Spring 2016	MUEN 373 (1249)
Spring 2016	PSCL 335C (1308)
Spring 2016	USNA 287W (10890)
Spring 2016	USSO 286L (5880)
Spring 2016	USSY 292A (11013)
Spring 2016	MATH 224 (1217)
Spring 2016	EMAC 276 (4000)
Spring 2016	MATH 432 (2587)
Spring 2016	MGMT 395 (5228)
Spring 2016	ANAT 411 (5928)
Spring 2016	MKMR 304 (5106)
Spring 2016	MATH 304 (1737)/EECS 302 (4224)
Spring 2016	PSCL 321 (1307)
Spring 2016	ENTP 301 (5010)
Spring 2016	EMAE 359 (4030)
Spring 2016	MATH 223 (2584)
Spring 2016	ACCT 102 (4982)
Spring 2016	ENGL 398 (2047)
Spring 2016	MATH 307 (3348)
Spring 2016	NTRN 351 (6059)/NTRN 451 (6067)
Spring 2016	BIOL 223 (2594)
Spring 2016	CHIN 302 (1125)
Spring 2016	DANC 103 (3028)
Spring 2016	DANC 418 (1149)/DANC 318 (2564)
Spring 2016	EMAE 414 (11153)
Spring 2016	FSCS 150 (5905)
Spring 2016	MUTH 104 (3643)

Spring 2016	NURS 465 (5388)
Spring 2016	NURS 531 (5323)
Spring 2016	PHYS 352 (10455)
Spring 2016	SOCI 514 (3384)
Spring 2016	SYBB 411C (6591)/BIOL 311C (3382)/SYBB 311C (6594)
Spring 2016	BIOL 308 (1059)/BIOL 408 (1078)/BIOC 408 (5961)/BIOC 308 (5951)
Spring 2016	MATH 223 (1212)
Spring 2016	MATH 422 (10987)/MATH 322 (10872)
Spring 2016	MUTH 108 (3573)
Spring 2016	USNA 288A (11024)
Spring 2016	USSY 290N (11119)
Spring 2016	USSY 290Z (11014)
Spring 2016	CHEM 111 (1099)
Spring 2016	EECS 281 (3946)
Spring 2016	MUHI 434 (10639)
Spring 2016	NUND 510 (5575)
Spring 2016	ACCT 207 (5220)
Spring 2016	CHEM 328 (2390)/CHEM 428 (2391)
Spring 2016	ACCT 403 (5137)/ACCT 203 (5142)
Spring 2016	MATH 223 (1210)
Spring 2016	NURS 211A (11430)
Spring 2016	EMSE 499 (4633)
Spring 2016	BIOL 304 (2960)/BIOL 404 (2961)
Spring 2016	SPAN 202 (1364)
Spring 2016	SPAN 334 (10842)/SPAN 434 (10844)
Spring 2016	USNA 288G (10918)
Spring 2016	USSO 289Y (10884)
Spring 2016	USSY 285V (11018)
Spring 2016	ARTH 270 (10419)/AMST 270 (10536)
Spring 2016	BIOL 215L (2629)
Spring 2016	BIOL 216L (3021)
Spring 2016	EBME 360 (4770)
Spring 2016	EDUC 326 (3387)
Spring 2016	NURS 502 (5499)
Spring 2016	USSY 291F (11068)
Spring 2016	STAT 201 (2590)
Spring 2016	COGS 102 (1671)
Spring 2016	COGS 205 (10719)
Spring 2016	POSC 470C (10472)/POSC 370C (10473)
Spring 2016	USSO 290F (10886)
Spring 2016	PLCY 399 (5032)
Spring 2016	ANTH 215 (1005)
Spring 2016	BIOC 393 (5960)
Spring 2016	ANTH 449 (10460)/ANTH 349 (10459)
Spring 2016	EBME 360 (3857)
Spring 2016	SOCI 366 (10566)
Spring 2016	ARTS 220 (1038)

Spring 2016	COSI 456 (3012)
Spring 2016	ECIV 321 (3932)
Spring 2016	GRMN 311 (2445)
Spring 2016	HSTY 355 (10588)
Spring 2016	MATH 308 (1224)
Spring 2016	MUHI 342 (1261)/MUHI 442 (3056)
Spring 2016	PHYS 122 (1422)
Spring 2016	THTR 100 (1382)
Spring 2016	USSO 288B (5897)
Spring 2016	ANTH 102 (1003)
Spring 2016	PHYS 310 (1278)
Spring 2016	MATH 223 (10527)
Spring 2016	EECS 304 (4169)
Spring 2016	BIOL 214L (3107)
Spring 2016	ECHE 365 (3914)
Spring 2016	ECHE 470 (3922)
Spring 2016	HSTY 208 (2548)
Spring 2016	EECS 394 (11162)/EECS 494 (11163)/MATH 494 (10868)/MATH 394 (10867)
Spring 2016	ANTH 306 (2930)/ANTH 406 (2931)
Spring 2016	EECS 488 (4639)
Spring 2016	MATH 227 (1222)
Spring 2016	PHYS 332 (1282)
Spring 2016	POSC 383 (10478)/POSC 483 (10479)
Spring 2016	SOCI 344 (10875)/SOCI 444 (10876)
Spring 2016	CHEM 324 (1112)
Spring 2016	MUEN 356 (1248)
Spring 2016	MATH 322 (1225)/MATH 422 (1228)
Spring 2016	NUMN 418 (5384)
Spring 2016	PHYS 326 (10570)/PHYS 426 (10324)
Spring 2016	EECS 344 (4447)
Spring 2016	CLSC 224 (3147)/WLIT 224 (3150)
Spring 2016	EMAE 160 (4024)
Spring 2016	EBME 401D (10488)
Spring 2016	CHEM 113 (1103)
Spring 2016	MGMT 201 (5146)
Spring 2016	STAT 312 (1376)
Spring 2016	EMAE 390 (4578)
Spring 2016	NUMN 409 (10728)
Spring 2016	PLCY 399 (5033)
Spring 2016	ENGL 398 (3455)
Spring 2016	MATH 465 (10531)
Spring 2016	ENGL 307C (10408)/ENGL 307 (10407)
Spring 2016	FRCH 102 (1819)
Spring 2016	NURS 431 (5563)
Spring 2016	USSO 275 (5866)
Spring 2016	USSO 290S (11144)
Spring 2016	USSY 286S (10901)

Spring 2016	DANC 204 (1145)
Spring 2016	DANC 304 (1146)
Spring 2016	FSTS 100 (5903)
Spring 2016	MGMT 395 (10816)
Spring 2016	MUHI 401 (2030)
Spring 2016	NUND 615 (5427)/NURS 621 (5370)
Spring 2016	USSY 201 (10907)
Spring 2016	BIOL 215L (2626)
Spring 2016	CLSC 431 (10445)/WLIT 331 (10440)/WLIT 431 (10441)/CLSC 331 (10444)
Spring 2016	COSI 452B (1140)
Spring 2016	DANC 104 (2561)
Spring 2016	EBME 618 (4484)
Spring 2016	MATH 224 (3111)
Spring 2016	MUEN 355 (3583)
Spring 2016	NURS 455 (5320)
Spring 2016	PSCL 410 (2115)
Spring 2016	CHST 302 (10923)/ANTH 307 (10925)
Spring 2016	CHEM 430 (1707)/PHOL 430 (6200)/PHRM 430 (6232)/BIOC 430 (6376)
Spring 2016	CHEM 436 (10556)
Spring 2016	DANC 415 (1672)/DANC 315 (2563)
Spring 2016	EMSE 505 (4638)
Spring 2016	GREK 102 (1171)
Spring 2016	HSTY 479 (10596)
Spring 2016	IIME 470 (4242)
Spring 2016	INTH 551 (6026)
Spring 2016	INTL 398 (1182)
Spring 2016	LATN 102 (1195)
Spring 2016	LATN 307 (10436)/WLIT 347 (10438)/WLIT 447 (10439)/LATN 407 (10437)
Spring 2016	MUEN 324 (1247)
Spring 2016	MUTH 202 (3646)
Spring 2016	NUND 611 (5450)
Spring 2016	NUND 619 (5444)
Spring 2016	NURS 494 (5374)/NURS 394 (5376)
Spring 2016	POSC 396 (1299)
Spring 2016	POSC 396 (2389)
Spring 2016	PSCL 530C (1326)
Spring 2016	PSCL 532C (1328)
Spring 2016	PSCL 539 (1329)
Spring 2016	SASS 375B (5657)
Spring 2016	EMAC 677 (4139)
Spring 2016	EECS 321 (3953)
Spring 2016	PSCL 313 (10856)
Spring 2016	ECIV 368 (3937)
Spring 2016	BIOL 214 (1948)
Spring 2016	NURS 240 (5290)
Spring 2016	MATH 324 (1226)
Spring 2016	NURS 431 (10850)

Spring 2016	ECIV 310 (3931)
Spring 2016	EECS 290 (4530)
Spring 2016	EECS 305 (4194)
Spring 2016	PSCL 102 (1303)
Spring 2016	HSTY 138 (10584)
Spring 2016	HSTY 359 (10589)/HSTY 459 (10593)
Spring 2016	MUEN 374 (1250)
Spring 2016	USNA 287K (5883)
Spring 2016	USSO 287T (10919)
Spring 2016	USSY 290C (5886)
Spring 2016	USSY 292B (11017)
Spring 2016	BIOL 326 (2392)/BIOL 426 (2393)
Spring 2016	ECIV 341 (4473)
Spring 2016	NUAN 460 (5579)
Spring 2016	PHYS 122 (2471)
Spring 2016	PLCY 419 (5034)/IIME 419 (4553)
Spring 2016	STAT 313 (1377)
Spring 2016	EMAE 181 (4025)
Spring 2016	EMAE 355 (4028)
Spring 2016	NTRN 452 (10857)
Spring 2016	NURS 310 (5583)
Spring 2016	STAT 312 (3485)
Spring 2016	EECS 416 (3962)
Spring 2016	ENGL 304C (11326)/ENGL 304 (2927)
Spring 2016	ETHS 252B (10847)/HSTY 259 (3396)
Spring 2016	MUTH 208 (3640)
Spring 2016	ORIG 101 (10962)
Spring 2016	SPAN 317 (2429)
Spring 2016	USSY 291K (11004)
Spring 2016	USSY 292E (11226)
Spring 2016	EECS 325 (10769)/EECS 325 (10770)
Spring 2016	EBME 359 (4409)
Spring 2016	EBME 406 (10487)/EMAC 471 (11474)
Spring 2016	EMAE 363 (4759)
Spring 2016	INTH 301 (6024)/INTH 401 (6025)
Spring 2016	POSC 453 (10855)/POSC 353 (10854)
Spring 2016	NURS 160 (5288)
Spring 2016	ESTD 101 (1164)
Spring 2016	NUMN 419 (10733)
Spring 2016	NURS 451 (10928)
Spring 2016	NURS 502 (5500)
Spring 2016	PHIL 330 (3196)/PHIL 430 (3197)
Spring 2016	NEUR 402 (6053)/BIOL 402 (1077)
Spring 2016	BIOL 358 (1523)/BIOL 458 (1524)
Spring 2016	EMSE 379 (10788)
Spring 2016	USNA 287Z (10887)
Spring 2016	USSY 289J (5864)

Spring 2016	USSY 290Y (11019)
Spring 2016	ARTS 320 (1044)
Spring 2016	BIOC 641 (5971)
Spring 2016	CHEM 290 (10558)
Spring 2016	CHEM 306 (2636)
Spring 2016	COSI 560 (2546)
Spring 2016	DANC 385 (2556)
Spring 2016	DANC 346 (3432)/DANC 446 (2089)
Spring 2016	EBME 360 (4771)
Spring 2016	EECS 480R (11363)/EBME 480R (4803)
Spring 2016	EDUC 386 (2631)/EDUC 486 (2632)
Spring 2016	FSCS 150 (5912)
Spring 2016	NUND 509 (5365)
Spring 2016	NURS 444A (10822)
Spring 2016	PSCL 451 (1323)
Spring 2016	RUSN 102 (1344)
Spring 2016	EBME 309 (3851)
Spring 2016	BLAW 331 (5143)
Spring 2016	EMAC 378 (4253)/EMAC 478 (4254)
Spring 2016	PHYS 166 (1271)
Spring 2016	EMAC 403 (4135)
Spring 2016	ENGR 225 (4092)
Spring 2016	MATH 126 (1206)
Spring 2016	SOCI 101 (1347)
Spring 2016	POSC 160 (1297)
Spring 2016	MGMT 398 (5038)
Spring 2016	ACCT 306 (10777)
Spring 2016	CHEM 605 (1122)
Spring 2016	CLSC 232 (1126)/HSTY 232 (1178)
Spring 2016	MGMT 395 (5189)
Spring 2016	NURS 338 (5425)
Spring 2016	NURS 339 (5423)
Spring 2016	UCAP 395 (11045)
Spring 2016	USNA 272 (10892)
Spring 2016	EMAE 260 (4526)
Spring 2016	MATH 224 (1216)
Spring 2016	PSCL 350 (10320)
Spring 2016	ENGL 180 (2070)
Spring 2016	NURS 425 (5413)
Spring 2016	PHYS 351 (1429)
Spring 2016	CHEM 119 (1057)
Spring 2016	CHEM 234 (1109)
Spring 2016	CHEM 302 (1110)
Spring 2016	NTRN 201 (6057)
Spring 2016	EMAC 404 (4168)
Spring 2016	ENGR 210 (4087)
Spring 2016	PHYS 250 (1276)

Spring 2016	MATH 122 (1200)
Spring 2016	PHYS 324 (1281)
Spring 2016	EBME 359 (4508)
Spring 2016	NURS 201 (5289)
Spring 2016	BIOL 215L (2158)
Spring 2016	EECS 398 (3958)
Spring 2016	FRCH 101 (1817)
Spring 2016	MUHI 314 (10635)
Spring 2016	NURS 356 (5308)
Spring 2016	USSO 234 (5898)
Spring 2016	USSY 290V (11020)
Spring 2016	ARTS 220 (1862)
Spring 2016	CHEM 342 (10723)/CHEM 442 (3089)
Spring 2016	COSI 340 (1134)/COSI 440 (1877)
Spring 2016	ECIV 422 (4443)
Spring 2016	EECS 425 (10771)/EECS 425 (10772)
Spring 2016	ENGR 350U (11416)
Spring 2016	GRMN 202 (1174)
Spring 2016	MATH 224 (1219)
Spring 2016	POSC 380A (10469)
Spring 2016	PSCL 394 (10937)
Spring 2016	SOCI 264 (10563)
Spring 2016	USNA 249 (11223)
Spring 2016	ARTS 212 (1034)
Spring 2016	DANC 641 (1151)
Spring 2016	EECS 416 (10718)
Spring 2016	EMAC 423 (4515)
Spring 2016	EMSE 125 (4410)
Spring 2016	MUAP 131 (2306)
Spring 2016	MUAP 131 (2321)
Spring 2016	MUAP 131 (2867)
Spring 2016	MUDE 102 (3587)
Spring 2016	MUED 200P (10625)
Spring 2016	MUED 355 (10628)
Spring 2016	NTRN 531 (6070)
Spring 2016	PHYS 302 (1277)
Spring 2016	PSCL 426 (1320)
Spring 2016	PSCL 430 (1321)
Spring 2016	PSCL 453 (11273)
Spring 2016	RLGN 399 (1343)
Spring 2016	CHEM 224 (1105)
Spring 2016	NTRN 364 (6060)
Spring 2016	SOCI 203 (1350)
Spring 2016	BIOL 343 (1062)/BIOL 443 (3002)
Spring 2016	EBME 402 (4470)
Spring 2016	EBME 310 (3852)
Spring 2016	CHEM 223 (2614)

Spring 2016	MATH 224 (1218)
Spring 2016	BIOL 215L (2399)
Spring 2016	BIOL 342 (2072)/BIOL 442 (2073)
Spring 2016	PHYS 122 (1269)
Spring 2016	GRMN 101 (1954)
Spring 2016	COGS 311 (3201)/COGS 411 (3278)
Spring 2016	EMAE 290 (4027)
Spring 2016	THTR 100 (2567)
Spring 2016	USNA 287J (11166)
Spring 2016	USNA 287U (5920)
Spring 2016	USSO 243 (5900)
Spring 2016	USSY 292C (11147)
Spring 2016	ECIV 351 (3935)
Spring 2016	ANTH 102 (2407)
Spring 2016	MATH 122 (1201)
Spring 2016	ANTH 107 (1004)
Spring 2016	ENGR 131 (4079)
Spring 2016	MUEN 385 (1253)
Spring 2016	PSCL 388 (1311)
Spring 2016	POSC 109 (2007)
Spring 2016	BIOL 214L (3108)
Spring 2016	HSTY 102 (10586)/CLSC 102 (10598)
Spring 2016	BIOL 302 (3031)/COGS 322 (3032)
Spring 2016	COSI 220 (1132)
Spring 2016	EBME 616 (4483)
Spring 2016	GRMN 102 (1172)
Spring 2016	HSTY 137 (10581)
Spring 2016	USNA 247 (5889)
Spring 2016	USNA 288S (11066)
Spring 2016	USSY 290U (11121)
Spring 2016	JAPN 225 (1191)/WLIT 225 (1400)
Spring 2016	SOCI 101 (3462)
Spring 2016	RLGN 218 (10810)
Spring 2016	NTRN 201 (6267)
Spring 2016	BIOL 215L (2394)
Spring 2016	CHEM 233 (2610)
Spring 2016	ANTH 354 (3039)/ANTH 454 (3041)
Spring 2016	MATH 224 (1221)
Spring 2016	ENGR 131 (4075)
Spring 2016	PSCL 101 (1302)
Spring 2016	EMAE 250 (4026)
Spring 2016	HSTY 113 (1180)
Spring 2016	PSCL 315 (1306)
Spring 2016	ENGR 200 (4086)
Spring 2016	CHEM 113 (1804)
Spring 2016	POSC 172 (10668)
Spring 2016	BIOL 215L (2157)

Spring 2016	COSI 220 (3011)
Spring 2016	BIOC 373 (10342)
Spring 2016	EECS 352 (4581)
Spring 2016	EMAC 125 (3998)
Spring 2016	ENGL 398 (2049)
Spring 2016	MGMT 395 (5153)
Spring 2016	MUEN 358 (3563)
Spring 2016	SOCI 300 (1351)
Spring 2016	STAT 333 (3062)/STAT 433 (3063)
Spring 2016	THTR 100 (1381)
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Spring 2016	ANAT 491 (5929)
Spring 2016	ANTH 378 (1007)/ANTH 478 (1012)
Spring 2016	ARTS 106 (1030)
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Spring 2016	ENGL 150 (11331)
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Spring 2016	ASTR 351 (1055)
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Spring 2016	EEPS 417 (10377)/EEPS 317 (10376)
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Spring 2016	STAT 312R (10533)
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Spring 2016	MATH 363 (10529)
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Spring 2016	ANTH 103 (3072)
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Spring 2016	EMAC 476 (11554)/EMAC 376 (4005)
Spring 2016	EMAC 352 (4630)
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Spring 2016	HSTY 203 (3291)/PHIL 203 (2937)
Spring 2016	RLGN 260 (10673)
Spring 2016	SJUS 100 (2570)
Spring 2016	THTR 111 (3027)
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Spring 2016	USSY 291Z (11015)
Spring 2016	WLIT 368 (10503)/ENGL 368 (10501)
Spring 2016	NURS 503 (5393)
Spring 2016	POSC 310 (10463)/POSC 410 (10464)
Spring 2016	SPAN 201 (1362)
Spring 2016	SPAN 202 (1365)
Spring 2016	USSO 289J (11167)
Spring 2016	HSTY 157 (10585)/WGST 257 (10597)
Spring 2016	CHEM 234 (2940)
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Spring 2016	SOCI 465 (10560)/SOCI 365 (10559)
Spring 2016	COSI 109 (1131)
Spring 2016	EMAC 560 (10808)
Spring 2016	ENGL 150 (1154)
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Spring 2016	MGMT 395 (5151)
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Spring 2016	USSY 280 (5862)

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Spring 2016	USSY 290P (10898)
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Spring 2016	ANTH 435 (10515)/ANTH 335 (10514)
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Spring 2016	USSY 290N (11118)
Spring 2016	USSY 291J (11069)
Spring 2016	USSY 291W (11022)
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Spring 2016	EMAE 356 (4029)
Spring 2016	HSTY 237 (10926)
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Spring 2016	NURS 444B (10826)
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Spring 2016	DANC 161 (2558)

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Spring 2016	POSC 441 (10466)/POSC 341 (10465)
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Spring 2016	SOCI 204 (1513)
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Spring 2016	CHEM 305 (1111)
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Spring 2016	NUAN 551A (10512)
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Spring 2016	ANTH 362 (1855)/ANTH 462 (1856)
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Spring 2016	HSTY 463 (10600)/WGST 363 (10601)/HSTY 363 (10591)
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Spring 2016	EMSE 335 (4642)/EMSE 435 (4643)
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Spring 2016	EBME 612 (3897)
Spring 2016	ARAB 202 (11124)

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Spring 2016	BIOL 215L (2401)
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Spring 2016	USNA 287Y (11007)
Spring 2016	USSY 289P (11003)
Spring 2016	USSY 291Y (10938)
Spring 2016	CHEM 113 (2854)
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Spring 2016	USSO 290Z (11444)
Spring 2016	USSY 233 (5899)
Spring 2016	ENGL 270 (1157)/HSTY 270 (1181)/PHIL 270 (1264)/RLGN 270 (1339)/WGST 201 (1402)/SOCI 2
Spring 2016	THTR 229 (10624)/WLIT 229 (10627)
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Spring 2016	USSY 290U (11120)
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Spring 2016	USSY 289U (10963)
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Spring 2016	BIOL 216L (3023)
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Spring 2016	COSI 561 (1974)
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Spring 2016	MUEN 355 (3586)
Spring 2016	THTR 610 (10618)
Spring 2016	THTR 630 (1394)
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Spring 2016	BIOL 388S (1547)
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Spring 2016	EMAC 325 (4002)
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Spring 2016	ETHS 262 (10853)/HSTY 262 (10852)
Spring 2016	ITAL 202 (1185)
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Spring 2016	MUAP 500 (3385)
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Spring 2016	NURS 482 (5373)
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Spring 2016	MUAP 324 (2827)
Spring 2016	MUAP 324 (2828)
Spring 2016	MUAP 324 (2829)
Spring 2016	MUAP 350 (3623)
Spring 2016	MUAP 360 (3633)
Spring 2016	MUAP 522 (11233)
Spring 2016	MUAP 522 (11367)
Spring 2016	MUAP 523 (11165)
Spring 2016	MUAP 524 (11173)
Spring 2016	MUAP 524 (3437)
Spring 2016	MUAP 526 (3096)
Spring 2016	MUAP 531 (11174)
Spring 2016	MUAP 531 (11234)
Spring 2016	MUAP 531 (11237)
Spring 2016	MUAP 531 (11368)
Spring 2016	MUAP 531 (11369)
Spring 2016	MUAP 531 (11464)
Spring 2016	MUAP 531 (11531)
Spring 2016	MUAP 531 (3438)

Spring 2016	MUAP 531 (3505)
Spring 2016	MUAR 252B (1239)
Spring 2016	MUAR 301 (11041)
Spring 2016	MUAR 311 (11042)
Spring 2016	MUAR 323 (11043)
Spring 2016	MUCP 321 (3595)
Spring 2016	MUCP 399 (11522)
Spring 2016	MUDE 202 (3589)
Spring 2016	MUDE 202 (3627)
Spring 2016	MUDE 302 (3561)
Spring 2016	MUED 399 (11484)
Spring 2016	MUED 501 (1907)
Spring 2016	MUEN 368 (3666)
Spring 2016	MUGN 385 (11536)
Spring 2016	MULI 322 (3593)
Spring 2016	MURP 304 (11538)
Spring 2016	MURP 312 (3667)
Spring 2016	MURP 367 (11537)
Spring 2016	MUTH 102 (3568)
Spring 2016	MUTH 102 (3607)
Spring 2016	MUTH 106 (3571)
Spring 2016	MUTH 106 (3608)
Spring 2016	MUTH 202 (3647)
Spring 2016	MUTH 202 (3648)
Spring 2016	MUTH 312 (3580)
Spring 2016	NTRN 371 (11196)
Spring 2016	NTRN 390 (6192)
Spring 2016	NTRN 390 (6456)
Spring 2016	NTRN 398 (11441)
Spring 2016	NTRN 398 (6195)
Spring 2016	NUAN 552 (11168)
Spring 2016	NUED 455 (5485)
Spring 2016	NUMN 400 (11033)
Spring 2016	NUND 611 (11034)
Spring 2016	NUND 611 (5402)
Spring 2016	NUND 611 (5432)
Spring 2016	NUND 611 (5445)
Spring 2016	NUND 611 (5464)
Spring 2016	NUND 611 (5472)
Spring 2016	NUND 611 (5482)
Spring 2016	NUND 611 (5498)
Spring 2016	NUND 611 (5555)
Spring 2016	NUND 619 (11246)
Spring 2016	NUND 619 (5403)
Spring 2016	NUND 619 (5405)
Spring 2016	NUND 619 (5459)
Spring 2016	NUND 619 (5492)

Spring 2016	NUND 619 (5552)
Spring 2016	NUND 620 (11289)
Spring 2016	NUND 620 (11328)
Spring 2016	NUND 620 (11419)
Spring 2016	NUND 620 (5399)
Spring 2016	NUND 620 (5460)
Spring 2016	NUND 620 (5473)
Spring 2016	NUND 620 (5481)
Spring 2016	NUND 620 (5576)
Spring 2016	NUND 620 (5591)
Spring 2016	NURS 399 (11735)
Spring 2016	NURS 400 (11459)
Spring 2016	NURS 400 (11657)
Spring 2016	NURS 406 (5314)
Spring 2016	NURS 671 (5330)
Spring 2016	NURS 671 (5357)
Spring 2016	PHIL 399 (2892)
Spring 2016	PHIL 399 (3458)
Spring 2016	PHYS 113A (1404)
Spring 2016	PHYS 329 (2147)
Spring 2016	PHYS 329 (2148)
Spring 2016	PHYS 390 (1477)
Spring 2016	POSC 396 (11529)
Spring 2016	POSC 396 (11543)
Spring 2016	POSC 396 (2623)
Spring 2016	PSCL 395 (1739)
Spring 2016	PSCL 395 (1746)
Spring 2016	PSCL 395 (1747)
Spring 2016	PSCL 395 (1748)
Spring 2016	PSCL 397 (1313)
Spring 2016	PSCL 397 (1314)
Spring 2016	PSCL 397 (1318)
Spring 2016	PSCL 397 (1757)
Spring 2016	CHST 398C (1472)/ANTH 398C (1474)/PSCL 398C (1475)
Spring 2016	RLGN 392 (1465)
Spring 2016	RUSN 399 (11281)
Spring 2016	SASS 390 (11748)
Spring 2016	SJUS 398 (3420)
Spring 2016	SOCI 375 (1354)
Spring 2016	SOCI 375 (1497)
Spring 2016	SPAN 396 (2430)
Spring 2016	SPAN 396 (3093)
Spring 2016	SPAN 399 (2359)
Spring 2016	STAT 395 (2591)
Spring 2016	SYPS 4 (2085)
Spring 2016	THTR 397 (11374)
Spring 2016	THTR 399 (1390)

Spring 2016	WLIT 212 (3013)
Spring 2016	WLIT 399 (1401)
TOTAL	TOTAL
	NURS only
	WSOM
	ACCT
	ECON
	MGMT
	CSE
	EBME
	ECHE
	ECIV
	EECS
	EMAC
	EMSE
	EMAE
	CAS
	ANTH
	ARTH
	ARTS
	ASTR
	CLSC
	COGS
	COSI
	DANC
	EEPS
	ENGL
	FRCH
	SPAN
	GRMN
	HSTY
	MATH
	MUAP
	MUTH
	MUED
	PHIL
	PHYS
	PSCL
	RLGN
	SOCI
	THTR

	SOM
	NTRN
	BIOC
	SAGES
	USNA
	USSO
	USSY
	EXCLUDE ENROLLMENT <10
	EXCLUDE ENROLLMENT <30
	EXCLUDE ENROLLMENT <50
	EXCLUDE RESPONSES < 6
	EXCLUDE RESPONSES < 10

Instructors (network IDs)	Responses	Enrollment	Response rate
Mark Taylor (mht17)	32	32	100
Ayhan Talu (axt19)	32	32	100
Robert Spadoni (rjs40)	24	24	100
Robin Evans (rle30)	20	20	100
Chris Winkelman (cxw26)	20	20	100
Valencia Harriott (vah10)	20	20	100
Frank Ernst (fxe5)	16	16	100
Marta Copertari (mgc6)	11	11	100
David Clingingsmith (dlc43)	10	10	100
Hee-Seung Kang (hxc322)	10	10	100
Hee-Seung Kang (hxc322)	9	9	100
Yuki Togawa (yxt247)	9	9	100
Margaret Fitzgerald (mmf9)/Na	8	8	100
David Cavallo (dxc434)	7	7	100
Kaysha Corinealdi (klc108)	6	6	100
Yuki Togawa (yxt247)	5	5	100
Jessica Redmon (jxr403)	4	4	100
Radhika Atit (rpa5)	3	3	100
Charlotte Sanpere (cxs60)	3	3	100
Rachel Sternberg (rxh103)	3	3	100
Deborah Harris (dlv7)	2	2	100
Camille Warner (cdb6)	2	2	100
Kaysha Corinealdi (klc108)	2	2	100
Takao Hagiwara (txh13)	2	2	100
Meghan Guegold (mlg90)/David	2	2	100
Tamara Randall (tlk3)	2	2	100
Mary Dolansky (mad15)	2	2	100
David Vegh (dmv36)	2	2	100
Noelle Giuffrida Armhold (nmg3	1	1	100
Martha Lois (mxl84)	1	1	100
Brian McDermott (bmm30)	1	1	100
Richard Drushel (rfd)	1	1	100
Mark Turner (mbt8)	1	1	100
Lauren Calandrucchio (lxc424)	1	1	100
Elizabeth Brooks (ebb7)	1	1	100
Carolyn Apperson-Hansen (cva9	1	1	100
Karen Potter (klp13)	1	1	100
Denise Davis (dkd20)	1	1	100
Marc Buchner (mxb11)	1	1	100
Christian Zorman (caz)	1	1	100
Ralph Harvey (rph)	1	1	100
Zhicheng Jing (zxc65)	1	1	100
Stuart Rowan (sjr4)	1	1	100
David Schiraldi (das44)	1	1	100
Yoram Daon (yxd30)	1	1	100

Miriam Levin (mrl3)	1	1	100
Miriam Levin (mrl3)	1	1	100
Lihong Shi (lxs463)	1	1	100
Takao Hagiwara (txh13)	1	1	100
Takao Hagiwara (txh13)	1	1	100
Paul Ferguson (pxf2)/David Rot	1	1	100
Mary Fink (mkf4)/David Rothen	1	1	100
Christopher Bagan (cdb76)	1	1	100
David Rothenberg (djr30)/Lorer	1	1	100
David Rothenberg (djr30)/Carol	1	1	100
Meghan Guegold (mlg90)/David	1	1	100
David Rothenberg (djr30)/Gera	1	1	100
Anthony Slusser (ajs216)	1	1	100
Lisa Koops (llk12)	1	1	100
Chris Winkelman (cxw26)	1	1	100
Barbara Daly (bjd4)	1	1	100
Andrew Reimer (axr62)	1	1	100
Mary Dolansky (mad15)	1	1	100
Carol Musil (cmm4)	1	1	100
Cheryl Killion (cmk61)	1	1	100
Ronald Hickman (rlh4)	1	1	100
Barbara Daly (bjd4)	1	1	100
Susan Ludington (sml15)	1	1	100
Maryjo Prince-Paul (mxp42)	1	1	100
Susan Mazanec (srm2)	1	1	100
Susan Ludington (sml15)	1	1	100
Jeremy Bendik-Keymer (jdb179	1	1	100
Xuan Gao (xgx15)	1	1	100
Ed Caner (emc15)	1	1	100
Joseph White (jxw87)	1	1	100
Carolyn Landis (cxi2)	1	1	100
Daniel Flannery (djf6)	1	1	100
Mark Singer (mxs12)	1	1	100
Susan Hinze (sxh3)	1	1	100
Jacqueline Nanfito (jcn)	1	1	100
Robert Spadoni (rjs40)	29	30	96.67
Kevin Cavanagh (kvc4)	57	59	96.61
Hillel Chiel (hjc)/Tejas Joshi (tcj	24	25	96
Kenneth Gustafson (kig)	142	149	95.3
Brooke Macnamara (bnm24)	19	20	95
Suhaan Mehta (skm84)	17	18	94.44
Eric Chilton (emc88)	16	17	94.12
Man-Lih Chai (mxc531)	14	15	93.33
Danny Manor (dxm178)	14	15	93.33
Susan Case (ssc2)	14	15	93.33
Kaysha Corinealdi (klc108)	14	15	93.33
Corinne Coen (cac155)	26	28	92.86

Marta Copertari (mgc6)	13	14	92.86
QianFan Chen (qxc76)	13	14	92.86
Yuki Togawa (yxt247)	12	13	92.31
Man-Lih Chai (mxc531)	11	12	91.67
William Mahnic (wxm)	43	47	91.49
Mehmet Koyuturk (mxk331)	43	47	91.49
Michael Hinczewski (mxh605)	19	21	90.48
Chris Winkelman (cxw26)	64	71	90.14
Brooke Macnamara (bnm24)	9	10	90
Chantal Van Esch (cxv77)	17	19	89.47
Diana Driscoll (did2)	151	169	89.35
Xuan Gao (xgx15)	8	9	88.89
Justin Gallagher (jpg75)	30	34	88.24
David Kazdan (dxk10)	15	17	88.24
Shamreen Iram (sxi109)	14	16	87.5
Saurabh Kumar (sxx1031)	14	16	87.5
Peter Yang (pyy2)	14	16	87.5
Evanne Juratovac (exj11)	7	8	87.5
Melissa Carlisle (mrc130)	40	46	86.96
William Mahnic (wxm)	52	60	86.67
Donald Feke (dlf4)	13	15	86.67
David Clingingsmith (dlc43)	13	15	86.67
Melissa Carlisle (mrc130)	38	44	86.36
David Clingingsmith (dlc43)	19	22	86.36
Irena Kenneley (ilz)	62	72	86.11
Dasol Kim (dxk391)	31	36	86.11
Marija Prica (mxxp438)	6	7	85.71
Jaikrishnan Kadambi (jxxk11)	6	7	85.71
Nana Onishi (nxxo57)	6	7	85.71
Xuan Gao (xgx15)	6	7	85.71
Justin Gallagher (jpg75)	17	20	85
Michael Chiappini (mxxj151)	17	20	85
Harold Connamacher (hxxc21)	61	72	84.72
Harold Connamacher (hxxc21)	123	146	84.25
Molly Jackson (mxxj22)	45	54	83.33
Lisa Koops (lxxk12)	5	6	83.33
Ilya Bederman (irb2)/Danny Ma	5	6	83.33
Walter Lambrecht (wxxl2)	5	6	83.33
Kaitlyn Langendoerfer (kxxb289)	44	53	83.02
Lauren Calandrucchio (lxxc424)	9	11	81.82
Ramanathan Sankaran (rxxs192)	9	11	81.82
Uziel Landau (uxxl)	9	11	81.82
Michael Parker (mxxp25)	9	11	81.82
Jing Li (jxxl175)	21	26	80.77
Mariana Carrera (mxxc67)	46	57	80.7
Mark De Guire (mxxrd2)	25	31	80.65
Ayhan Talu (axxt19)	41	51	80.39

Athena Vrettos (axv13)	20	25	80
Jenny Hawkins (jrh175)	16	20	80
Robin Evans (rle30)	16	20	80
Nana Onishi (nxo57)	12	15	80
Elizabeth Elmore (eme46)	8	10	80
Angela Otstot (amo49)/Robert	8	10	80
Diana Morris (dlm5)	8	10	80
Karl Kaltenthaler (kck20)	8	10	80
Hongping Zhao (hxz168)	4	5	80
Colin Drummond (cxd)	51	64	79.69
Michael Parker (mgp25)	15	19	78.95
Richard Kolacinski (rmk4)	93	118	78.81
Andrew Cooper (aac82)	18	23	78.26
Jenny Hawkins (jrh175)	21	27	77.78
Chung-Chiun Liu (cxl9)	7	9	77.78
Martha Schaffer (mws94)	20	26	76.92
Weihong Guo (wxg49)	71	93	76.34
Sean Quinn (spq)/Christopher R	22	29	75.86
Somali Ghosh (sxo720)	25	33	75.76
Susan Case (ssc2)	21	28	75
Lara Klaber (lxl212)	15	20	75
Laura Tartakoff (lyt)	9	12	75
Roger French (rxf131)	6	8	75
Michael Wager (mkw35)	6	8	75
David Vegh (dmv36)	6	8	75
Athena Vrettos (axv13)	3	4	75
David Hammack (dch3)	3	4	75
Mary Franklin (mrf19)	3	4	75
Colin Drummond (cxd)	71	96	73.96
Xiang Zhang (xxz229)	28	38	73.68
Qi Wu (qxw132)	39	53	73.58
Jing Li (jxl175)	44	60	73.33
Stephanie Harris (sra18)	11	15	73.33
Alp Sehirlioglu (axs461)	8	11	72.73
Karen Warden (kxw15)	8	11	72.73
Helen Lyons-McFarland (hml32)	8	11	72.73
Sarah Diamond (sed62)	13	18	72.22
Martine Lussier (mxl70)	38	53	71.7
Susan Hinze (sxh3)	20	28	71.43
Stephanie Harris (sra18)	15	21	71.43
Kimberly Emmons (kke1)	10	14	71.43
Matthew Feinberg (mif14)	10	14	71.43
Li Li (lll62)/James Spilsbury (jcs)	5	7	71.43
Alan Dowling (afd4)	5	7	71.43
Corinne Coen (cac155)	32	45	71.11
Casey Newmeyer (cen12)	27	38	71.05
William Mahnic (wxm)	12	17	70.59

Jesse Wainright (jsw7)	45	64	70.31
Joonki Noh (jxn208)	26	37	70.27
Xiang Zhang (xxz229)	28	40	70
Mary Erdmans (mpe10)	14	20	70
Katharine Chapman (kxc202)/E	7	10	70
Mark De Guire (mrd2)	270	390	69.23
Roger French (rxf131)	9	13	69.23
Gregory Graham (gxx27)	9	13	69.23
Katie Wheaton (kcp3)	20	29	68.97
Daniel Newmeyer (dan60)	22	32	68.75
Amy Przeworski (axp335)	11	16	68.75
Kyle Crowley (kmc170)/Jeremy	20	30	66.67
QianFan Chen (qxc76)/Allen Fos	18	27	66.67
Judith Neulander (jxn37)	10	15	66.67
Judith Neulander (jxn37)	10	15	66.67
William Marling (wxm3)	6	9	66.67
Martha Lois (mxl84)	4	6	66.67
Ryan Martin (ram225)	4	6	66.67
Jennifer Carter (jwc137)	4	6	66.67
Jessica Slentz (jes252)	4	6	66.67
Holly Witchey (hmw5)	2	3	66.67
Henry Adams (hxa28)	2	3	66.67
Anna Cristina Samia (axs232)	2	3	66.67
Uziel Landau (uxl)	2	3	66.67
Frank Ernst (fxe5)	2	3	66.67
Miriam Levin (mrl3)	2	3	66.67
Lisa Nelson (lxb20)/David Rothe	2	3	66.67
Grace Huang (gxh116)/David Ro	2	3	66.67
Katherine Dejongh (kxd)/David	2	3	66.67
Marshall Haning (mah246)	2	3	66.67
Lisa Koops (llk12)	2	3	66.67
Mary Dolansky (mad15)	2	3	66.67
Brooke Macnamara (bnm24)	2	3	66.67
Kaysha Corinealdi (klc108)	2	3	66.67
Linda Ehrlich (lce2)	2	3	66.67
Kyle Crowley (kmc170)/Shamre	21	32	65.62
Jie Ning (jxn174)	36	55	65.45
Steven Eppell (sje)	32	49	65.31
Allen Foster (axf295)/Christoph	20	31	64.52
Martine Lussier (mxl70)	18	28	64.29
Anastasia Dimitropoulos (axd11	9	14	64.29
Mariana Carrera (mpc67)	23	36	63.89
Shannon Sterne (smc31)	7	11	63.64
John Lewandowski (jll3)	7	11	63.64
Cheryl Killion (cmk61)	7	11	63.64
Karie Feldman (kef3)	62	98	63.27
Anant Madabhushi (axm788)/D	10	16	62.5

Man-Lih Chai (mxc531)	5	8	62.5
Evan Chaloupka (emc39)	5	8	62.5
Marguerite DiMarco (mxd50)	5	8	62.5
Debra McGivney (dfm40)	18	29	62.07
Wojbor Woyczynski (waw)	18	29	62.07
David Lodowski (dtl10)	13	21	61.9
QianFan Chen (qxc76)/Christop	16	26	61.54
Sean Quinn (spq)/Christopher R	19	31	61.29
Silvia Prina (sxp234)	33	54	61.11
Evanne Juratovac (exj11)	11	18	61.11
Peter Yang (p jy2)	15	25	60
Alexander Cooke (arc14)	15	25	60
Matthew Burkhart (mrb151)/M	9	15	60
Matthias Buck (mxb150)	3	5	60
Vera Tobin (vlt6)	3	5	60
David Rothenberg (djr30)/Gera	3	5	60
David Kaniecki (dmk104)/Chris	3	5	60
Andrew Cooper (aac82)	3	5	60
Cristian Gomez Olivares (cgg19)	3	5	60
Giuseppe Strangi (gxs284)	20	34	58.82
Ellen Van Oosten (emb7)	10	17	58.82
Jagjit Singh Sidhu (jxs1325)/Ten	10	17	58.82
Peter Kernan (pjk6)	10	17	58.82
Enrique Saldivar (exs351)	17	29	58.62
Mark De Guire (mrd2)	17	29	58.62
Robert Halliday (rph32)/Philip T	45	77	58.44
Mary Franklin (mrf19)	21	36	58.33
Susan Dominguez (srd45)	7	12	58.33
David Cavallo (dxc434)	7	12	58.33
Brad Simonelli (bls94)	7	12	58.33
Lynn Kam (lak99)	11	19	57.89
Deepa Gopal (dxg314)	26	45	57.78
Somali Ghosh (sxo720)	15	26	57.69
Kyle Crowley (kmc170)/Jeremy	19	33	57.58
Hatsuo Ishida (hxi3)	23	40	57.5
Carol Kelley (cxg11)	8	14	57.14
Man-Lih Chai (mxc531)	4	7	57.14
William Siebensschuh (wrs2)	4	7	57.14
Paul Ferguson (pxf2)	4	7	57.14
Michelle Puchowicz (map10)	4	7	57.14
Laura Tartakoff (lyt)	4	7	57.14
Andrea Rager (awr18)	13	23	56.52
Michael Zagorski (mxz12)	9	16	56.25
Shamreen Iram (sxi109)	9	16	56.25
Allen Foster (axf295)	9	16	56.25
Jessica Fox (jlf88)	10	18	55.56
Martha Lois (mxl84)	5	9	55.56

Lee Thompson (lat)	5	9	55.56
Takao Hagiwara (txh13)	5	9	55.56
Silvia Saccon (sxs1670)	5	9	55.56
Daniel Batchelder (dlb143)	5	9	55.56
Tenglong Wang (txw278)	5	9	55.56
Madina Ndefru (men51)	32	58	55.17
Mark De Guire (mrd2)	17	31	54.84
Mary Dehaan (mtd6)	18	33	54.55
Richard Bachmann (rjb3)	6	11	54.55
Reza Shariatmadari (rxs676)	6	11	54.55
Susan Tullai-McGuinness (sxt32)	6	11	54.55
Christopher Burant (cxb43)	6	11	54.55
David Vegh (dmv36)	6	11	54.55
Hongping Zhao (hxz168)	45	83	54.22
Mary Assad (mka23)	7	13	53.85
Haydee Espino Castillo (hxe56)	7	13	53.85
Lesli Berk (lxb63)/Laurine Gajko	23	43	53.49
Robin Dubin (rad4)	24	45	53.33
David Hammack (dch3)	8	15	53.33
Thomas Love (tel3)	17	32	53.12
Mark De Guire (mrd2)	17	32	53.12
Noelle Giuffrida Armhold (nmg3)	9	17	52.94
Andrea Rager (awr18)	9	17	52.94
Amol Ratnaparkhe (axr524)	9	17	52.94
Roman Sheremeta (rms246)	28	53	52.83
Alireza Kabirian (axk821)	31	59	52.54
Monica Gerrek (mlg86)	11	21	52.38
Ramanathan Sankaran (rxs192)	34	65	52.31
Michael Decker (mjd6)	15	29	51.72
Mark De Guire (mrd2)	16	31	51.61
Evanne Juratovac (exj11)	16	31	51.61
Shamreen Iram (sxi109)/Laura J	17	33	51.52
Jesse Honsky (jkh50)/Cheryl Kill	20	39	51.28
Scott Fine (sxf59)	24	48	50
Robin Dubin (rad4)	20	40	50
Mark De Guire (mrd2)	16	32	50
Mark De Guire (mrd2)	15	30	50
Lijun Yu (lxy141)	11	22	50
Roger Quinn (rdq)	9	18	50
David Singer (das5)	9	18	50
Gary Previts (gjp)	8	16	50
Craig Copi (cjc5)	7	14	50
Stacy McGaugh (ssm69)	6	12	50
Cheryl Toman (cat12)	6	12	50
John Ruhl (jer23)/Giuseppe Stra	6	12	50
Jeffrey Kriessler (jrk12)	5	10	50
Gusztav Demeter (gxd87)	5	10	50

Steven Hoehner (sdh60)	5	10	50
Mark Meckes (mwm2)	5	10	50
Elliot Posner (eap26)	5	10	50
Jean Nisenboun (jmn13)	4	8	50
Gerald Matisoff (gxm4)	4	8	50
Magdalena Vinter (mlv28)	4	8	50
Susanne Veas-Gulani (shv2)	4	8	50
Georgia Cowart (gjc4)	4	8	50
Einav Rabinovitch-Fox (exr187)	4	8	50
Ramez Islambouli (rai2)	3	6	50
Wei Lin (wxl4)	3	6	50
Joyce Fitzpatrick (jff4)	3	6	50
Joyce Fitzpatrick (jff4)	3	6	50
Christopher Haufe (cbh43)	3	6	50
Mary Erdmans (mpe10)	3	6	50
M Fernandez (eif)	3	6	50
Haydee Espino Castillo (hxe56)	3	6	50
Timothy Wutrich (trw14)	3	6	50
Karen Potter (klp13)	2	4	50
Steven Hauck (sah33)	2	4	50
Rigoberto Advincula (rca41)	2	4	50
Cheryl Toman (cat12)	2	4	50
Christine Cano (cmc21)	2	4	50
Yoram Daon (yxd30)	2	4	50
Molly Jackson (mjj22)	2	4	50
Heath Demaree (had4)	2	4	50
Julia Ellifritt (jxe64)	2	4	50
Lawrence Bresler (lib2)	2	4	50
Lawrence Greksa (lpg2)	1	2	50
Margaret Fischer (mjf8)	1	2	50
JoAnn Giordano (jxg268)	1	2	50
Martha Lois (mxl84)	1	2	50
Alexander Aitken (aba2)	1	2	50
Tim Shuckerow (txs10)	1	2	50
Tim Shuckerow (txs10)	1	2	50
Tim Shuckerow (txs10)	1	2	50
Vivien Yee (vcy2)	1	2	50
Todd Oakley (tvo2)	1	2	50
Karen Potter (klp13)	1	2	50
Gary Galbraith (gxx31)	1	2	50
Hatsuo Ishida (hxi3)	1	2	50
Jonathan Sadowsky (jas34)/Gill	1	2	50
Takao Hagiwara (txh13)	1	2	50
Kathleen Horvath (kah24)	1	2	50
David Rothenberg (djr30)/Steph	1	2	50
Julie Andrijeski (jxa4)/David Rot	1	2	50
Christopher Bagan (cdb76)	1	2	50

Joyce Fitzpatrick (jyf4)	1	2	50
Elizabeth Madigan (eam13)	1	2	50
Chris Winkelman (cxw26)	1	2	50
Mary Quinn Griffin (mtq2)	1	2	50
Robert Brown (rwb)	1	2	50
Robert Greene (rlg2)	1	2	50
Jonathan Tan (jyt4)	1	2	50
Victor Groza (vkg2)/Zoe Wood	1	2	50
Camille Warner (cdb6)	1	2	50
Jacqueline Nanfito (jcn)	1	2	50
Wojbor Woyczynski (waw)	1	2	50
Gary Chottiner (gsc2)	116	235	49.36
Somali Ghosh (sxx720)	18	37	48.65
Kevin Houser (kxh431)	15	31	48.39
Fred Collopy (flc2)/Alec Morrisc	28	58	48.28
Pedram Mohseni (pxm89)	36	75	48
Katie Wheaton (kcp3)	12	25	48
Susan Ludington (sml15)	10	21	47.62
Mary Franklin (mrf19)	19	40	47.5
David Matthiesen (dhm5)	9	19	47.37
Carol Savrin (cls18)/Jennifer Tu	9	19	47.37
Charlotte Sanpere (cxs60)	8	17	47.06
Elizabeth Damato (egd)	8	17	47.06
Amy Absher (aaa162)	8	17	47.06
Mehmet Koyuturk (mxk331)	7	15	46.67
Andrew Rollins (amr9)	7	15	46.67
Irwin Shung (iys2)	7	15	46.67
Janine Galeski (jxs522)/Connie	20	43	46.51
Gregory Lee (gsl7)	13	28	46.43
Jose Carlos Teixeira (jmt167)	6	13	46.15
Erkki Somersalo (ejs49)	6	13	46.15
QianFan Chen (qxc76)	6	13	46.15
Alan Levine (adl4)/Carey Shive	17	37	45.95
Glenn Starkman (gds6)	11	24	45.83
Mary Franklin (mrf19)	31	68	45.59
Deborah Lindell (dxl41)	15	33	45.45
Anthony Jack (aij2)/Mandy Wo	10	22	45.45
Thomas Love (tel3)	5	11	45.45
Hannah Barna (hjb12)	5	11	45.45
Mark Meckes (mwm2)	5	11	45.45
Bernard Bailey (bcb34)	9	20	45
Christopher Burant (cxb43)	9	20	45
Mingguo Hong (mxh543)	12	27	44.44
Kiju Lee (kxl221)	8	18	44.44
Gerhard Welsch (gxw2)	8	18	44.44
Terri Mester (txm60)/Thomas N	8	18	44.44
Noelle Giuffrida Armhold (nmg3	4	9	44.44

Aliasghar Ameri (axa532)	4	9	44.44
Mary Quinn Griffin (mtq2)	4	9	44.44
Deborah Lindell (dxl41)	4	9	44.44
Jean-Eudes Dazard (jxd101)/Ma	4	9	44.44
Richard Drushel (rfd)	15	34	44.12
James Mihos (jcm9)	7	16	43.75
Elizabeth Meckes (ese3)	7	16	43.75
Santosh Kumar Radha (srr70)	7	16	43.75
Corbin Covault (cec8)	7	16	43.75
William Marling (wxm3)	7	16	43.75
Brian Metrovich (bxm221)	13	30	43.33
William Siebenschuh (wrs2)	13	30	43.33
Mark De Guire (mrd2)	13	30	43.33
Mark De Guire (mrd2)	13	30	43.33
Gary Previts (gjp)	6	14	42.86
Leena Chakravarty (lxc353)	3	7	42.86
Abidemi Ajiboye (aba20)	3	7	42.86
YaTing Liao (yxt46)	3	7	42.86
Einav Rabinovitch-Fox (exr187)	3	7	42.86
Susan McClary (skm72)	3	7	42.86
Robert Brown (rwb)	3	7	42.86
Rakesh Niraj (rkn10)	11	26	42.31
Bryn Esplin (bxm64)	8	19	42.11
Jennifer Tucker (jgt5)	15	36	41.67
James Swain (jhs31)	10	24	41.67
Andrew Tolley (ajt84)	10	24	41.67
Anirban Mondal (axm912)	10	24	41.67
Haomin Gong (hxg171)	5	12	41.67
Anita Howard (axh67)	5	12	41.67
Damaris Pinales-Alpizar (dpx20)	5	12	41.67
Valerie Haywood (vxh20)	98	236	41.53
Daniel Saab (dgs3)	17	41	41.46
Kevin Flynn (kxf13)	14	34	41.18
Matthew Willard (maw169)	7	17	41.18
Amol Ratnaparkhe (axr524)	7	17	41.18
Christopher Bagan (cdb76)	7	17	41.18
Bernard Jim (blj)	7	17	41.18
Susan Burden-Gulley (smb8)	9	22	40.91
Abidemi Ajiboye (aba20)	15	37	40.54
Andreas Zynga (amz67)	24	60	40
Mark De Guire (mrd2)	12	30	40
Heidi Martin (hbm)	8	20	40
Mary Dehaan (mtd6)	8	20	40
Jeffery Coller (jmc71)/Eckhard J	6	15	40
Erich Yetter (exy61)	6	15	40
Heidi Martin (hbm)	6	15	40
Heidi Martin (hbm)	6	15	40

Wyatt Newman (wsn)	6	15	40
Mary Grimm (mcg3)	6	15	40
Anirban Mondal (axm912)	6	15	40
Margaret Fischer (mjf8)	4	10	40
Alexander Aitken (aba2)	4	10	40
Alexander Aitken (aba2)	4	10	40
Peter Lagerlof (pxl4)	4	10	40
Pete McEachen (pxm362)	4	10	40
Gilbert Doho (gxd22)	4	10	40
Fabienne Pizot-Haymore (fgh2)	4	10	40
Christine Cano (cmc21)	4	10	40
Eric Charnofsky (exc15)	4	10	40
Kenneth Wendt (kxw295)	4	10	40
Jodi Wolff (jdw30)	4	10	40
Heather Galloway (hxxg180)	2	5	40
Insoo Hyun (ixh14)	2	5	40
Darlene Moenter (dmm12)	2	5	40
Xiong Yu (xxy21)	2	5	40
Elisabeth Werner (emw2)	2	5	40
Allison Prince (amp154)	2	5	40
Irena Kenneley (ilz)	2	5	40
Deborah Lindell (dxxl41)	2	5	40
Gretchen Mettler (ggm)	2	5	40
Sharon Milligan (sem)	2	5	40
Cristian Gomez Olivares (cgg19)	2	5	40
Lynn Kam (lak99)	11	28	39.29
Genevieve Sauve (gxs244)	9	23	39.13
Mark De Guire (mrd2)	9	23	39.13
Mary Kavanagh (mxk109)	9	23	39.13
Mark De Guire (mrd2)	12	31	38.71
Teresa Contenza (txc114)	12	31	38.71
Emilio Colindres (exc231)/Ke H	30	78	38.46
Tamara Randall (tlk3)	10	26	38.46
Andrea Alvarez (axa670)	5	13	38.46
Aaron Jennings (aaj2)	5	13	38.46
Rolfe Petschek (rgp)	5	13	38.46
Daniel Cohen (dac37)	5	13	38.46
Tracy Wilson-Holden (tjw18)	27	71	38.03
Elizabeth Sell (exs400)	11	29	37.93
Allen Foster (axf295)/Santosh K	12	32	37.5
Gayle Petty (gmp13)	6	16	37.5
Rebecca Patton (rmp9)	6	16	37.5
Jesse Berezovsky (jab298)/John	6	16	37.5
Danhong Song (dxxs116)	6	16	37.5
Barbara Burgess-Van Aken (bab	6	16	37.5
Tracey Hallman (txh20)/Jeffrey	6	16	37.5
Gregory Graham (gxxg27)/Arthu	6	16	37.5

Hannah Barna (hjb12)	6	16	37.5
Christopher Bohan (cmb186)	6	16	37.5
Gabrielle Parkin (glp24)	6	16	37.5
Justin Buchler (jxb204)	6	16	37.5
Menachem Shoham (mxs10)/Vi	3	8	37.5
Claudia Mizutani (cmm153)	3	8	37.5
Claudia Mizutani (cmm153)	3	8	37.5
Todd Oakley (tvo2)	3	8	37.5
Angela Ciccio (amh11)	3	8	37.5
Karen Potter (klp13)	3	8	37.5
Jutta Ittner (jxi6)	3	8	37.5
Anthony Slusser (ajs216)	3	8	37.5
Kathleen Horvath (kah24)	3	8	37.5
Susan McClary (skm72)	3	8	37.5
Susan Painter (sgp30)	3	8	37.5
Brian Clites (bjc101)	3	8	37.5
Mark Chupp (mgc2)/Kathleen F	3	8	37.5
Elizabeth Todd (ext13)	3	8	37.5
Joseph Mansour (jmm12)/Josep	10	27	37.04
Carlos Crespo (cxc302)	21	57	36.84
Anna Cristina Samia (axs232)	14	38	36.84
Katia Almeida (kma14)	7	19	36.84
Scott Fine (sxf59)	11	30	36.67
Mark De Guire (mrd2)	11	30	36.67
Catherine Scallen (cbs2)	4	11	36.36
James Spilsbury (jcs5)	4	11	36.36
Philip Cola (pac4)/Erica Yesko (e	4	11	36.36
Nicholas Stevens (nds53)	4	11	36.36
Gary Deimling (gtd)	4	11	36.36
M Fernandez (eif)	4	11	36.36
Peter Thomas (pjt9)	4	11	36.36
Marc Buchner (mxb11)	81	225	36
Daniel Saab (dgs3)	27	75	36
Soumya Ray (sxr358)	20	56	35.71
Karen Braun (kwb8)	15	42	35.71
Vanessa Hildebrand (vmh14)	5	14	35.71
George Kozmon (gak41)	5	14	35.71
David Bellini (dxb47)	5	14	35.71
Alessandra Parry (anp40)	5	14	35.71
Alessandra Parry (anp40)	5	14	35.71
Christopher Bohan (cmb186)	5	14	35.71
Ed Caner (emc15)/John Higgins	5	14	35.71
John Flores (jhf45)	5	14	35.71
Murat Cavusoglu (mcc14)	11	31	35.48
Jagjit Singh Sidhu (jxs1325)/Ten	11	31	35.48
Roman Sheremeta (rms246)	18	51	35.29
Karen Abbott (kca27)	6	17	35.29

Brian Clites (bjc101)	6	17	35.29
Brian Gran (bkg2)	6	17	35.29
Matthew Feinberg (mif14)/Rob	6	17	35.29
Gary Deimling (gtd)	6	17	35.29
Daniel Melnick (dxm140)	6	17	35.29
Bradley Ricca (bjr8)	6	17	35.29
William Doll (wmd2)	6	17	35.29
Elizabeth Meckes (ese3)	6	17	35.29
Laurine Gajkowski (lag6)/Kathle	13	37	35.14
H Podgurski (hap)	7	20	35
Marshall Leitman (mxl5)	7	20	35
Valerie A Boebel Toly (vab)	7	20	35
Erich Yetter (exy61)	8	23	34.78
Zhicheng Jing (zsj65)	17	49	34.69
Karen Braun (kwb8)	18	52	34.62
Peter Mc Call (plm4)	10	29	34.48
John Romey (jar206)	10	29	34.48
Umut Gurkan (uxg23)	40	117	34.19
Julie Hopkins (jlh208)/Jane Mar	15	44	34.09
Paul Abdullah (pfa7)/Rachel Mc	14	42	33.33
Heath Demaree (had4)	13	39	33.33
Richard Bachmann (rjb3)	12	36	33.33
Paula Fitzgibbon (paf3)	11	33	33.33
Matthew Schiefer (mas73)	7	21	33.33
Marguerite DiMarco (mxd50)	7	21	33.33
Evren Gurkan Cavusoglu (exg44)	6	18	33.33
Lisa Hanson (lbh37)	6	18	33.33
Deepak Sarma (dxs163)	6	18	33.33
Christine Hudak (cah16)	6	18	33.33
Pan Li (pxl288)	5	15	33.33
Fabienne Pizot-Haymore (fgh2)	5	15	33.33
Gary Pillar (gtp)	5	15	33.33
Evelyn Duffy (exd4)	5	15	33.33
Daniela Calvetti (dxc57)	5	15	33.33
Magdalena Vinter (mlv28)	5	15	33.33
John Keyser (jdk156)	4	12	33.33
Henry Adams (hxa28)	4	12	33.33
John Protasiewicz (jdp5)	4	12	33.33
Shari Bolen (sdb73)	4	12	33.33
Sree Sreenath (nxs6)	4	12	33.33
Philip Feng (pxf83)	4	12	33.33
Denise Caterinacci (dmc7)	4	12	33.33
Margaret Fitzgerald (mmf9)	4	12	33.33
Alanna Ropchock (avr15)	4	12	33.33
Daniel Lacks (djl15)	4	12	33.33
Gurkan Bebek (gxb43)/Masaru	4	12	33.33
Tim Shuckerow (txs10)	3	9	33.33

Barney Taxel (bxt71)	3	9	33.33
Karen Potter (klp13)	3	9	33.33
Roger Quinn (rdq)/Roy Ritzman	3	9	33.33
Alp Sehirlioglu (axs461)	3	9	33.33
Michael Clune (mwc33)	3	9	33.33
Carol Musil (cmm4)	3	9	33.33
Gurkan Bebek (gxb43)	3	9	33.33
Gurkan Bebek (gxb43)	3	9	33.33
Lee Hoffer (ldh24)	2	6	33.33
Rohan Akolkar (rna3)	2	6	33.33
Michael Pollino (mcp70)	2	6	33.33
Takao Hagiwara (txh13)	2	6	33.33
Charissa Bagan (cxb428)	2	6	33.33
Maryjo Prince-Paul (mxp42)	2	6	33.33
Anaya Farrell (acf50)/Robert Ul	2	6	33.33
Brian Redmond (bgr2)	1	3	33.33
Janet Mc Grath (jwm6)	1	3	33.33
Martha Lois (mxl84)	1	3	33.33
Margaret Fischer (mjf8)	1	3	33.33
Dianne Kube (dmk8)	1	3	33.33
Anna Cristina Samia (axs232)	1	3	33.33
James Spilsbury (jcs5)	1	3	33.33
Roger French (rxf131)	1	3	33.33
James Van Orman (jav12)	1	3	33.33
Yasuhiro Kamotani (yxk)	1	3	33.33
Joe Mayer (jxm640)	1	3	33.33
Paul Iversen (pai2)	1	3	33.33
Paul Iversen (pai2)	1	3	33.33
Timothy Wutrich (trw14)	1	3	33.33
David Rothenberg (djr30)/Gera	1	3	33.33
Jeremy Allen (jla36)/David Roth	1	3	33.33
Ida Mercer (ikm2)/David Rothe	1	3	33.33
Bruce Egre (bx4)	1	3	33.33
Robert Walser (raw125)	1	3	33.33
Susan McClary (skm72)	1	3	33.33
Diane Urista (dxu16)	1	3	33.33
Diane Urista (dxu16)	1	3	33.33
James Swain (jhs31)	1	3	33.33
Faye Gary (fxg21)	1	3	33.33
Marguerite DiMarco (mxd50)	1	3	33.33
Elizabeth Madigan (eam13)	1	3	33.33
Chin-Tai Kim (cxk6)	1	3	33.33
Chin-Tai Kim (cxk6)	1	3	33.33
Pete Moore (pwm10)	1	3	33.33
Daniel Lacks (djl15)	20	61	32.79
Alireza Kabirian (axk821)	19	58	32.76
Kamlesh Mathur (kxm6)	19	58	32.76

Laura Dehelian (lxd16)	10	31	32.26
Laura Johnson (lxj154)/Klaount	10	31	32.26
Evren Gurkan Cavusoglu (exg44	17	53	32.08
Paul Carey (prc5)	16	50	32
H Podgurski (hap)	15	47	31.91
Laura Dehelian (lxd16)	13	41	31.71
Harihara Baskaran (hxb35)	19	60	31.67
Rebecca Benard (rbb53)	18	57	31.58
Deborah Rovito (dlr50)	18	57	31.58
Lihong Shi (lxs463)	6	19	31.58
Joseph Cheatle (jjc161)	6	19	31.58
Thomas Dawkins (txd119)	6	19	31.58
Colin Drummond (cxd)	6	19	31.58
Narcisz Fejes (nxf14)	6	19	31.58
Gayle Petty (gmp13)	17	54	31.48
Kathryn Rothenberg (kpr4)	11	35	31.43
Erin Discenza (ehd12)	15	48	31.25
Saurabh Kumar (sxx1031)/Amo	10	32	31.25
Steven Izen (shi)	5	16	31.25
Sayan Chatterjee (sxc14)	5	16	31.25
Paul Ferguson (pxf2)	5	16	31.25
Sandra Russ (swr)	5	16	31.25
Shannon Sterne (smc31)	5	16	31.25
Barbara Clemenson (bjc8)	5	16	31.25
John Higgins (jch181)	5	16	31.25
Vincent Graziano (vjg9)	21	68	30.88
Alexander Jamieson (amj)	24	78	30.77
Longhua Zhao (lxz315)	4	13	30.77
Sayan Chatterjee (sxc14)	4	13	30.77
Mahra Colvin (mkc68)/Darin Cr	10	33	30.3
Patricia Jurca (plj21)	10	33	30.3
Carl Entemann (cwe20)	26	86	30.23
Amy Przeworski (axp335)	21	70	30
Walter Sokira (wjs23)	15	50	30
James Tien (jst2)	12	40	30
Elizabeth Sell (exs400)	9	30	30
Karen Braun (kwb8)	6	20	30
Joseph Cheatle (jjc161)	6	20	30
Michael Hurley (mgh3)	6	20	30
Karen Fiedler (kmf3)	6	20	30
Richard Drushel (rfd)	3	10	30
Haomin Gong (hxg171)	3	10	30
Yidi Lin (yxl1014)	3	10	30
Gary Galbraith (gxx31)	3	10	30
Ozan Akkus (oxa)	3	10	30
Gusztav Demeter (gxd87)	3	10	30
Irwin Shung (iys2)	3	10	30

Theresa Backman (tab28)	3	10	30
Jaclene Zauszniewski (jaz)	3	10	30
Rolfe Petschek (rgp)	3	10	30
Timothy Black (tsb25)/Margare	3	10	30
Gurkan Bebek (gxb43)	3	10	30
Barbara Bedogni (bxb278)/Hun	29	97	29.9
Florian Besau (fxb90)	10	34	29.41
Julia Dobrosotskaya (jxd365)	5	17	29.41
Lisa Rainsong (lmr3)	5	17	29.41
Malcah Effron (mxe140)	5	17	29.41
Amy Absher (aaa162)	5	17	29.41
Scott Dill (sdd46)	5	17	29.41
Drew Meyer (dam135)	12	41	29.27
Evren Gurkan Cavusoglu (exg44	33	113	29.2
Christopher Bagan (cdb76)	7	24	29.17
Colin Drummond (cxd)	7	24	29.17
Dennis Conrad (dac21)	16	55	29.09
Rekha Srinivasan (rxs111)	12	42	28.57
Leon Blazey (lxb46)	10	35	28.57
Florian Besau (fxb90)	10	35	28.57
Kelly McConnell (kkm18)	10	35	28.57
Alp Sehirlioglu (axs461)	6	21	28.57
Robin Snyder (res29)	4	14	28.57
Clara Lipszyc-Arroyo (cgl12)	4	14	28.57
Jacqueline Nanfito (jcn)	4	14	28.57
Judith Hammer (jko2)/Richard H	4	14	28.57
Eric Charnofsky (exc15)/Joshua	4	14	28.57
Kristine Kelly (knk)	4	14	28.57
Henry Adams (hxa28)	2	7	28.57
Deborah Harris (dlv7)	2	7	28.57
Susan Burden-Gulley (smb8)	2	7	28.57
Miklos Gratzl (mxg13)	2	7	28.57
Joseph Marencik (jjm203)	2	7	28.57
Amelia Bieda (alb24)	2	7	28.57
Denna lammarino (dji6)	2	7	28.57
Patricia Williamson (ppw2)	9	32	28.12
Mark Turner (mbt8)	16	57	28.07
Todd Oakley (tvo2)	5	18	27.78
Paul Schroeder (pes15)	5	18	27.78
James Sheeler (jes240)	5	18	27.78
Vasudevan Ramanujam (vvr)	8	29	27.59
Atwood Gaines (axg10)	11	40	27.5
Menachem Shoham (mxs10)	12	44	27.27
Katia Almeida (kma14)	6	22	27.27
Miklos Gratzl (mxg13)	6	22	27.27
Timothy Black (tsb25)/Bradley H	6	22	27.27
Alexander Aitken (aba2)	3	11	27.27

Barbara Lewis (bxl)	3	11	27.27
YeongAe Heo (yxh549)	3	11	27.27
Jutta Ittner (jxi6)	3	11	27.27
John Grabowski (jig4)	3	11	27.27
Silvia Saccon (sxs1670)	3	11	27.27
Francesca Brittan (fmb22)	3	11	27.27
Tenglong Wang (txw278)	3	11	27.27
Anaya Farrell (acf50)/Robert Ul	3	11	27.27
Christine Henry (cxm44)	3	11	27.27
Katia Almeida (kma14)	16	59	27.12
Charles Rosenblatt (cxr)	10	37	27.03
Longhua Zhao (lxz315)	7	26	26.92
Mario Garcia Sanz (mgs78)	11	41	26.83
Leena Chakravarty (lxc353)	4	15	26.67
Heidi Martin (hbm)	4	15	26.67
Uziel Landau (uxl)	4	15	26.67
Theodore Steinberg (txs18)	4	15	26.67
Stanislaw Szarek (sjs13)	4	15	26.67
Bridget Haas (bmh7)	5	19	26.32
Christos Papachristou (cap2)	5	19	26.32
Steven Izen (shi)	5	19	26.32
Andrew Tolley (ajt84)	5	19	26.32
Joseph White (jxw87)	5	19	26.32
Jessica Kelley-Moore (jak119)	5	19	26.32
Emily Pentzer (ebp24)	6	23	26.09
Gary Ciepluch (gxc6)	6	23	26.09
Julia Dobrosotskaya (jxd365)	7	27	25.93
Cindy Motley (clm84)	7	27	25.93
Cory Christenson (cwc39)	8	31	25.81
Francis Merat (flm)	9	35	25.71
Ricardo Apostol (raa81)	10	39	25.64
Jason Bradshaw (jdb10)/James	21	83	25.3
Dominique Durand (dxd6)/Mikl	10	40	25
Kenneth Adair (kva3)	9	36	25
Walter Sokira (wjs23)	9	36	25
Danhong Song (dxs116)	8	32	25
Patrick Gannon (pog)	7	28	25
Rebecca Patton (rmp9)	7	28	25
Vasudevan Ramanujam (vvr)	7	28	25
Megan Griffin (meg30)	5	20	25
David Singer (das5)	5	20	25
James Sheeler (jes240)	4	16	25
Fabienne Pizot-Haymore (fgh2)	4	16	25
Evanne Juratovac (exj11)/Susar	4	16	25
Sandra Russ (swr)	4	16	25
Richard Smith (rcs131)	4	16	25
Barbara Burgess-Van Aken (bab	4	16	25

Shannon Sterne (smc31)	3	12	25
Karen Potter (klp13)	3	12	25
Scott Dill (sdd46)	3	12	25
Sayan Chatterjee (sxc14)	3	12	25
Alanna Ropchock (avr15)/Denis	3	12	25
Jaclene Zauszniewski (jaz)	3	12	25
Colin McLarty (cxm7)	3	12	25
Deborah Harris (dlv7)	2	8	25
Florin Berindeanu (ftb1)	2	8	25
Kathryn McNeal (kmm20)/Jean	2	8	25
Rachel Stoneking (res31)	2	8	25
Steven Epell (sje)	2	8	25
David Gurarie (dxg5)	2	8	25
Katherine Dejongh (kxd)	2	8	25
Gretchen Mettler (ggm)	2	8	25
Norah Feeny (ncf2)	2	8	25
Gabriella Celeste (mgc36)	1	4	25
Masaru Miyagi (mxm356)	1	4	25
Robert Salomon (rgs)	1	4	25
Karen Potter (klp13)	1	4	25
Gerhard Welsch (gxw2)	1	4	25
Rachel Sternberg (rxh103)	1	4	25
Daniel Cohen (dac37)	1	4	25
Alexis Abramson (ara9)	1	4	25
Brian Grimberg (bxg43)	1	4	25
Paul Schroeder (pes15)	1	4	25
Timothy Wutrich (trw14)	1	4	25
Ricardo Apostol (raa81)	1	4	25
Matthew Larson (mg13)	1	4	25
Richard Nelson (rxn12)	1	4	25
Mary Dolansky (mad15)	1	4	25
Elizabeth Madigan (eam13)	1	4	25
Elizabeth Madigan (eam13)	1	4	25
Karen Beckwith (klb56)	1	4	25
Joseph White (jxw87)	1	4	25
Terry Tobias (txt5)	1	4	25
Terry Tobias (txt5)	1	4	25
Norah Feeny (ncf2)	1	4	25
Patrick Boyle (pxb6)/Mark Chup	1	4	25
Jonathan Pokorski (jxp493)	17	69	24.64
Christian Zorman (caz)	14	57	24.56
Heath Demaree (had4)	18	74	24.32
Kurt Rhoads (krr38)	9	37	24.32
James Bader (jxb14)	24	99	24.24
Julie Hopkins (jlh208)/Jane Mar	8	33	24.24
Michael Hurley (mgh3)	7	29	24.14
Evanne Juratovac (exj11)/Heath	7	29	24.14

Brian Metrovich (bxm221)	20	83	24.1
Marc Buchner (mxb11)	11	46	23.91
Mario Garcia Sanz (mgs78)	5	21	23.81
Jane Buder Shapiro (jrb8)	8	34	23.53
Theodore Steinberg (txs18)	4	17	23.53
Renee Sentilles (rms30)/Peter S	4	17	23.53
Paul Ferguson (pxf2)	4	17	23.53
Michael Householder (mbh79)	4	17	23.53
Lisa Nielson (len12)	4	17	23.53
Bernard Jim (blj)	4	17	23.53
Jessica Birch (jeb233)	4	17	23.53
Audrey Lynn (axl38)	15	64	23.44
Terrance Cybulski (tmc42)	7	30	23.33
Mark Caldwell (mac84)/Margar	7	30	23.33
Laura Johnson (lxj154)/Klaount	7	30	23.33
Richard Osborne (rlo3)	10	43	23.26
Steven Sidik (sms80)	10	43	23.26
Joseph Mansour (jmm12)	18	78	23.08
Joseph Prah (jmp)	15	65	23.08
Colleen Croniger (cmc6)	9	39	23.08
Erin Discenza (ehd12)/Marilyn I	9	39	23.08
Steven Sidik (sms80)	6	26	23.08
Vira Chankong (vxc2)	3	13	23.08
David Lucas (dwl46)	3	13	23.08
John Flores (jhf45)	3	13	23.08
Lisa Rainsong (lmr3)	3	13	23.08
Patricia Princehouse (pmp7)	3	13	23.08
Damaris Punaes-Alpizar (dxp20	3	13	23.08
Joseph DeLong (jad226)/Behna	3	13	23.08
Laura Hengehold (leh7)	3	13	23.08
Michael Rabinovich (mxr136)	10	44	22.73
Matthew Schiefer (mas73)	5	22	22.73
Horst von Recum (hav1)	5	22	22.73
Bo Li (bxl295)	5	22	22.73
Ronald Blanton (reb6)/David Gu	5	22	22.73
Paul Schroeder (pes15)	5	22	22.73
Laura Distelhorst (lak17)/Leslie	16	71	22.54
Peter Mc Call (plm4)	6	27	22.22
Deborah Lindell (dxl41)	6	27	22.22
Andrew Reimer (axr62)	6	27	22.22
Allison Webel (arw72)	6	27	22.22
Shannon French (sef37)	6	27	22.22
Heather Brohier (htb)/Evan De	4	18	22.22
Kristen Lukas (kel20)	4	18	22.22
Peter Lagerlof (pxl4)	4	18	22.22
Philip Derbesy (pcd34)/Ryan Sc	4	18	22.22
Megan Jewell (msj18)	4	18	22.22

Joshua Hoeynck (jsh115)	4	18	22.22
Gail Berg (gsb3)	2	9	22.22
David Samols (drs10)	2	9	22.22
Kenneth Adair (kva3)	2	9	22.22
Blanton Tolbert (bst18)	2	9	22.22
Douglas Hicks (dmh32)	2	9	22.22
Karen Potter (klp13)	2	9	22.22
Gary Galbraith (gxx31)	2	9	22.22
Miklos Gratzl (mxg13)	2	9	22.22
Srinivas Raghavan (sxx439)	2	9	22.22
Jared Bendis (jeb2)	2	9	22.22
Mary Assad (mka23)	2	9	22.22
Marilyn Lotas (mjl25)	2	9	22.22
Jacquelyn Slomka (jxs980)	2	9	22.22
Susan Knell (smk16)	2	9	22.22
Tatiana Zilotina (tmz2)	2	9	22.22
Musa Audu (mxa93)/Kenneth G	28	127	22.05
Timothy Fogarty (tjf)	11	50	22
David Schiraldi (das44)	11	50	22
Kathleen Kash (kxx43)	14	64	21.88
Michael-Jon Hore (mah259)/Jo	5	23	21.74
Alexis Abramson (ara9)	42	194	21.65
Teresa Contenza (txc114)	16	74	21.62
Michael Flatt (maf34)	16	74	21.62
Pete Moore (pwm10)	8	37	21.62
Jennifer Johnson (jll11)	11	51	21.57
Dennis Conrad (dac21)	3	14	21.43
Malcolm Kenney (mek9)	3	14	21.43
Ricardo Apostol (raa81)	3	14	21.43
Leon Blazey (lxb46)	3	14	21.43
Gayle Petty (gmp13)	3	14	21.43
Rebecca Patton (rmp9)	3	14	21.43
Peter Whiting (pjw5)	3	14	21.43
Erika Olbricht (exo37)	3	14	21.43
Sunniva Collins (skr)	14	66	21.21
Vincent Graziano (vlg9)	15	71	21.13
Lee Thompson (lat)	8	38	21.05
Megan Jewell (msj18)	4	19	21.05
Camille Warner (cdb6)	4	19	21.05
Rolfe Petschek (rgp)	4	19	21.05
Raul Erick Juarez Hernandez (rx	13	62	20.97
Raul Erick Juarez Hernandez (rx	10	48	20.83
Drew Meyer (dam135)	10	48	20.83
Bonnie Schmidt-Hayes (bjs167)	10	48	20.83
Michael-Jon Hore (mah259)/Jo	5	24	20.83
David Kazdan (dxk10)	50	241	20.75
Craig Copi (cjc5)	6	29	20.69

Christopher Butler (cxb10)	43	208	20.67
Michael Martens (mam18)	7	34	20.59
Matthew Schiefer (mas73)	9	44	20.45
Mary Kavanagh (mxk109)	13	65	20
Deborah Harris (dlv7)	5	25	20
Gregory Lee (gsl7)	5	25	20
Charlotte Sanpere (cxs60)	4	20	20
Francesca Brittan (fmb22)	3	15	20
Laura Distelhorst (lak17)/Rebec	3	15	20
Gail Arnoff (axg168)	3	15	20
Joseph DeLong (jad226)	3	15	20
Alexander Aitken (aba2)	2	10	20
Thomas Gray (txg37)	2	10	20
Kathryn Rothenberg (kpr4)	2	10	20
Brian Metrovich (bxm221)	2	10	20
Michael Rabinovich (mxr136)	2	10	20
Andrew Rollins (amr9)	2	10	20
Margaretmary Daley (mxd43)	2	10	20
Marshall Leitman (mxl5)	2	10	20
Pete Moore (pwm10)	2	10	20
Anastasia Dimitropoulos (axd11)	2	10	20
Jessica Kelley-Moore (jak119)	2	10	20
Glenn Odenbrett (gxo2)	2	10	20
JoAnn Giordano (jxg268)	1	5	20
Gary Galbraith (gxx31)	1	5	20
Vira Chankong (vxc2)	1	5	20
Alexander Jamieson (amj)	1	5	20
Matthew Willard (maw169)	1	5	20
David Rothenberg (djr30)/Emily	1	5	20
Katherine Dejongh (kxd)/David	1	5	20
David Rothenberg (djr30)/Steph	1	5	20
Brian Sweigart (bss10)	1	5	20
Matthew Larson (mgl3)	1	5	20
Nathan Kruse (nbk17)	1	5	20
Tamara Randall (tlk3)	1	5	20
John Ruhl (jer23)/Giuseppe Stra	1	5	20
Sandra Russ (swr)	1	5	20
Sandra Russ (swr)	1	5	20
Lee Thompson (lat)	1	5	20
William Deal (wed)	1	5	20
Rekha Srinivasan (rxs111)	45	229	19.65
Mary Kavanagh (mxk109)	8	41	19.51
Michael Flatt (maf34)	7	36	19.44
Dianne Kube (dmk8)	25	129	19.38
Gerald Saidel (gms3)/Dustin Tyl	6	31	19.35
Miklos Gratzl (mxg13)/Dustin T	23	119	19.33
Irene Nga Wing Lee (ixl13)	15	78	19.23

Lingxing Yao (lxy195)	5	26	19.23
Deborah Harris (dlv7)	4	21	19.05
Emmitt Jolly (erj20)	4	21	19.05
Harsh Mathur (hxm7)	57	303	18.81
Enno Lohmeyer (ebl4)	6	32	18.75
Mark Turner (mbt8)	3	16	18.75
Jason Bradshaw (jdb10)/James	3	16	18.75
Anaya Farrell (acf50)/Robert Ul	3	16	18.75
Joshua Hoeynck (jsh115)	3	16	18.75
Daniel Scherson (dxs16)	3	16	18.75
Andrea Simakis (axs335)	3	16	18.75
Kevin Houser (kxh431)	3	16	18.75
Aaron Jennings (aaj2)	5	27	18.52
Melvyn Goldstein (mcg2)	7	38	18.42
Christopher Butler (cxb10)	21	115	18.26
Jim Shaffer (jgs3)	2	11	18.18
Chris Fietkiewicz (cxf47)	25	138	18.12
Kathleen Horvath (kah24)	7	39	17.95
Jennifer Butler (jle3)	7	39	17.95
Joseph White (jxw87)	5	28	17.86
Leena Chakravarty (lxc353)	3	17	17.65
Elizabeth Todd (ext13)	3	17	17.65
Barbara Kuemerle (baw)	3	17	17.65
Shirley Prok (sxp106)/Lee Thom	3	17	17.65
Nicole Seiberlich (nes30)/David	3	17	17.65
Enno Lohmeyer (ebl4)	3	17	17.65
Ananya Dasgupta (axd411)	3	17	17.65
Michael Maguire (mem6)	3	17	17.65
Jessica Birch (jeb233)/Chung-Ch	3	17	17.65
David Lucas (dwl46)	3	17	17.65
Margaret Fitzgerald (mmf9)	3	17	17.65
Alicia Smith-Tran (acs150)	10	57	17.54
Ramez Islambouli (rai2)	11	63	17.46
Bonnie Schmidt-Hayes (bjs167)	8	46	17.39
Deborah Harris (dlv7)	4	23	17.39
Rajesh Viswanathan (rxv69)	4	23	17.39
Lihong Shi (lxs463)	5	29	17.24
Lingxing Yao (lxy195)	5	29	17.24
Chris Fietkiewicz (cxf47)	18	105	17.14
Jane Buder Shapiro (jrb8)	15	88	17.05
Kiju Lee (kxl221)	8	47	17.02
Jonathan Sadowsky (jas34)	8	47	17.02
Jennifer Butler (jle3)	12	71	16.9
Xiangwu Zeng (xxz16)	32	192	16.67
Kenneth Adair (kva3)	6	36	16.67
Elliot Posner (eap26)	5	30	16.67
Deborah Harris (dlv7)	4	24	16.67

Shirley Prok (sxp106)	4	24	16.67
Menachem Shoham (mxs10)	3	18	16.67
Behnam Malakooti (bxm4)	3	18	16.67
David Schiraldi (das44)	3	18	16.67
Joseph Cheatle (jjc161)	3	18	16.67
Leon Blazey (lxb46)	3	18	16.67
Annie Fullard (axf26)	3	18	16.67
Karie Feldman (kef3)	3	18	16.67
Wojbor Woyczynski (waw)	3	18	16.67
Shanna McGee (sbm2)	3	18	16.67
Kenneth Adair (kva3)	3	18	16.67
Michiko Watanabe (mxw13)	2	12	16.67
Marianne Reeves (mer22)	2	12	16.67
Christopher Pekoc (crp4)	2	12	16.67
Peter Lagerlof (pxl4)	2	12	16.67
Erin Blakeslee (emb160)	2	12	16.67
Robert Walser (raw125)	2	12	16.67
Julie Andrijeski (jxa4)	2	12	16.67
Rebecca Patton (rmp9)	2	12	16.67
Lawrence Greksa (lpg2)	1	6	16.67
Stacy McGaugh (ssm69)	1	6	16.67
R Luck (rel2)	1	6	16.67
Malcolm Kenney (mek9)	1	6	16.67
Christos Papachristou (cap2)	1	6	16.67
Beverly Saylor (bzs)	1	6	16.67
Deborah Fatica (dxf3)	1	6	16.67
Margaret Fitzgerald (mmf9)/Na	1	6	16.67
Jeremy Bendik-Keymer (jdb179)	1	6	16.67
Grover Gilmore (gcg)	1	6	16.67
Mary Holmes (mxh200)	1	6	16.67
Gary Ciepluch (gxc6)	13	80	16.25
Robert Greene (rlg2)	24	148	16.22
Dianne Kube (dmk8)	8	50	16
Insoo Hyun (ixh14)	4	25	16
Patricia Williamson (ppw2)	4	25	16
Miklos Gratzl (mxg13)	3	19	15.79
Joel Langer (jxl6)	3	19	15.79
Kelly McConnell (kkm18)	3	19	15.79
George Vairaktarakis (gxv5)	3	19	15.79
Jeremy Bendik-Keymer (jdb179)	3	19	15.79
Rebecca Benard (rbb53)	12	78	15.38
Lawrence Greksa (lpg2)	10	65	15.38
Elizabeth Click (erc10)/Shannon	6	39	15.38
Larry Parker (lmp3)	4	26	15.38
Timothy Fogarty (tjf)	4	26	15.38
Deborah Harris (dlv7)	2	13	15.38
Gerald Saidel (gms3)	2	13	15.38

Wyatt Newman (wsn)	2	13	15.38
Mary Grimm (mcg3)	2	13	15.38
Enno Lohmeyer (ebl4)	2	13	15.38
Barbara Clemenson (bjc8)	2	13	15.38
David Rothenberg (djr30)	2	13	15.38
Saurabh Kumar (sxx1031)	2	13	15.38
Cassi Pittman (clp77)	2	13	15.38
David Bellini (dxb47)	2	13	15.38
Matthew Burkhart (mrb151)	2	13	15.38
Gultekin Ozsoyoglu (gxo3)	10	66	15.15
James Swain (jhs31)	5	33	15.15
Paula Fitzgibbon (paf3)	5	33	15.15
Isabelle Deschenes (ixd15)/Ken	3	20	15
Julie Andrijeski (jxa4)/Christoph	3	20	15
Lorna Fuller (lxf168)	7	47	14.89
Gary Wnek (gew5)	10	68	14.71
Alexander Jamieson (amj)	9	63	14.29
William Deal (wed)	7	49	14.29
Rajesh Viswanathan (rxv69)	5	35	14.29
Jonathan Pokorski (jxp493)	4	28	14.29
Xiong Yu (xxy21)	3	21	14.29
George Kozmon (gak41)	2	14	14.29
Christopher Haufe (cbh43)	2	14	14.29
Justine Howe (jxc867)	2	14	14.29
Scott Frank (shf2)/Susan Hinze	2	14	14.29
Angelina Herin (amh180)	2	14	14.29
Mary Erdmans (mpe10)/Steve F	2	14	14.29
John Wiehl (jsw109)	2	14	14.29
Linda Ehrlich (lce2)	1	7	14.29
Susan Ludington (sml15)	1	7	14.29
Justin Buchler (jxb204)	1	7	14.29
Haydee Espino Castillo (hxe56)	1	7	14.29
Clara Lipszyc-Arroyo (cgl12)	1	7	14.29
Robert Ullom (jru10)	1	7	14.29
Ananya Dasgupta (axd411)	1	7	14.29
Raul Erick Juarez Hernandez (rx	7	50	14
Mingguo Hong (mxh543)	3	22	13.64
Brian Gran (bkg2)	3	22	13.64
Kathryn McNeal (kmm20)	4	30	13.33
Gary Wnek (gew5)	2	15	13.33
Raymond Horton (rlh137)	2	15	13.33
John Broich (jxb314)	2	15	13.33
Gary Pillar (gtp)	2	15	13.33
Jagjit Singh Sidhu (jxs1325)	2	15	13.33
Alessandra Parry (anp40)	2	15	13.33
Barbara Clemenson (bjc8)	2	15	13.33
Narcisz Fejes (nxf14)	2	15	13.33

John Orlock (jmo3)	2	15	13.33
Peter Haas (pjh7)	2	15	13.33
Matthew Garrett (glm59)	6	46	13.04
Efstathios Karathanasis (exk210)	3	23	13.04
Drew Meyer (dam135)	33	256	12.89
Robert Greene (rlg2)	23	181	12.71
Matthew Schiefer (mas73)	5	40	12.5
Saurabh Kumar (sxx1031)/Amo	4	32	12.5
Eben Alsberg (exa46)	3	24	12.5
R Luck (rel2)	2	16	12.5
Lisa Freebairn (lat2)	2	16	12.5
Miklos Gratzl (mxg13)	2	16	12.5
Ica Manas-Zloczower (ixm)	2	16	12.5
Joshua Hoeynck (jsh115)/Antho	2	16	12.5
Camille Warner (cdb6)/Molly Za	2	16	12.5
Janet Mc Grath (jwm6)	1	8	12.5
Christian Zorman (caz)	1	8	12.5
Elizabeth Damato (egd)	1	8	12.5
Ron Wilson (rgw4)	1	8	12.5
Shanna McGee (sbm2)	1	8	12.5
Donald Carrier (dcc55)	1	8	12.5
Jerrold Scott (jms60)	1	8	12.5
Lee Hoffer (ldh24)	5	41	12.2
Raul Erick Juarez Hernandez (rx)	5	41	12.2
Walter Sokira (wjs23)	4	33	12.12
Leena Chakravarty (lxc353)	3	25	12
Margaret Callahan (mdc77)	3	25	12
Clare Rimnac (cmr10)	10	84	11.9
Teresa Contenza (txc114)	6	51	11.76
Hatsuo Ishida (hxi3)	2	17	11.76
Alethea Barbaro (abb71)	2	17	11.76
Colin McLarty (cxm7)	2	17	11.76
Homer Farr (hjf2)	2	17	11.76
Denna Iammarino (dji6)/Idit Ze	2	17	11.76
Katharine Ewing (kme19)	2	17	11.76
Amy Absher (aaa162)	2	17	11.76
Paul Ferguson (pxf2)	2	17	11.76
Steve Pinkerton (sgp31)	2	17	11.76
Ronald Oldfield (rgo)	7	62	11.29
Paul Barnhart (pjb4)	4	36	11.11
John Broich (jxb314)	3	27	11.11
Steven Sidik (sms80)	3	27	11.11
Ziying Cui (zxc155)	2	18	11.11
Linda Boseman (lxb73)	2	18	11.11
Alyssa Coreno (amc189)	2	18	11.11
Deborah Harris (dlv7)	1	9	11.11
Heather Young (hdk5)	1	9	11.11

Ana Codita (amc254)	1	9	11.11
Anita Howard (axh67)	1	9	11.11
Ross Duffin (rwd)	1	9	11.11
Karen Beckwith (klb56)	1	9	11.11
Laura Hlavaty (leh54)	1	9	11.11
Susan Helper (sxh23)	1	9	11.11
Cassi Pittman (clp77)	4	38	10.53
Leon Blazey (lxb46)	2	19	10.53
Bradley Ricca (bjr8)	2	19	10.53
Kenneth Adair (kva3)	3	29	10.34
Clemens Burda (cxb77)	3	29	10.34
Paul Barnhart (pjb4)	4	40	10
Angela Milosh (amb21)/Sonya f	3	30	10
Megan Weber (mmw110)	2	20	10
David Gurarie (dxg5)	2	20	10
David Rothenberg (djr30)	2	20	10
Jacqueline Nanfito (jcn)	2	20	10
Atwood Gaines (axg10)	1	10	10
Hung-Ying Kao (hxx43)	1	10	10
Susan Burden-Gulley (smb8)	1	10	10
Ana Codita (amc254)	1	10	10
Enno Lohmeyer (ebl4)	1	10	10
Peter Shulman (pas125)	1	10	10
Danielle Sabo (dnb31)	1	10	10
Klaountia Pasmatsiou (kxp265)	3	32	9.38
Raul Erick Juarez Hernandez (rx	3	33	9.09
Dennis Conrad (dac21)	2	22	9.09
Margaret Fischer (mjf8)	1	11	9.09
Gusztav Demeter (gxd87)	1	11	9.09
Renee Sentilles (rms30)	1	11	9.09
Ross Duffin (rwd)	1	11	9.09
M Fernandez (eif)	1	11	9.09
Leena Chakravarty (lxc353)	2	23	8.7
Miklos Gratzl (mxg13)	2	23	8.7
Peter Thomas (pjt9)	2	23	8.7
Kenneth Adair (kva3)	3	35	8.57
David Matthiesen (dhm5)	3	36	8.33
Homer Farr (hjf2)/Robert Ullom	2	24	8.33
Deborah Harris (dlv7)	1	12	8.33
Anirban Sen Gupta (axs262)	1	12	8.33
James McGuffin-Cawley (jxc41)	1	12	8.33
Ana Codita (amc254)	1	12	8.33
Mary Robinson (mkf34)	1	12	8.33
Donna Dowling (dad10)	1	12	8.33
Arin Connell (amc76)	4	50	8
Robert Kirsch (rfk3)	3	39	7.69
Ramez Islambouli (rai2)	1	13	7.69

Deborah Harris (dlv7)	1	13	7.69
Jennifer Carter (jwc137)	1	13	7.69
Alyssa Paul (aep61)/David Roth	1	13	7.69
Patricia Princehouse (pmp7)	4	54	7.41
Jeremy Trimble (jnt29)/Tenglor	2	28	7.14
Ronald Oldfield (rgo)	1	14	7.14
Amy Zhang (axz16)	1	14	7.14
Sonya Moore (sdm37)	2	29	6.9
Maryjo Prince-Paul (mxp42)	2	30	6.67
Kerry Quisenberry (kxq39)	2	30	6.67
James Mihos (jcm9)	1	15	6.67
Anita Howard (axh67)	1	15	6.67
Klaountia Pasmatsiou (kxp265)	1	15	6.67
Clara Lipszyc-Arroyo (cgl12)	1	15	6.67
Amy Zhang (axz16)	1	15	6.67
Autumn Beechler Stebing (axb7	4	63	6.35
Stuart Youngner (sxy2)	1	16	6.25
Deborah Harris (dlv7)	1	16	6.25
Deborah Harris (dlv7)	1	16	6.25
Kenneth Adair (kva3)	1	16	6.25
Robert Savinell (rfs2)	1	16	6.25
Joy Bostic (jrb64)	1	16	6.25
Eric Earnhardt (ede13)	1	16	6.25
Kenneth Adair (kva3)	2	33	6.06
Amelia Bieda (alb24)/Kelly McC	2	34	5.88
Florin Berindeanu (ftb1)	1	17	5.88
Jennifer Butler (jle3)	1	17	5.88
Joy Bostic (jrb64)	2	36	5.56
Robert Ullom (jru10)	1	18	5.56
Deborah Harris (dlv7)	1	19	5.26
Luke Conklin (lmc113)	1	21	4.76
Raul Erick Juarez Hernandez (rx	1	28	3.57
David Pope (dap115)	0	24	0
Miklos Gratzl (mxg13)	0	23	0
Patrick Crago (pec3)/Kenneth G	0	18	0
Marianne Pusztai-Carey (mxp48	0	17	0
Sunniva Collins (skr)/Luke Read	0	17	0
Lisa Nielson (len12)	0	17	0
David Lucas (dwl46)	0	17	0
Joyce Fitzpatrick (jff4)	0	16	0
John Orlock (jmo3)	0	15	0
David Rothenberg (djr30)	0	14	0
Michael Householder (mbh79)/	0	13	0
Jean Nisenboum (jmn13)	0	13	0
Deborah Harris (dlv7)	0	12	0
Ramez Islambouli (rai2)	0	11	0
Gregory Tochtrop (gpt6)	0	11	0

Clemens Burda (cxb77)	0	11	0
Annie Pecastaings (atp18)	0	11	0
Deborah Harris (dlv7)	0	9	0
Susan Burden-Gulley (smb8)	0	9	0
Kathryn McNeal (kmm20)/Jean	0	9	0
Angela Ciccio (amh11)	0	9	0
Darin Croft (dac34)	0	8	0
Autumn Beechler Stebing (axb7)	0	8	0
Roger Quinn (rdq)	0	8	0
Margaretmary Daley (mxd43)	0	8	0
Anthony Slusser (ajs216)	0	8	0
Gregory Banaszak (gxb36)	0	8	0
Ron Wilson (rgw4)	0	8	0
Ron Wilson (rgw4)	0	8	0
Jennifer DeSantis (jxd361)/Jame	0	8	0
Paul Hanson (pwh5)	0	8	0
Florin Berindeanu (ftb1)	0	8	0
Larry Parker (lmp3)	0	7	0
Ramez Islambouli (rai2)	0	7	0
Susan Burden-Gulley (smb8)	0	7	0
Barbara Kuemerle (baw)	0	7	0
Gary Wnek (gew5)	0	7	0
David Schiraldi (das44)	0	7	0
Paul Barnhart (pjb4)	0	7	0
Alethea Barbaro (abb71)	0	7	0
Irwin Shung (iys2)	0	7	0
Lee Hoffer (ldh24)	0	6	0
Michael Flatt (maf34)	0	6	0
Focco Van den Akker (fxv5)	0	6	0
Karen Potter (klp13)	0	6	0
Lance Wanamaker (lgw13)	0	6	0
Marie Lathers (mhl5)	0	6	0
Rhonda Williams (ryw)	0	6	0
Denise Caterinacci (dmc7)	0	6	0
Joel Langer (jxl6)	0	6	0
Peter Bennett (lpb4)	0	6	0
Carol Savrin (cls18)	0	6	0
Susan Painter (sgp30)	0	6	0
Norah Feeny (ncf2)	0	6	0
Joseph Miller (jcm18)	0	5	0
Katia Almeida (kma14)	0	5	0
Deborah Harris (dlv7)	0	5	0
Anthony Pearson (ajp4)	0	5	0
Sree Sreenath (nxs6)	0	5	0
David Rothenberg (djr30)/Sean	0	5	0
Ryan Scherber (rvs23)	0	5	0
Hallie Moore (hbm3)	0	5	0

Julie Andrijeski (jxa4)	0	5	0
Marshall Griffith (mxg47)	0	5	0
Marshall Griffith (mxg47)	0	5	0
Chin-Tai Kim (cxk6)	0	5	0
Elliot Posner (eap26)	0	5	0
Andrew Cooper (aac82)	0	5	0
Norah Feeny (ncf2)	0	5	0
Annie Pecastaings (atp18)	0	5	0
Sally Levine (sll14)	0	4	0
Menachem Shoham (mxs10)	0	4	0
Deborah Harris (dlv7)	0	4	0
Roy Ritzmann (rer3)	0	4	0
Haomin Gong (hxg171)	0	4	0
Karen Potter (klp13)	0	4	0
Miklos Gratzl (mxg13)	0	4	0
Lei Zhu (lxz121)	0	4	0
Dwight Davy (dtd)	0	4	0
David Rothenberg (djr30)	0	4	0
Brian Sweigart (bss10)	0	4	0
David Gilson (dwg)	0	4	0
Gary Ciepluch (gxc6)	0	4	0
Joyce Fitzpatrick (jff4)	0	4	0
Mary Quinn Griffin (mtq2)	0	4	0
Faye Gary (fxg21)	0	4	0
Jennifer Eggert JohnTony (jxj339)	0	4	0
Rolfe Petschek (rgp)	0	4	0
Arin Connell (amc76)	0	4	0
Arin Connell (amc76)	0	4	0
Yohannes Ambaye (yxh52)	0	3	0
George Kozmon (gak41)	0	3	0
George Kozmon (gak41)	0	3	0
Gail Berg (gsb3)	0	3	0
Radhika Atit (rpa5)	0	3	0
Ronald Oldfield (rgo)	0	3	0
Deborah Harris (dlv7)	0	3	0
Karen Abbott (kca27)	0	3	0
Clemens Burda (cxb77)	0	3	0
Emily Pentzer (ebp24)	0	3	0
Blanton Tolbert (bst18)	0	3	0
Emily Pentzer (ebp24)	0	3	0
Robert Salomon (rgs)	0	3	0
Clemens Burda (cxb77)	0	3	0
Kathryn Rothenberg (kpr4)	0	3	0
Mehran Mehregany (mxm31)	0	3	0
Ralph Harvey (rph)	0	3	0
James Van Orman (jav12)	0	3	0
Hatsuo Ishida (hxi3)	0	3	0

Jonathan Pokorski (jxp493)	0	3	0
Jonathan Pokorski (jxp493)	0	3	0
Roger Quinn (rdq)	0	3	0
Denise Caterinacci (dmc7)	0	3	0
Don Better (dxb50)/David Roth	0	3	0
David Rothenberg (djr30)/Carol	0	3	0
Don Better (dxb50)	0	3	0
Meghan Guegold (mlg90)/Hallie	0	3	0
	0	3	0
Diane Urista (dxu16)	0	3	0
Diane Urista (dxu16)	0	3	0
Tamara Randall (tlk3)	0	3	0
Marguerite DiMarco (mxd50)	0	3	0
Stephanie Steiner (sls69)	0	3	0
Amy Zhang (axz16)	0	3	0
Lee Thompson (lat)	0	3	0
Arin Connell (amc76)	0	3	0
Robert Greene (rlg2)	0	3	0
Amy Przeworski (axp335)	0	3	0
Brooke Macnamara (bnm24)	0	3	0
Norah Feeny (ncf2)	0	3	0
Carolyn Landis (cxi2)	0	3	0
Tatiana Zilotina (tmz2)	0	3	0
Jerrold Scott (jms60)	0	3	0
Jennifer DeSantis (jxd361)/Jame	0	3	0
Tatiana Zilotina (tmz2)	0	3	0
Jim Shaffer (jgs3)	0	2	0
Yohannes Ambaye (yxh52)	0	2	0
Vanessa Hildebrand (vmh14)	0	2	0
Katia Almeida (kma14)	0	2	0
Sally Levine (sll14)	0	2	0
Margaret Fischer (mjf8)	0	2	0
Tim Shuckerow (txs10)	0	2	0
Menachem Shoham (mxs10)	0	2	0
M E . Medof (mxm16)	0	2	0
Emmitt Jolly (erj20)	0	2	0
Karen Abbott (kca27)	0	2	0
Michael Benard (mfb38)	0	2	0
Emmitt Jolly (erj20)	0	2	0
Karen Abbott (kca27)	0	2	0
Leena Chakravarty (lxc353)	0	2	0
Susan Burden-Gulley (smb8)	0	2	0
Susan Burden-Gulley (smb8)	0	2	0
Malcolm Kenney (mek9)	0	2	0
Robert Salomon (rgs)	0	2	0
Drew Meyer (dam135)	0	2	0
John Protasiewicz (jdp5)	0	2	0

Gregory Tochtrop (gpt6)	0	2	0
Blanton Tolbert (bst18)	0	2	0
Mary Barkley (mdb4)	0	2	0
Mark Turner (mbt8)	0	2	0
Miklos Gratzl (mxg13)	0	2	0
Harihara Baskaran (hxb35)	0	2	0
Kenneth Loparo (kal4)	0	2	0
Ralph Harvey (rph)	0	2	0
Jonathan Pokorski (jxp493)	0	2	0
Gary Wnek (gew5)	0	2	0
Gary Wnek (gew5)	0	2	0
Roger Quinn (rdq)	0	2	0
Gerhard Welsch (gxw2)	0	2	0
James Sheeler (jes240)	0	2	0
Gilbert Doho (gxd22)	0	2	0
Brandi Brimmer (bcb60)	0	2	0
John Grabowski (jig4)	0	2	0
Yasuhiro Shirai (yxs561)	0	2	0
Frederick Carmicle (fxc129)/Jan	0	2	0
	0	2	0
David Rothenberg (djr30)/Dean	0	2	0
David Rothenberg (djr30)	0	2	0
David Rothenberg (djr30)	0	2	0
Daniel Gilbert (dmg15)/David R	0	2	0
	0	2	0
Hallie Moore (hbm3)	0	2	0
David Rothenberg (djr30)/Gera	0	2	0
Alyssa Paul (aep61)/David Roth	0	2	0
David Rothenberg (djr30)/Steph	0	2	0
Paul Ferguson (pxf2)/David Rot	0	2	0
	0	2	0
Julie Andrijeski (jxa4)	0	2	0
Ryan Scherber (rvs23)	0	2	0
Kathleen Horvath (kah24)	0	2	0
Gary Ciepluch (gxc6)	0	2	0
Don Better (dxb50)	0	2	0
	0	2	0
Georgia Cowart (gjc4)	0	2	0
James Swain (jhs31)	0	2	0
Mary Quinn Griffin (mtq2)	0	2	0
Gayle Petty (gmp13)	0	2	0
Carol Kelley (cxg11)	0	2	0
Deborah Lindell (dxl41)	0	2	0
Gretchen Mettler (ggm)	0	2	0
Diana Morris (dlm5)	0	2	0
Donna Dowling (dad10)	0	2	0
Elizabeth Madigan (eam13)	0	2	0

Ronald Hickman (rlh4)	0	2	0
Ronald Hickman (rlh4)	0	2	0
Jaclene Zauszniewski (jaz)	0	2	0
Colin McLarty (cxm7)	0	2	0
Anthony Jack (aij2)	0	2	0
Diana Driscoll (did2)	0	2	0
Paul Schroeder (pes15)	0	2	0
Justin Buchler (jxb204)	0	2	0
	0	2	0
Sandra Russ (swr)	0	2	0
Jonathan Tan (jyt4)	0	2	0
Claudia Anderson (cca2)	0	2	0
Homer Farr (hjf2)/Robert Ullom	0	2	0
Robert Ullom (jru10)	0	2	0
Gabriella Celeste (mgc36)	0	1	0
Cynthia Beall (cmb2)	0	1	0
Cynthia Beall (cmb2)	0	1	0
Janet Mc Grath (jwm6)	0	1	0
Lihong Shi (lxs463)	0	1	0
Richard Smith (rcs131)	0	1	0
Lee Hoffer (ldh24)	0	1	0
Vanessa Hildebrand (vmh14)	0	1	0
Noelle Giuffrida Armhold (nmg3)	0	1	0
Andrea Rager (awr18)	0	1	0
Catherine Scallen (cbs2)	0	1	0
George Kozmon (gak41)	0	1	0
Margaret Fischer (mjf8)	0	1	0
Tim Shuckerow (txs10)	0	1	0
Sally Levine (sll14)	0	1	0
George Kozmon (gak41)	0	1	0
Tim Shuckerow (txs10)	0	1	0
Jason Gatliff (jrg57)	0	1	0
Jeffery Coller (jmc71)	0	1	0
Arnold Caplan (aic)	0	1	0
Hillel Chiel (hjc)	0	1	0
Roy Ritzmann (rer3)	0	1	0
Mark Willis (maw27)	0	1	0
Darin Croft (dac34)	0	1	0
Barbara Kuemerle (baw)	0	1	0
Emmitt Jolly (erj20)	0	1	0
Claudia Mizutani (cmm153)	0	1	0
Rebecca Benard (rbb53)	0	1	0
Jean Moriuchi (jbm122)	0	1	0
Susan Burden-Gulley (smb8)	0	1	0
Jessica Fox (jlf88)	0	1	0
Dianne Kube (dmk8)	0	1	0
M E . Medof (mxm16)	0	1	0

Daniel Wesson (dww53)	0	1	0
Arnold Caplan (aic)	0	1	0
Hillel Chiel (hjc)	0	1	0
Stephen Haynesworth (seh5)	0	1	0
Robin Snyder (res29)	0	1	0
Darin Croft (dac34)	0	1	0
Brian McDermott (bmm30)	0	1	0
Claudia Mizutani (cmm153)	0	1	0
Jean Moriuchi (jbm122)	0	1	0
Deborah Harris (dlv7)	0	1	0
Susan Burden-Gulley (smb8)	0	1	0
Radhika Atit (rpa5)	0	1	0
Jean Moriuchi (jbm122)	0	1	0
Deborah Harris (dlv7)	0	1	0
Barbara Kuemerle (baw)	0	1	0
Jean Moriuchi (jbm122)	0	1	0
Dianne Kube (dmk8)	0	1	0
Ronald Oldfield (rgo)	0	1	0
Radhika Atit (rpa5)	0	1	0
Michael Benard (mfb38)	0	1	0
Christopher Cullis (cac5)	0	1	0
Roy Ritzmann (rer3)	0	1	0
Mark Willis (maw27)	0	1	0
Kristen Lukas (kel20)	0	1	0
Richard Drushel (rfd)	0	1	0
Claudia Mizutani (cmm153)	0	1	0
Jean Moriuchi (jbm122)	0	1	0
Patricia Dennis (pxd117)	0	1	0
Dianne Kube (dmk8)	0	1	0
Carlos Crespo (cxc302)	0	1	0
Thomas Gray (txg37)	0	1	0
Drew Meyer (dam135)	0	1	0
Anthony Pearson (ajp4)	0	1	0
John Protasiewicz (jdp5)	0	1	0
Genevieve Sauve (gxs244)	0	1	0
Gregory Tochtrop (gpt6)	0	1	0
Rajesh Viswanathan (rxv69)	0	1	0
Irene Nga Wing Lee (ixl13)	0	1	0
John Protasiewicz (jdp5)	0	1	0
Blanton Tolbert (bst18)	0	1	0
Robert Salomon (rgs)	0	1	0
Anna Cristina Samia (axs232)	0	1	0
Peter Knox (pek30)	0	1	0
Ricardo Apostol (raa81)	0	1	0
Fey Parrill (fxp26)	0	1	0
Vera Tobin (vlt6)	0	1	0
William Deal (wed)	0	1	0

William Deal (wed)	0	1	0
Vera Tobin (vlt6)	0	1	0
Angela Ciccio (amh11)	0	1	0
Siran Koroukian-Hajinazarian (s	0	1	0
	0	1	0
Harihara Baskaran (hxb35)	0	1	0
Donald Feke (dlf4)	0	1	0
Daniel Lacks (djl15)	0	1	0
Chung-Chiun Liu (cxl9)	0	1	0
Michael Pollino (mcp70)	0	1	0
Michael Pollino (mcp70)	0	1	0
Kurt Rhoads (krr38)	0	1	0
Denise Davis (dkd20)	0	1	0
Denise Davis (dkd20)	0	1	0
Denise Davis (dkd20)	0	1	0
Soumyajit Mandal (sxm833)	0	1	0
Marija Prica (mxp438)	0	1	0
Mehmet Koyuturk (mxk331)	0	1	0
Steven Hauck (sah33)	0	1	0
Liming Dai (lxd115)	0	1	0
Michael-Jon Hore (mah259)	0	1	0
LaShanda Korley (ltk13)	0	1	0
Joao Maia (jmm272)	0	1	0
Stuart Rowan (sjr4)	0	1	0
LaShanda Korley (ltk13)	0	1	0
Joao Maia (jmm272)	0	1	0
David Schiraldi (das44)	0	1	0
LaShanda Korley (ltk13)	0	1	0
Stuart Rowan (sjr4)	0	1	0
David Schiraldi (das44)	0	1	0
Rigoberto Advincula (rca41)	0	1	0
Alexander Jamieson (amj)	0	1	0
LaShanda Korley (ltk13)	0	1	0
Alexis Abramson (ara9)	0	1	0
Kiju Lee (kxl221)	0	1	0
Malcolm Cooke (mnc)	0	1	0
Ozan Akkus (oxa)	0	1	0
James Drake (jrd4)	0	1	0
Matthew Willard (maw169)	0	1	0
John Lewandowski (jll3)	0	1	0
John Lewandowski (jll3)	0	1	0
Magdalena Vinter (mlv28)	0	1	0
William Siebensschuh (wrs2)	0	1	0
	0	1	0
	0	1	0
Susanne Veas-Gulani (shv2)	0	1	0
Yoram Daon (yxd30)	0	1	0

Miriam Levin (mrl3)	0	1	0
Amy Absher (aaa162)	0	1	0
Daniel Cohen (dac37)	0	1	0
Jay Geller (jhg72)	0	1	0
Patricia Princehouse (pmp7)	0	1	0
Jonathan Sadowsky (jas34)	0	1	0
Gillian Weiss (glw)	0	1	0
Silvia Prina (sxp234)	0	1	0
Vanessa Hildebrand (vmh14)	0	1	0
Pete Moore (pwm10)	0	1	0
Elliot Posner (eap26)	0	1	0
John Flores (jhf45)	0	1	0
Linda Ehrlich (lce2)	0	1	0
Paula Fitzgibbon (paf3)	0	1	0
Elisabeth Werner (emw2)	0	1	0
Daniela Calvetti (dxc57)	0	1	0
Joel Langer (jxl6)/Peter Thomas	0	1	0
Joel Langer (jxl6)/Stanislaw Szal	0	1	0
Joel Langer (jxl6)/Wojbor Woyc	0	1	0
	0	1	0
David Rothenberg (djr30)	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
David Rothenberg (djr30)/Steph	0	1	0
David Rothenberg (djr30)/Carol	0	1	0
Matthew Larson (mg13)/David F	0	1	0
Lisa Nelson (lxb20)/David Rothe	0	1	0
Bryan Dumm (bxd28)/David Ro	0	1	0
Alyssa Paul (aep61)/David Roth	0	1	0
David Rothenberg (djr30)/Emily	0	1	0
Kathryn Brown (kxb35)/David R	0	1	0
Bryan Dumm (bxd28)/David Ro	0	1	0
David Rothenberg (djr30)/Dean	0	1	0
David Rothenberg (djr30)	0	1	0
Paul Ferguson (pxf2)/David Rot	0	1	0
Don Better (dxb50)/David Roth	0	1	0
David Rothenberg (djr30)/Lorer	0	1	0
Don Better (dxb50)/David Roth	0	1	0
David Rothenberg (djr30)/Carol	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
David Rothenberg (djr30)/Mary	0	1	0
	0	1	0
David Rothenberg (djr30)/Mary	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
Don Better (dxb50)/David Roth	0	1	0
David Rothenberg (djr30)/Emily	0	1	0
Daniel Gilbert (dmg15)/David R	0	1	0
Mark Demio (mxd40)/David Ro	0	1	0

David Rothenberg (djr30)/Mary	0	1	0
Kathleen Horvath (kah24)/David	0	1	0
Katherine Dejongh (kxd)/David	0	1	0
Alyssa Paul (aep61)/David Roth	0	1	0
Olga Radosavljevich (oxg2)/Dav	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
Bryan Dumm (bxd28)/David Ro	0	1	0
Don Better (dxb50)/David Roth	0	1	0
Clifford Billions (cxb107)/David	0	1	0
David Rothenberg (djr30)/Caro	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
Meghan Guegold (mlg90)/David	0	1	0
David Rothenberg (djr30)	0	1	0
	0	1	0
Don Better (dxb50)/David Roth	0	1	0
David Rothenberg (djr30)/Steph	0	1	0
Meghan Guegold (mlg90)/David	0	1	0
Olga Radosavljevich (oxg2)/Dav	0	1	0
David Rothenberg (djr30)/Lorer	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
David Rothenberg (djr30)/Gera	0	1	0
Alan Demattia (ard29)/David R	0	1	0
Daniel Gilbert (dmg15)/David R	0	1	0
Don Better (dxb50)/David Roth	0	1	0
David Rothenberg (djr30)/Gera	0	1	0
Katherine Dejongh (kxd)/David	0	1	0
David Rothenberg (djr30)/Mary	0	1	0
David Rothenberg (djr30)/Gera	0	1	0
Derek Nishimura (dxn12)/David	0	1	0
Lisa Nelson (lxb20)/David Rothe	0	1	0
	0	1	0
	0	1	0
Lisa Crawford (lgc29)/David Rot	0	1	0
Ross Duffin (rwd)	0	1	0
Clifford Billions (cxb107)/David	0	1	0
Daniel Gilbert (dmg15)/David R	0	1	0
Ross Duffin (rwd)	0	1	0
Ross Duffin (rwd)/David Rother	0	1	0
Gregory Banaszak (gxb36)/Davi	0	1	0
Ross Duffin (rwd)	0	1	0
Don Better (dxb50)/David Roth	0	1	0
Ross Duffin (rwd)	0	1	0
David Rothenberg (djr30)/Kathi	0	1	0
Paul Ferguson (pxf2)	0	1	0
Alyssa Paul (aep61)/David Roth	0	1	0
David Rothenberg (djr30)/Dean	0	1	0

David Rothenberg (djr30)/Rene	0	1	0
Bruce Egre (bx4)	0	1	0
Bruce Egre (bx4)/Hallie Moore	0	1	0
Bruce Egre (bx4)/Hallie Moore	0	1	0
Bruce Egre (bx4)/Hallie Moore	0	1	0
Steven Kohn (sxx83)	0	1	0
Jeremy Allen (jla36)/David Roth	0	1	0
Brian Sweigart (bss10)	0	1	0
Brian Sweigart (bss10)	0	1	0
Brian Sweigart (bss10)	0	1	0
Ryan Scherber (rvs23)	0	1	0
Matthew Garrett (glm59)	0	1	0
Hallie Moore (hbm3)	0	1	0
	0	1	0
Alanna Ropchock (avr15)	0	1	0
	0	1	0
Hallie Moore (hbm3)	0	1	0
	0	1	0
Jeanette Davis (jld)	0	1	0
Diane Urista (dxu16)	0	1	0
Jeanette Davis (jld)	0	1	0
Diane Urista (dxu16)	0	1	0
Timothy Cutler (tsc10)	0	1	0
Richard Nelson (rxn12)	0	1	0
Timothy Cutler (tsc10)	0	1	0
Mary Kavanagh (mxk109)	0	1	0
Mary Kavanagh (mxk109)	0	1	0
Stephanie Harris (sra18)/Miche	0	1	0
David Cavallo (dxc434)	0	1	0
Lynn Kam (lak99)	0	1	0
Sonya Moore (sdm37)	0	1	0
Gretchen Mettler (ggm)	0	1	0
Mary Dehaan (mtd6)	0	1	0
Gayle Petty (gmp13)	0	1	0
Evelyn Duffy (exd4)	0	1	0
Elizabeth Damato (egd)	0	1	0
Carol Savrin (cls18)	0	1	0
Celeste Alfes (cms11)	0	1	0
Marguerite DiMarco (mxd50)	0	1	0
Marilyn Lotas (mjl25)	0	1	0
Donna Dowling (dad10)	0	1	0
Valerie A Boebel Toly (vab)	0	1	0
Valerie A Boebel Toly (vab)	0	1	0
Donna Dowling (dad10)	0	1	0
Marilyn Lotas (mjl25)	0	1	0
Elizabeth Damato (egd)	0	1	0
Mary Quinn Griffin (mtq2)	0	1	0

Maryjo Prince-Paul (mxp42)	0	1	0
Irena Kenneley (ilz)	0	1	0
Marguerite DiMarco (mxd50)	0	1	0
Gayle Petty (gmp13)	0	1	0
Cheryl Killion (cmk61)	0	1	0
Elizabeth Damato (egd)	0	1	0
Carol Savrin (cls18)	0	1	0
Gretchen Mettler (ggm)	0	1	0
Marilyn Lotas (mjl25)	0	1	0
Celeste Alfes (cms11)	0	1	0
	0	1	0
Chris Winkelman (cxw26)	0	1	0
Gretchen Mettler (ggm)	0	1	0
David Kaniecki (dmk104)/Steph	0	1	0
Faye Gary (fxg21)	0	1	0
Chris Winkelman (cxw26)	0	1	0
Christopher Haufe (cbh43)	0	1	0
Laura Hengehold (leh7)	0	1	0
Diana Driscoll (did2)	0	1	0
Jesse Berezovsky (jab298)	0	1	0
Andrew Tolley (ajt84)	0	1	0
Rolfe Petschek (rgp)	0	1	0
Jonathan Entin (jle)	0	1	0
Kelly McMann (kmm39)	0	1	0
Laura Tartakoff (lyt)	0	1	0
Amy Przeworski (axp335)	0	1	0
Sandra Russ (swr)	0	1	0
Elizabeth Short (ejs3)	0	1	0
Todd McCallum (tjm16)	0	1	0
Norah Feeny (ncf2)	0	1	0
Todd McCallum (tjm16)	0	1	0
Arin Connell (amc76)	0	1	0
Elizabeth Short (ejs3)	0	1	0
Gabriella Celeste (mgc36)	0	1	0
William Deal (wed)	0	1	0
Tatiana Zilotina (tmz2)	0	1	0
	0	1	0
Rhonda Williams (ryw)	0	1	0
Timothy Black (tsb25)	0	1	0
Brian Gran (bkg2)	0	1	0
Damaris Pinales-Alpizar (dxp20)	0	1	0
Cristian Gomez Olivares (cgg19)	0	1	0
Damaris Pinales-Alpizar (dxp20)	0	1	0
Danhong Song (dxs116)	0	1	0
Claudia Anderson (cca2)/Nancy	0	1	0
Robert Ullom (jru10)	0	1	0
Jill Davis (jpd62)	0	1	0

Florin Berindeanu (ftb1)	0	1	0
Florin Berindeanu (ftb1)	0	1	0
	10385	29866	34.8
	692	1783	38.8
	813	1571	51.8
	192	433	44.3
	499	734	68.0
	122	404	30.2
	1974	5375	36.7
	408	1119	36.5
	188	392	48.0
	103	336	30.7
	833	1803	46.2
	123	569	21.6
	96	259	37.1
	223	897	24.9
	3082	9217	33.4
ANTH*	95	455	20.9
ARTH*	58	124	46.8
ARTS*	55	195	28.2
ASTR*	23	81	28.4
CLSC*	19	72	26.4
COGS*	39	171	22.8
COSI*	57	237	24.1
DANC*	65	215	30.2
EEPS*	37	110	33.6
ENGL*	313	605	51.7
FRCH*	44	124	35.5
SPAN*	81	218	37.2
GRMN*	24	118	20.3
HSTY*	61	275	22.2
MATH*	527	1637	32.2
MUAP*	33	238	13.9
MUTH*	25	102	24.5
MUED*	12	40	30.0
PHIL*	56	172	32.6
PHYS*	885	1990	44.5
PSCL*	268	1104	24.3
RLGN*	40	143	28.0
SOCI*	216	565	38.2
THTR*	49	226	21.7

	205	648	31.6
NTRN*	177	512	34.6
BIOC*	28	136	20.6
	459	1572	29.2
USNA*	118	389	30.3
USSO*	153	520	29.4
USSY*	188	663	28.4
	9615	27010	35.6
	6075	16579	36.6
	3929	10657	36.9
	8499	20291	41.9
	7034	16009	43.9

HISTOGRAM BINS

- 100
- 90
- 80
- 70
- 60
- 50
- 40
- 30
- 20
- 10
- 0



Provost's Commission on the Undergraduate Experience (CUE) *Preliminary Recommendations*

Kimberly Emmons
Chair of CUE & Associate Professor of English
October 18, 2017

CUE: Charge & Timeline

Formulate recommendations to strengthen the overall value, reputation, and desirability of CWRU's undergraduate experience.

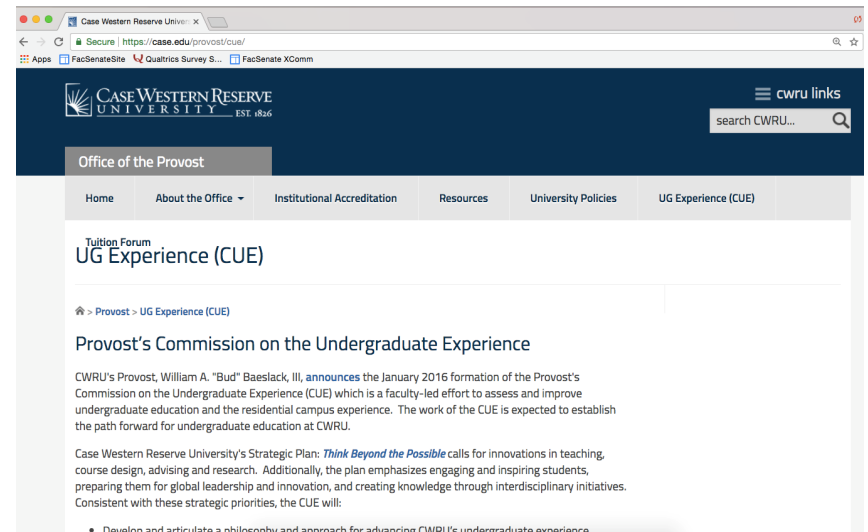


“Enhancing the Undergraduate Experience: Preliminary Recommendations for the CWRU Community”

CUE Website for Information:

<http://case.edu/provost/cue>

- Provost announced report to CWRU Community (10/3/17)
- PDF available (with CWRU Network ID)
- Open Forum schedule (Oct. 19-30)



CUE Preliminary Recommendations: Process

FALL 2017

- Open Forum Discussions (October 19-30)
- FSCUE requesting written feedback from schools/college
- CUE departmental liaisons contacting departments/programs
- CUE Office Hours:
<http://casfaculty.case.edu/kimberly-emmons/cue>
- Email: pcue@case.edu

WINTER 2017-18

- Next steps determined (based on feedback), including: revising recommendations, drafting proposals, and/or planning for implementation processes
- Additional reviews expected before formal voting processes begin in Undergraduate Program Faculty (UPF) constituencies & Faculty Senate

CUE Major Recommendations

1. Adopt a single University General Education Requirement (UGER)
2. Implement an innovative Explore curriculum
3. Build traditions to celebrate our unique institutional identity
4. Assemble collaborative advising teams
5. Review our curricula to reduce stress and increase flexibility for students
6. Foster a thriving campus community

Expected Outcomes: Improved Campus Ethos

- Students will feel more connected to (and supported by) CWRU
- More students will have the overall experience that our best and most successful students currently have
- More students will recommend CWRU to peers
- CWRU will be more appealing to future students
- Student retention and graduation rates will improve
- Students will be more successful at CWRU and after graduation
- Revenue to university and schools will go up

CUE Preliminary Recommendations: Overview

INTRODUCTION

CWRU Snapshot:

Significant Improvements (2001-2016)

	PCUEL (2001)	CUE (2016)
Undergrad Enrollment	3,381	5,121
Men/Women	61% / 39%	55% / 45%
White/Non-White	73% / 23%	51% / 38%
Ohio Residents	58%	28%
Other US Residents	38%	61%
International Students	4%	11%
Mean SAT	1335	1386
Acceptance Rate	71%	36%

CWRU Snapshot:

Significant Problems Persist

	CWRU in 2016
6-Year Graduation Rate (88% predicted)	82%
US News Graduation Rate Performance Rank	235 / 250+
Overall rating of CWRU by applicants	6.2 / 10
Students Listing CWRU at first-choice school	6%
Applicants who did not list CWRU as a school to which they applied	26%
Enrollments from Admissions Offers (CSE, CAS)	15.5%
Tuition Discount Rate (for first-year US students)	57%
Seniors who would probably/definitely attend CWRU again (2015)	80%

CWRU's Biggest Challenge: Ethos

- **Ethos** includes: engaged social community, sense of connection, strong university identity, extracurricular opportunities, diverse student body
- Prospective students' perceptions about ethos are the most significant negative factor in their assessment of CWRU relative to other schools.

One undergraduate describes CWRU's ethos this way: "there's a lot of social activity during orientation and the first few weeks of school, but then winter comes, and we all burrow into our work, and it stays winter until the end of our senior year."

Meeting the Ethos Challenge

Guiding Principles

Without compromising our academic strengths or the intellectual rigor of our programs, CWRU must enhance the overall undergraduate experience by focusing on three guiding principles:

- **Unity** – foster a singular, coherent, connected, and inclusive undergraduate experience
- **Preparation** – provide a continuum of mentoring, from activities that invite students into the university through programs that help them move on
- **Wellness** – promote balance, overall health, work/life balance, and spirit of engagement

Provost's Commission on the Undergraduate Experience

MAJOR RECOMMENDATIONS

CUE Major Recommendations

1. Adopt a single University General Education Requirement (UGER)
2. Implement an innovative Explore curriculum
3. Build traditions to celebrate our unique institutional identity
4. Assemble collaborative advising teams
5. Review our curricula to reduce stress and increase flexibility for students
6. Foster a thriving campus community

1. University General Education Requirements (UGER)

Explore Curriculum
Intellectual Diversity
Communication/Critical Thinking
Wellness
Capstone

Faculty governance, recognizing
disciplinary expertise



UGER Details

- **Explore** – first-year discovery & design curriculum (1cr)
- **Intellectual Diversity** – Major + 2 courses in other broad areas (12cr):
 - Science, Mathematics, Technology, Engineering (SME)
 - Humanities & Arts (HUM)
 - Social Sciences (SSC)
- **Communication/Critical Thinking** (9cr)
 - First Seminar
 - Second Seminar
 - Writing-Intensive Course
- **Wellness** – broader offerings, including stress management (1cr)
- **Capstone** – culminating experience (3-6cr)

2. Explore Curriculum



Programs (lectures, experiential learning opportunities, etc.) invite students to discover and deepen their understanding of what different forms of disciplinary knowledge can reveal about the world.

3. CWRU Traditions: Celebrate Community

You Are
Welcome
HereCWRU

Spread the #YouAreWelcomeHereCWRU Message



CWRU Day (Fall): Welcome new first-year students with community/team projects and celebration

Capstone Day: (Spring): Celebrate accomplishments of seniors by honoring capstone projects.

4. CWRU Advising Teams

Academic Advisor(s): provides mentoring & disciplinary guidance; advisors assigned at matriculation

Undergraduate Experience Coordinator (UEC): provides holistic guidance, wellness coaching, career connections, coordinates “team”



5. Curricular Review



- Focus on **flexibility** (UGER + Major + Unrelated Minor).
- Develop **multiple pathways** to complete major requirements.
- Focus on **first-year experience** & integration of **post-college planning**.

6. Foster Thriving Campus Community

Recommendations create “breathing space” for community.

Connected advising, curriculum, and post-college planning will give students space and permission to enjoy CWRU.

Continued study of student quality of life and campus ethos.



Expected Outcomes: Improved Campus Ethos

- Students will feel more connected to (and supported by) CWRU
- More students will have the overall experience that our best and most successful students currently have
- More students will recommend CWRU to peers
- CWRU will be more appealing to future students
- Student retention and graduation rates will improve
- Students will be more successful at CWRU and after graduation
- Revenue to university and schools will go up

CWRU's Challenge:

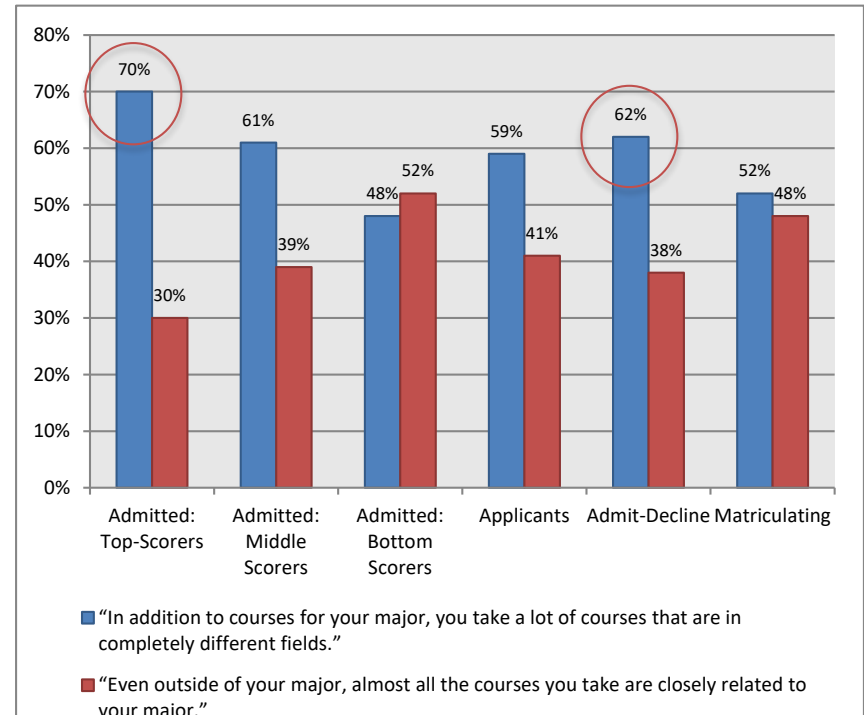
INSTITUTIONAL IDENTITY

CWRU: Institutional Identity

CWRU is perceived to be:

- Strong in STEM (Science, Technology, Engineering, and Mathematics)
- Weaker in Arts, Humanities, and Social Sciences

BUT, top scoring students and those who decline our offers of admission **prefer** intellectual diversity.



Carnegie Classifications

School	Enrollment Profile	Comprehensive Graduate Instructional Program	Undergraduate Instructional Program
University of Chicago	majority graduate	with medical/veterinary	arts & sciences focus
Massachusetts Institute of Technology	majority graduate	no medical/veterinary	balanced arts & sciences/professions
Duke University	majority graduate	with medical/veterinary	arts & sciences plus professions
Northwestern University	majority graduate	with medical/veterinary	arts & sciences plus professions
Johns Hopkins University	majority graduate	with medical/veterinary	balanced arts & sciences/professions
Vanderbilt University	majority undergraduate	with medical/veterinary	arts & sciences focus
Washington University in St. Louis	majority undergraduate	with medical/veterinary	arts & sciences plus professions
Emory University	majority undergraduate	with medical/veterinary	arts & sciences focus
Carnegie Mellon University	majority graduate	no medical/veterinary	balanced arts & sciences/professions
University of Rochester	majority undergraduate	with medical/veterinary	arts & sciences plus professions
Case Western Reserve University	majority graduate	with medical/veterinary	balanced arts & sciences/professions

Source: Carnegie Classifications 2015 update (data drawn from 2013-14)

Undergraduate Programs

Undergraduate Programs at Peer Institutions				
School	Arts & Sciences	Engineering	Nursing	Management
University of Chicago	Yes	No	No	Yes
MIT	Yes*	Yes	No	Yes
Duke University	Yes	Yes	No	No
Johns Hopkins University	Yes	Yes	No (graduate only)	No (graduate only)
Northwestern University	Yes	Yes	No	No (graduate only)
Vanderbilt University	Yes	Yes	Yes	No (graduate only)
Washington University in St. Louis	Yes	Yes	No	Yes
Emory University	Yes	No	Yes	Yes
Carnegie Mellon University	Yes*	Yes	No	Yes
University of Rochester	Yes	Yes	No (has dual degree option)	Yes
Case Western Reserve University	Yes	Yes	Yes	Yes

*Although these universities offer undergraduate programs in the arts and sciences, they have divided those fields across more than one school. MIT has a school of Humanities, Arts & Social Sciences and a separate school of Science; Carnegie Mellon has three separate schools of Fine Arts, Humanities & Social Sciences, and Science (CMU also has a school of Computer Science that is separate from its College of Engineering).

US News Rankings

School	US News Rank	Undergrad Enrollment	Student-Faculty Ratio	Classes <20 Students	First-Year Retention
University of Chicago	3 (tie)	5,844	5:1	77.6%	99%
MIT	7	4,527	3:1	63.7%	98%
Duke University	8 (tie)	6,639	6:1	73.0%	97%
Johns Hopkins University	10	6,524	8:1	73.0%	97%
Northwestern University	12 (tie)	8,314	7:1	77.3%	97%
Vanderbilt University	15	6,883	8:1	66.2%	97%
Washington University in St. Louis	19	7,504	8:1	63.3%	96%
Emory University	20 (tie)	6,867	8:1	60.6%	95%
Carnegie Mellon University	24 (tie)	6,454	13:1	65.0%	96%
University of Rochester	32 (tie)	6,304	10:1	70.9%	96%
Case Western Reserve University	37	5,121	11:1	58.9%	93%
Peer Institution Average	-	6,586	8:1	69.1%	97%

Source: US News Best Colleges Website (accessed September 2017): <https://www.usnews.com/best-colleges>

Tenure-Track Faculty Comparison

School	English TT faculty	Chemistry TT faculty	Psychological Sciences TT faculty	Theater TT faculty	Economics TT faculty
University of Chicago	33	31	28	-	29
MIT	-	26	-	12	37
Duke University	26	25	31	2	47
Northwestern University	36	49	35	20	38
Johns Hopkins University	9	20	12	-	20
Vanderbilt University	35	38	26	5	39
Washington University St. Louis	27	24	30	5	24
Emory University	33	24	33	6	26
Carnegie Mellon University	26	27	22	24	45
University of Rochester	20	21	15	-	19
CWRU	16	19	17	7	10
Peer Institution Average	27	29	26	11	32

Source: Academic Analytics – 2015 Department Listings (College of Arts and Sciences)

Diversity Index

School	<i>US News Undergraduate Student Diversity Index</i>
University of Chicago	0.63
Massachusetts Institute of Technology	0.71
Duke University	0.64
Northwestern University	0.63
Johns Hopkins University	0.69
Vanderbilt University	0.59
Washington University St. Louis	0.58
Emory University	0.65
Carnegie Mellon University	0.68
University of Rochester	0.52
Case Western Reserve University	0.58

Source: *US News Best Colleges Website (accessed September 2017)*

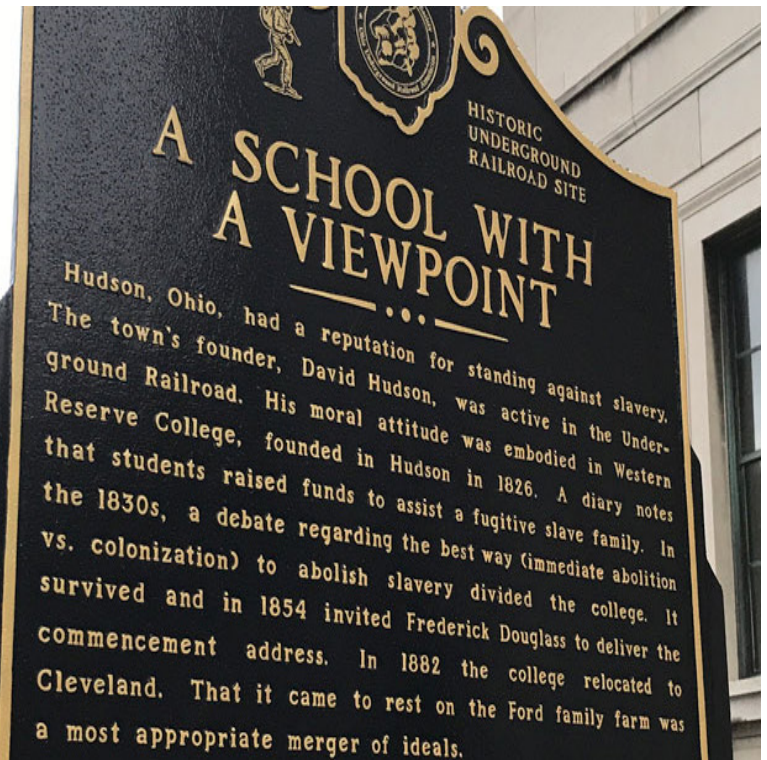
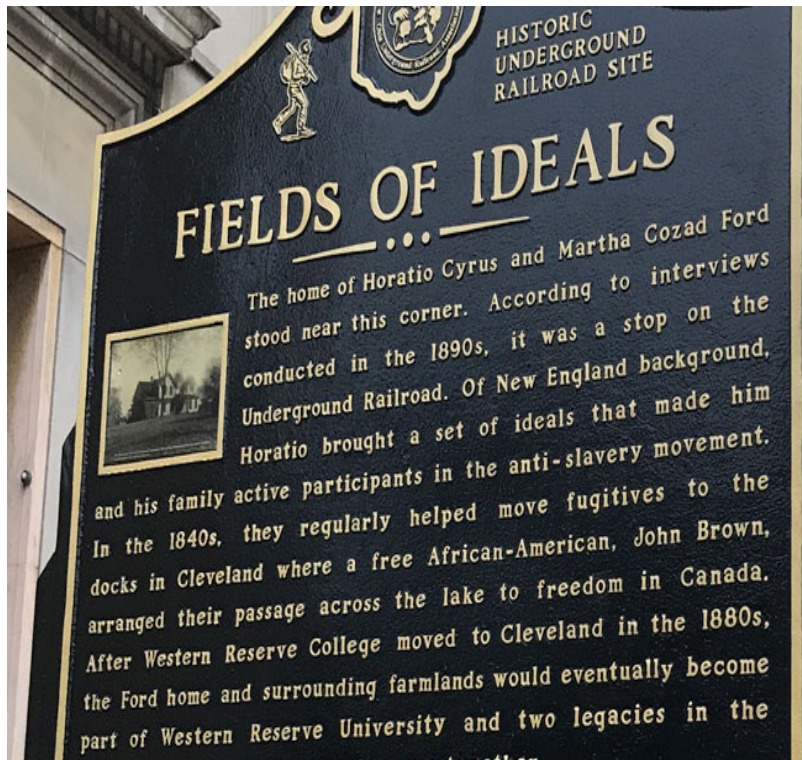
Economic Diversity of Students

School	Top 1% (\$630K+)	Bottom 60% (<\$65K)	Rank (based on ratio btw income groups)	2015/2016 Endowment*
University of Chicago	10.0%	24.5%	114	\$6.6B
Massachusetts Institute of Technology	5.7%	23.4%	173	\$13.5B
Duke University	19.2%	16.5%	26	\$7.3B
Northwestern University	14.1%	16.8%	50	\$7.6B
Johns Hopkins University	11.5%	14.5%	53	\$3.3B
Vanderbilt University	22.8%	14.9%	14	\$4.1B
Washington University in St. Louis	21.7%	6.1%	1	\$6.9B
Emory University	14.9%	27.7%	84	\$6.8B
Carnegie Mellon University	7.0%	18.6%	119	\$1.3B
University of Rochester	6.4%	22.7%	157	\$2.1B
Case Western Reserve University	4.1%	20.5%	196	\$1.8B
Peer Institution Average	13.3%	18.6%	-	\$5.95B

Source: *New York Times* "Some College Have More Students from the Top 1 Percent Than the Bottom 60" (18 Jan 2017), available: <https://www.nytimes.com/interactive/2017/01/18/upshot/some-colleges-have-more-students-from-the-top-1-percent-than-the-bottom-60.html>

*Source: *US News Best Colleges Website* (accessed September 2017): <https://www.usnews.com/best-colleges>

CWRU's Historical Connections to Abolition



CUE Documents & Feedback Opportunities

1. CUE Documents & Archive: <http://case.edu/provost/cue>
2. Open Forum Discussions (October 19-30, 2017)
3. FSCUE requesting written feedback from schools/college
4. CUE departmental liaisons contacting departments and programs
5. CUE Office Hours: <http://casfaculty.case.edu/kimberly-emmons/cue>
6. Email: pcue@case.edu

Provost's Commission on the Undergraduate Experience

Membership

- CAS: Kimberly Emmons (Chair), Jerrold Scott, Lee Thompson, Blanton Tolbert
- CSE: Daniel Lacks, Frank Merat
- FPBSON: Amy Bieda
- WSOM: Robin Dubin
- SOM: Hope Barkoukis
- Support Areas: Richard Bischoff (Enrollment Management), Molly Watkins (International Affairs), Louis Stark (Student Affairs), Jeffrey Wolcowitz (Undergraduate Studies)
- Student Representation: Nishant Uppal ('17), Prince Ghosh ('19), Garretson Oester ('18)
- Administrative Resources: Donald Feke, Victoria Wright

(Note: Members were selected by the Provost with input from the Deans.)

Faculty Senate Health Benefits Update

Carolyn Gregory
VP for Human
Resources
October 18, 2017

Today

1. Benefits Survey
2. Proposals for 2018 Coverage
3. Next Steps

Options for 2018

The Gap: **\$4.01M**

If CWRU made no changes to current plans,
employee premiums would climb

15.9% - 17.9%

= \$6 to \$18 (single)/ \$34 to \$107 (family)

more per month, depending on plan

Benefits Survey

Open Oct. 5-11

Responses **1809**

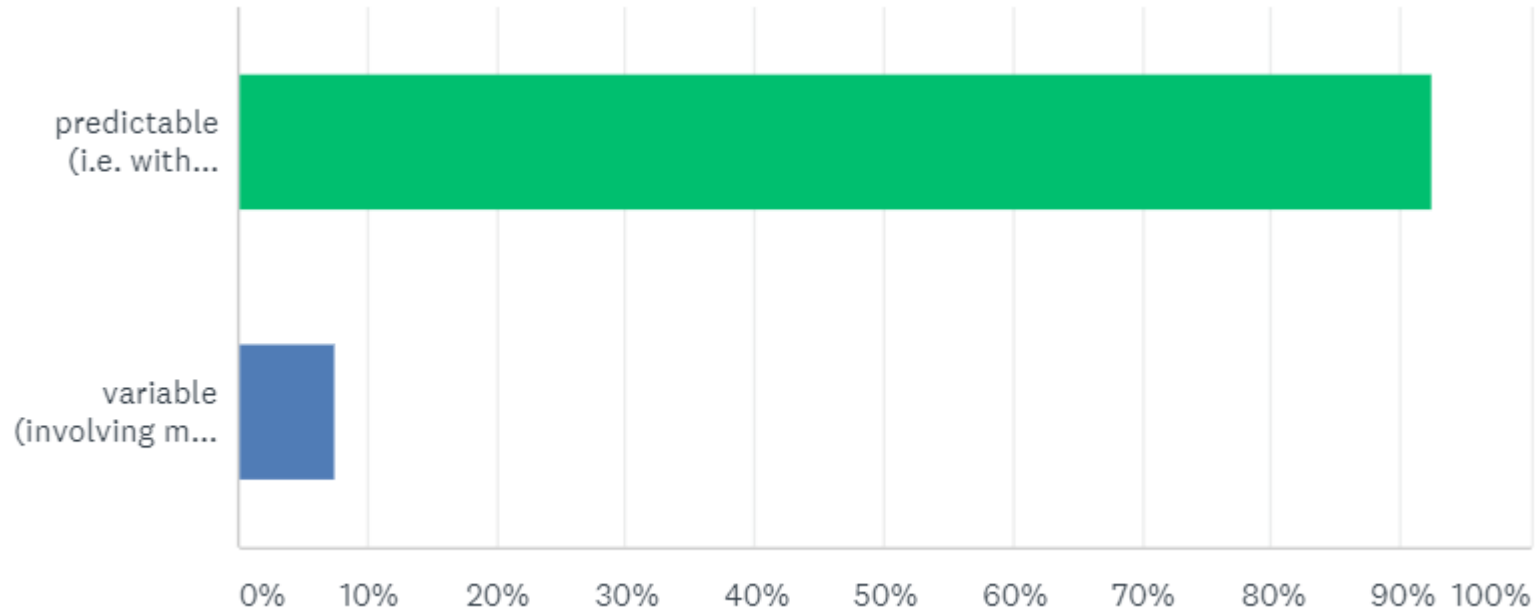
Top 3 #'s
550 SOM
501 UGEN
211 CAS

Making Plans More Progressive

1. Adding a tier for \$200K and above
2. Annual deductible:
 - unchanged for \$50K and below
 - increases between \$125 and \$500 for other tiers (based on individual or family plan)

Key Responses

In general, I prefer my out-of-pocket costs to be:



Plan Proposals

1. Predictability of out-of-pocket (OoP) costs

For those with compensation under \$100,000

- Maintain OoP limits for medical claims
- Add OoP limits* for prescription drug claims

**Staggered based on compensation levels*

Plan Proposals

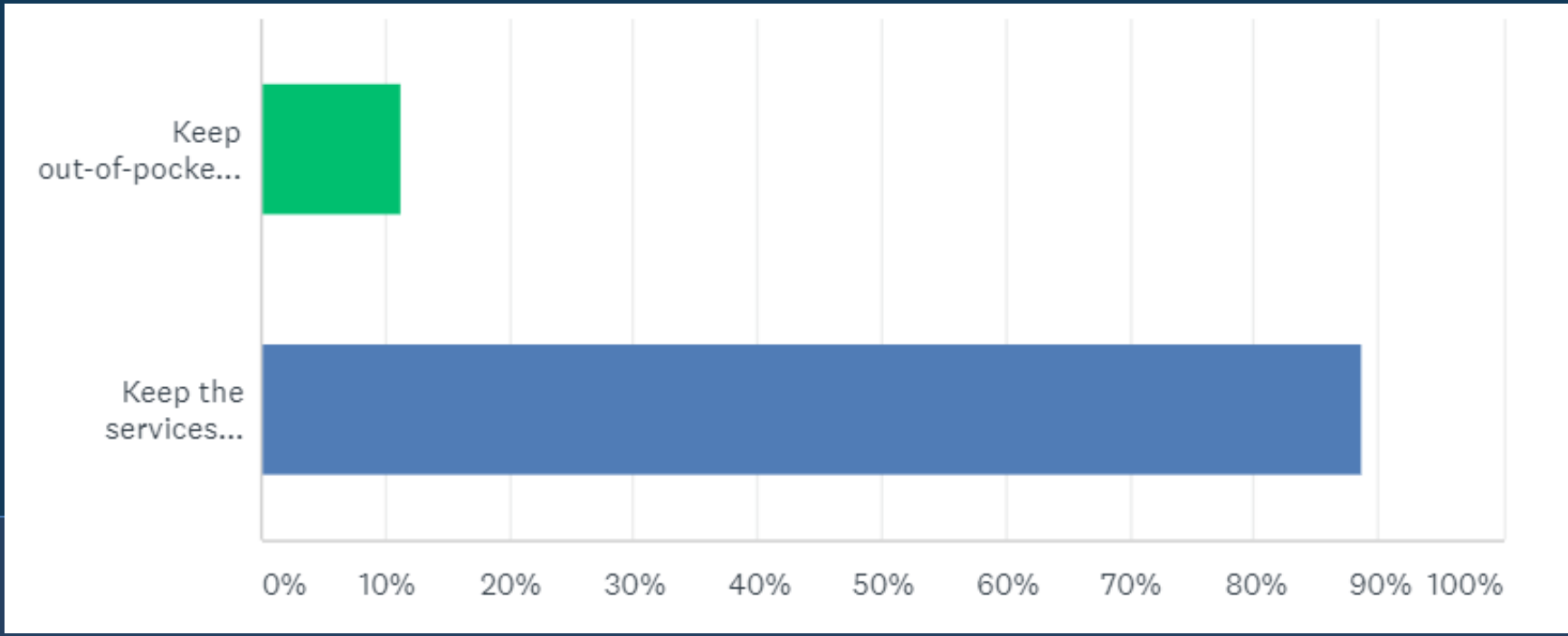
1. Predictability of out-of-pocket (OoP) costs

For those with compensation above \$100,000

- Increase OoP limits for medical claims
- Add OoP limits* for prescription drug claims

**Staggered based on compensation levels*

In exchange for a lower monthly premium, which would you prefer:



2. Keep Services/Increase OoP Costs When Used

Increased Co-Pays* for \$50K and above

- Office visits
primary care (up \$10)
- Specialist visits (up \$20)
- ER services (up \$100)

**Staggered based on compensation levels*

2. Keep Services/Increase OoP Costs When Used

Increased Co-Pays* for

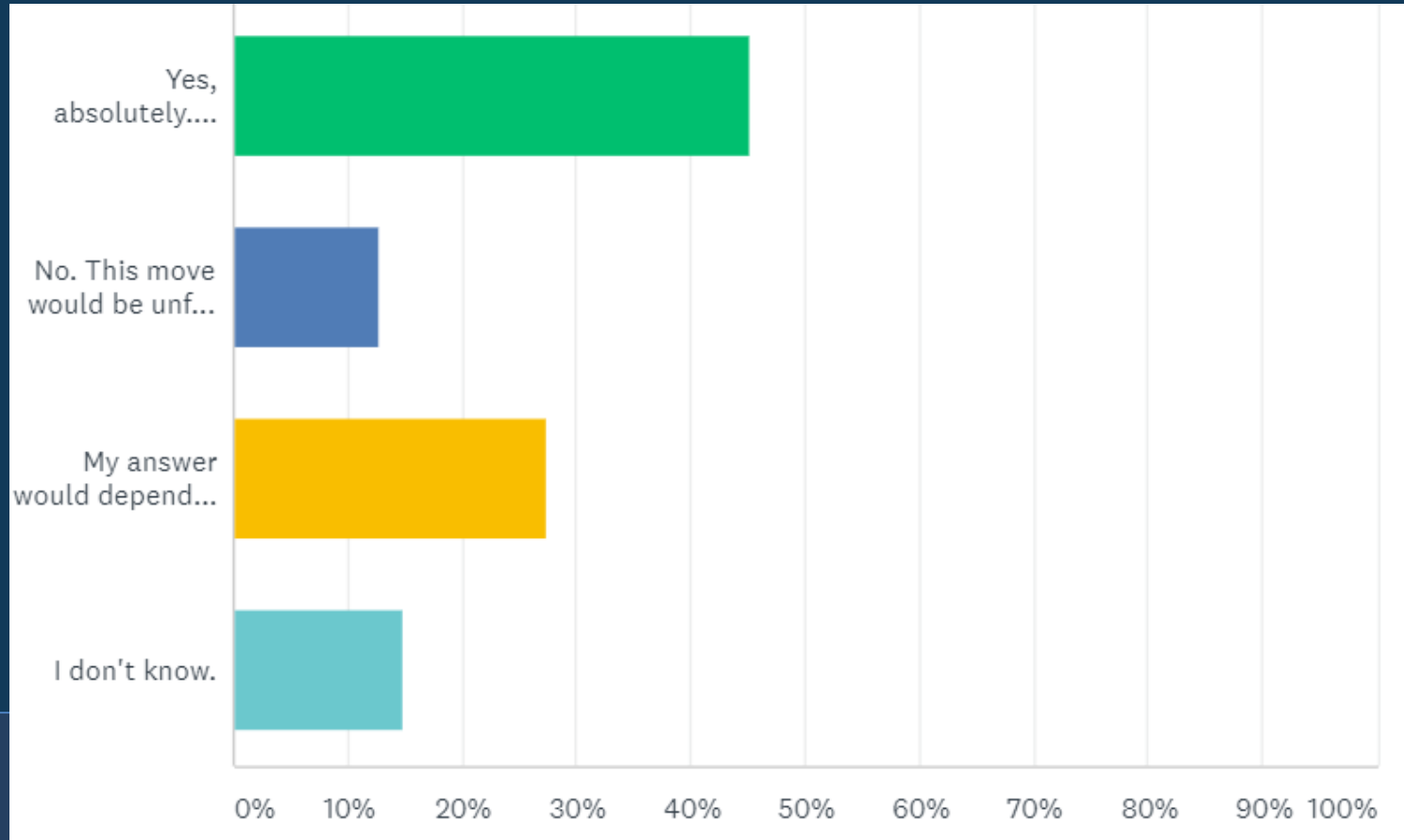
- Prescription preferred brand Up \$10
- Prescription non-prefer brand Up \$15

Add Co-Pay* for

- Non-Generic Specialty \$100

**Staggered based on compensation levels*

Move to a single plan administrator?

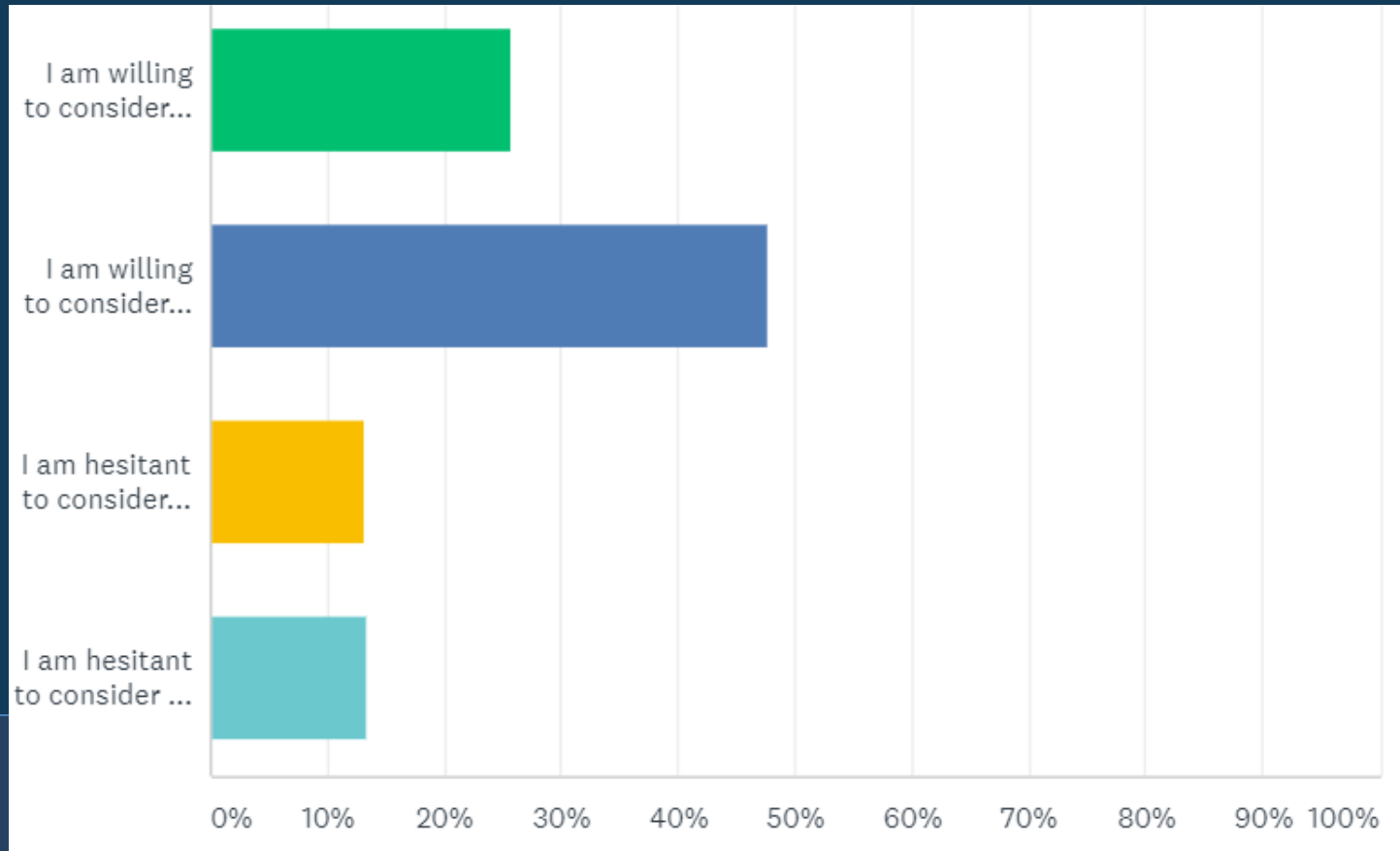


3. Requested Bids from Both Administrators

Priorities for Evaluation

- a. Cost
- b. Guaranteed Cost
- c. Minimized Disruption

Willing to consider other options?



Requested Proposals for Direct Prescriptions

Potential to implement mid-year = additional savings

Priorities for Evaluation

- a. Cost
- b. Guaranteed Cost
- c. Minimized Disruption

Estimated Impact of Proposed Changes

The Gap:

Before: **\$4.01M**

With Changes: **\$1.5M - \$2M**

Monthly Premium Increase:

Before: **~16% - 18%**

With Changes: **8% - 9%**

Timing

Nov. 8-9	Benefits Fair
Nov. 13	Open Enrollment Begins
Nov. 30	Open Enrollment Ends
Jan. 1	Changes Take Effect

Questions?

Thank You

**Executive Summary of an International Rankings Report authored by
Dr. Daniel Guhr and Nelson Furtado (Illuminate Consulting Group L.L.C.)**

INTRODUCTION

International university rankings, though just over a decade old, have become an important element of a university's ability to recruit and retain faculty students, and its relationship with external stakeholders, such as scholarship agencies, international partner institutions, funders, and policy-makers. In response, universities have begun to draw up rankings strategies to ensure the proper representation of a university's capabilities. This has led to a rising competition for high positions in rankings, which are a zero sum proposition if an institution aims to achieve a Top 50 or Top 100 overall ranking.

Heretofore at Case Western Reserve University (hereafter, "CWRU" or "the University"), international university rankings have been at the very periphery of institutional strategic planning, and as such, CWRU has been trending downwards in the major international rankings. For example, over the last five years, CWRU has dropped out of the Top 100 in the Time Higher Education (THE), failed to enter the Top 100 in the U.S. News and World Reports Global (USNWR), and seen significant drops in the Quacquarelli Symonds (QS), the Academic Ranking of World Universities (a.k.a., Shanghai Ranking, or (ARWU), and National Taiwan University (NTU) rankings.

Each ranking system employs methodologies, criteria and weights. This Executive Summary provides only a brief overview of CWRU's performance across different major ranking systems, including a summary of CWRU's position and potential compared to its peers. The majority of the report concentrates on recommendations for a strategic roadmap to identify opportunities and actions for improvement, as further detailed in Appendix A.

GENERAL FINDINGS

There are 19 current international ranking systems, each with different criteria and weights. This Executive Summary concentrates on three of the major rankings, and several additional more specialized rankings that rely upon objective data.

As shown in the table⁽¹⁾ below, in 2007 CWRU appeared within the Top 100 of the three major rankings. Since then, CWRU's position has trended downwards across all of the rankings, with the decline in the QS ranking occurring at a much faster pace. From 2015 onward, CWRU has ranked outside of the Top 200 in the QS ranking, and dropped out of the THE Top 150 for the first time in 2017.

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
NTU	-	-	-	-	79	67	82	88	81	88	103	116	117	117	
ARWU	51	65	69	70	78	84	87	97	99	99	99	101	116	111	124
USNWR	-	-	-	-	-	-	-	-	-	-	-	137	142	131	
QS	-	-	-	-	85	90	119	127	145	164	175	189	215	202	213
THE	-	-	-	-	-	-	-	65	93	104	88	116	133	126	158

Sources: ARWU, NTU, USNWR, QS, and THE.

RECOMMENDATIONS FOR MOVING FORWARD WITH INTERNATIONAL UNIVERSITY RANKINGS

Success in international rankings requires a rankings strategy; in fact, international rankings must become a focal area for CWRU in terms of institutional strategy setting, research policy formulation, international competition, international talent acquisition, and teaching and research performance. Such efforts should include:

- **Strategy Development.**

- **Strategy.** The University needs to formulate a clear rankings strategy and communicate to its community that engaging with international rankings is a vital priority. This message needs to be issued by the University's leadership team, and needs to be periodically reinforced as well as consistently supported. It may well take many years before this message takes hold but no credible alternative exists to this approach because success in rankings – and the underlying performance elements – is predicated on the entire university contributing in a meaningful manner.
- **Goals.** Do not state a specific overall rank position as a goal or a primary motivator for engaging with rankings. Such an approach can admittedly offer an easy-to-grasp target and be used to compel an organization to act, but overall ranks are subject to uncontrollable factors ranging from methodology shifts to changes in the ranked pool of universities that can result in rendering such an approach less than ideal. Instead, to drive positively CWRU's overall rank position, develop policies and goals for specific quality performance metrics (such as publication output, the percentage of highly cited papers, the quality of international doctoral and postdoctoral students recruited, external funding and scholarships acquired, or the placement of graduates worldwide). Overall rank positions of course matter from an external perception and decision-making standpoint. CWRU's rankings strategy thus should entail distinct but interdependent approaches to improve and secure standing in the "Big Three" rankings – ARWU, QS, and THE. These rankings are critical in shaping general global perceptions, scholarship eligibility, institutional partnership selection, and more and more directly the flow of research talent.
- **Publication Growth.** Create a sustained publication growth strategy that combines growth in output with a much-improved international collaboration approach that will be critical for enabling the University to re-enter the ARWU Top 100. Similar efforts to facilitate international collaboration and globally promote the quality of CWRU's research will effectively contribute to advancement in key indicators in the QS and THE rankings (particularly those driven by reputation surveys), and set the University on track to hold and defend a Top 150 position.
- **Increase CWRU's Reputation.** While the use of reputation-based measures has been contentious since their inception, thousands of academics worldwide continue to participate in rankers' reputation surveys annually, and reputation performance has only grown in the attention it receives. As CWRU has fallen dramatically in this area, the university has the clear opportunity to more actively shape its reputation internationally. It is also important to acknowledge that reputation surveys reflect on academics' perceptions of a given university's standing – which in turn are animated by their interactions (e.g. research collaboration, joint conference presentations, recommendations to students, etc.) with a given institution. These perceptions thus shape reality, and CWRU's dramatically declining reputation performance is already being mirrored in an insufficient international collaboration level and citation performance. It will be essential to address CWRU's global reputation as a key issue going forward, based on a granular overlay of reputation metrics (surveys); international collaboration data (bibliometric); and CWRU's internal data on international alumni, employers, institutional relationships, and funding bodies.

- **Staffing and Organizational Design.** Shaping an organizational approach to advance international rankings will require a high degree of nimbleness since rankings grow, change, and shift over time. In particular:
 - **Rankings Team.** Create a dedicated rankings analyst team drawn from experts around the University, each specializing on appropriate areas of work, and ensure the work regarding international rankings is identified as a core part of their assignments: ⁽²⁾
 - **Identify Essential Activities.** Define organizational requirements for reporting as seen from the perspective of the reporting agencies rather than that of the University. Create a detailed mapping of all external elements that must be complete and up-to-date (such as ORCID profiles, reputation survey timeframes, institutional data submission deadlines). Ensure that knowledge in the University is current regarding changes in rankings methodologies, proliferating data submission and rankings publication dates, and external communication schedules.
 - **Institutional Rankings Expert.** Determine the most appropriate reporting relationship within CWRU, and secure the services of a rankings expert who should be charged with the responsibilities for long-term collection and compilation of published rankings data and methodological information, and analysis of a university's performance trajectory in the rankings relative to performance measured using actual key indicators. This expert should: possess an analytical background to work with the more technical elements of rankings (such as score normalization); the ability to engage with rankings agencies on an ongoing basis to identify opportunities to improve data submission, better understand rankings performance, and provide trusted feedback; and has familiarity to navigate the cultural and political landscape of the University.
 - **Bibliometrics Expert.** Build upon the efforts that the Kelvin Smith Library has already undertaken by ensuring the dedication of at least half-time of a position dedicated to bibliometric analytics. This analyst (who might come from existing library assessment staffing) should investigate the low performance of CWRU on global collaboration metrics, and should engage with Elsevier (Scopus/SciVal) and Clarivate (Web of Science/InCites) to access data extracts for replicating publication- and citation-based measures used in the rankings.
 - **Focus on International Reputation.** Create a concerted initiative that addresses CWRU's reputation and researcher connectivity deficits. Focus on mapping the university's external global landscape across a wide range of stakeholders, including academics.
 - **Data Collection.** Benchmark CWRU relative to appropriate peer institutions on an ongoing basis, and evaluate the potential impact of data submissions on future rankings positions.
 - **Engagement with Ranking Agencies.** Become actively engaged with international rankings organizations and attending their conferences (such as QS, THE, ARWU, Elsevier, Clarivate, or the IREG Observatory on Academic Ranking and Excellence (IREG) to stay regularly informed about changes in the field.
- **Rankings Data Optimization.** ICG has encountered several instances of other universities hampering their performance by submitting data poorly aligned with the definitions provided by rankings agencies. In other cases, universities failed to apply consistent definitions to their data submissions from year to year, resulting in each year's submission turning into the equivalent of a "from the ground up" process with subsequent year-over-year aberrations in annual ranking performance. To ensure this does not occur at CWRU, it is recommended:
 - **Nominate Contacts.** Take advantage of the significant opportunity to nominate up to 400 contacts per year to receive the QS academic and employer reputation surveys. As part of this effort, submit a list of "friendly" academic and employer contacts that would likely respond to the survey and could identify CWRU as being among the "best universities" as part of the next QS

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data submission this winter. (Note: It is imperative that any such effort does not outright solicit nominations in a reputation survey, a behavior that is explicitly prohibited by QS and could result in penalization in the ranking.)

- **Definition Awareness.** Ensure the University is aware of changes in the definitions used by different rankings agencies, and maintain a history of efforts to refine submissions based on the requirements of each ranking, particularly around student and staff figures to ensure they are optimized for submission. Areas of attention should particularly include the provision of financial data (which should be generated from customized reports based upon purpose-generated data), and international faculty member data to ensure that there is the fullest and most accurate count.
- **Dashboard.** Employ the dashboard designed by ICG to support rankings data analytics. The dashboard serves multiple purposes, one of which is the submission of accurate and optimal international student FTE numbers in relation to underlying headcount and load data. The dashboard combines internal data with reported data to QS and THE over a time period of five or more years, and includes detailed methodology advice and a roll-up formula. Use of this tool will greatly facilitate tracking and optimization of reporting of this data over time
- **University Research: Performance and Bibliometrics.** Our preliminary findings indicated that growth in the University's publication volume has been slow, and that the publications of many peer universities publications are achieving comparably higher citation rates for high quality work in their respective fields. These observations were supported by preliminary data collected independently by the CWRU Library. Given this, it will be important for the University to expand bibliometric data collection to validate these initial findings, and to generate policies and procedures for monitoring and analyzing bibliometrics in an international rankings context on an ongoing basis as part of the University's strategic planning and evaluation effort. This work is essential not only regarding international rankings, but more importantly for the University to be able to define its research profile, make funding allocations, and identify faculty recruiting needs and support hiring decisions. Specific recommendations to further this work include the following.
 - **Name Variant Submissions.** Over the past six months, the Library compiled and submitted to Elsevier, Clarivate, and QS comprehensive lists of institutional name variants (which now number more than 515) that appear in bibliometric databases. This effort should be continued to update the lists whenever a new variant is identified, and the Library should ensure that the University submits the name variant information to all other rankings agencies to ensure all affiliated publications are appropriately counted in the ranking scoring process.
 - **Secure Critical External Data Sources.** Secure additional deep, high quality bibliometric performance data from external sources. In particular, Scopus and SciVal should be purchased, which should be in addition to the current subscription at CWRU for Clarivate's Web of Science/IncCites License. Additionally, the University should consider the potential value of purchasing some of the databases that are offered by some of the ranking agencies.
 - **Researcher Profiles.** CWRU should continue the positive efforts to identify solutions for public researcher profiles and the development of a faculty lifecycle management system. As part of this effort, the Library has already purchased an ORCID Institutional Account to facilitate the tracking of its researchers' registration and assignment of ORCID identifiers.
 - **Faculty Awareness Training.** The Library launched in fall 2017 a series of workshops for faculty concerning bibliometric impact and individual and institutional reputations (including the importance of ORCID IDs and profiles). It is recommended that such bibliometric training package should be made mandatory for all new researcher hires, and ideally should be rolled out as a mandatory activity for existing researchers.
 - **Automatic Data Feeds.** An automatic feed should be provided from HR into the Library providing information about the hiring of all new staff members to ensure bibliometric data can be assembled automatically for all these individuals.

- **Rankings Data Analysis.** The universities that are best engaged with international rankings regularly collate data published by rankers, undertake internal and peer analysis, and disseminate briefings to university leadership. Such analysis typically places rankings in the context of a broader picture of university performance, including analytics on research output, impact, and collaboration, as well as analysis of enrollment and budgetary trends.
 - **THE and QS.** CWRU should place the primary focus on data submission completeness and accuracy for those ranking agencies that employ multiple sources of data, including both data that rankers gather on their own and that solicit data from each university (e.g., THE and QS).
 - **ARWU.** CWRU should pay attention to ranking agencies that utilize multiple sources of data that rankers gather on their own (especially ARWU for bibliometrics, awards, and faculty headcount).
 - **Other Rankings.** CWRU should also review data where rankers collect some data entirely on their own (e.g., USNEWS regarding broad academic performance), and Emerging regarding employability data), Webometrics regarding Internet presence, and In4M for patent citations). On a secondary basis, CWRU should regularly and carefully track results from the Leiden and other bibliometric-based indexes.

Footnotes:

(1) “-” indicates the ranking was not published in a given year. “t” indicates a tie. Where ranking brackets were published, ordinal ranks were assigned based on a calculation of the overall scores (not published) for CWRU. Leiden Ranking not displayed since it does not publish a composite league table. Top 100 rankings positions are displayed in orange.

(2) At this time, no definitive model has emerged with regard to the ideal position of a rankings analyst which is subject to the age, complexity, size, and governance culture of a given university. Models which have proven less than ideal have included placing a rankings analyst within units such as Information Technology, Marketing/ Communications, International, or Research Management. More successful models have seen a rankings analyst being placed in direct reporting line to a Provost or COO (or even President of Vice-Chancellor), or within a strong, autonomous Institutional Research and Analysis/Planning (IRA/IRP) team. CWRU's executive leadership team will need to decide on the most suitable model.

APPENDIX A: Roadmap

The following rankings development and engagement roadmap for CWRU consists of three principal phases that are based upon the timeframes of the ranking agencies.

- **Phase I (today through April 2018)** focuses on the necessity to submit accurate and complete data for the 2018 data submission cycle for QS, THE, ARWU, and (optionally) GIPP. Given the current state of rankings data submission at CWRU, the scope and timing of Phase I must be considered as non-negotiable. This phase will impose significant short-term stress on CWRU, and ICG is pleased to offer CWRU assistance to rapidly create a process framework based on data roll-up templates, defined short-cycle project steps, and, importantly, technical assistance to transform raw data into rankings submission data.
 - **Phase II (May 2018 through April 2019)** focuses on improving CWRU's engagement practices and technical capabilities, while elevating data submission and analysis practices to a professional level. This phase will require CWRU to begin implementing more advanced bibliometric and analytical tools, and implement organizational and operational improvements. The goal is to achieve a minimum standard of engagement with rankings agencies, including ensuring that CWRU's rankings performance is no longer impaired by technical and organizational deficiencies, including to improve rectify CWRU's reputation and researcher connectivity, which currently are depressing the University's rank in all critical rankings. ICG is pleased to offer a twelve month project that focuses on mapping the University's external, global landscape across a wide range of stakeholders, including academics.
 - **Phase III (May 2019 to April 2021)** centers on improving and/or introducing long-term capabilities (e.g. a CRM system) to CWRU while transitioning to a global performance metrics approach. This phase III will move CWRU from tactical to strategic development initiatives. Progress should be embedded within a larger context, such as a more sophisticated research management approach, a systematic system-based capture of external contacts, and the use of rankings raw data and indicator scores to drive specific performance improvements (scientist recruiting, research capacity planning, etc).
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Phase I: October 2017 to April 2018

	Governance & Culture	Organizational Design	Infrastructure	Submission & Analysis	Engagement
Core Action Items	<ul style="list-style-type: none"> Elevate rankings to an institutional priority item Facilitate staff resourcing 	<ul style="list-style-type: none"> Appoint lead executive Appoint institutional rankings expert at .5 FTE min. to focus on rankings Confirm 1 FTE to bibliometric expert Set up rankings working group and deliverables schedule 	<ul style="list-style-type: none"> Conduct capability and technical tools assessment to determine gap Determine investment requirements into bibliometric and analytical tools Purchase Scopus and SciVal Begin ORCID rollout 	<ul style="list-style-type: none"> Create active submission templates for QS and THE Create passive validation templates for ARWU, NTU, Leiden Continue to enhance naming convention list and submit to Elsevier, Clarivate, THE, and QS 	<ul style="list-style-type: none"> Engage with THE and QS to determine account managers Engage with ARWU and Clarivate Expand relationship with Elsevier and Clarivate
CWRU Stakeholders	<ul style="list-style-type: none"> CWRU Executive 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Rankings Working Group members 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Library Research Management 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Library Human Resources Registrar Research Management Alumni International 	<ul style="list-style-type: none"> Rankings analyst Institutional Planning Library Research Management
Key Deadlines	<ul style="list-style-type: none"> October '17: Decide on Phase I approach and communicate to CWRU community April '18: Review Phase I by CWRU Executive 	<ul style="list-style-type: none"> October '17: (Interim) rankings analyst to be appointed November '17: Cross-unit rankings support model to be established December '17: Monthly working group meetings to commence 	<ul style="list-style-type: none"> January '18: Deliver results of assessment 	<ul style="list-style-type: none"> October '17: Survey of '18 data submission readiness December '17: First draft of '18 submission data February '18: Submission of QS and THE data (Tranche 1) April '18: Submission of THE and GIPP data (Tranche 2) 	<ul style="list-style-type: none"> November '17: Generate relationship, services, and account map April '18: Finalize clear ownership structure

Note: CWRU institutional units and stakeholders based on functional roles. Some do not yet exist or roles and individuals not defined.

CWRU International Rankings Report: Core Capability (October 2017)

Phase II: May 2018 to April 2019

	Governance & Culture	Organizational Design	Infrastructure	Submission & Analysis	Engagement
Core Action Items	<ul style="list-style-type: none"> Set direction for systematic rankings engagement Control for rankings outcomes Draw up business case for Phase III investments 	<ul style="list-style-type: none"> Continue with .5 FTE ranking expert Continue with bibliometric project Continue rankings working group based on improved process framework 	<ul style="list-style-type: none"> Consider acquisition of additional bibliometric tools Improve under-lying CWRU databases for faculty, students Clean up external databases and researcher profiles (ORCID) 	<ul style="list-style-type: none"> Revise templates and create rankings management dashboard Consider purchasing benchmark data from QS or THE 	<ul style="list-style-type: none"> External: Participate in rankings seminars and conferences Internal: Set up rankings portal and communication schedule
CWRU Stakeholders	<ul style="list-style-type: none"> CWRU Executive 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Rankings Working Group members 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Library Research Management Human Resources Registrar 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Library Human Resources Registrar Research Management Alumni International 	<ul style="list-style-type: none"> Rankings analyst Institutional Planning Research Management International
Key Deadlines	<ul style="list-style-type: none"> December '18: Recap of 2018 rankings results, assessment of overall progress April '19: Review of Phase II by CWRU Executive 	<ul style="list-style-type: none"> December '18: Enhanced data collection and submission data to be readied April '19: Final monthly working group meetings with future transition to expert-driven model 	<ul style="list-style-type: none"> May '18: ORCID profile assessment and complete profile creation December '18: External database clean up completed (Scopus, WoS) April 2019: ORCID profile completion 	<ul style="list-style-type: none"> June '18: Potential data purchase (THE or QS) December '18: First draft of '19 submission data January '19: Finalize rankings management dashboard February '19: Submission of QS and THE data (Tranche 1) April '19: Final submission of THE and GIPP data (Tranche 2) 	<ul style="list-style-type: none"> June '18: Roll out rankings portal September '18: Commence internal communication schedule April '19: Have participated in a QS, THE, and possibly IREG conference.

Note: CWRU institutional units and stakeholders based on functional roles. Some do not yet exist or roles and individuals not defined.

CWRU International Rankings Report: Core Capability (October 2017)

Phase III: May 2019 to April 2021

	Governance & Culture	Organizational Design	Infrastructure	Submission & Analysis	Engagement
Core Action Items	<ul style="list-style-type: none"> Set continued direction for systematic rankings engagement Control for rankings outcomes (annual) Decide on purchase and deployment of advanced bibliometric tools 	<ul style="list-style-type: none"> Continue with .25 FTE rankings expert to focus on rankings 	<ul style="list-style-type: none"> Deploy advanced bibliometric tools Finalize improvements to internal databases for faculty, students and other reporting systems (finance) Finalize cleanup of researcher profiles (ORCID) & deploy modeling tools 	<ul style="list-style-type: none"> Begin bespoke global benchmarking pool Build and finalize external engagement management model 	<ul style="list-style-type: none"> Take up a more active role with rankings agencies and bibliometric services (advisory board, speaking)
CWRU Stakeholders	<ul style="list-style-type: none"> CWRU Executive 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Library Research Management Human Resources Registrar 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst Institutional Planning Library Human Resources Registrar Research Management International Alumni 	<ul style="list-style-type: none"> CWRU Executive Rankings analyst International
Key Deadlines	<ul style="list-style-type: none"> December '19 and '20: Recap of 2019 and 2020 rankings results, assessment of overall progress April '21: Review of Phase III by CWRU Executive 	<ul style="list-style-type: none"> December '19 and '20: Further enhanced data collection and submission data to be readied 	<ul style="list-style-type: none"> April 2021: Assess progress since 2017 and develop infrastructure roadmap for post-2021 	<ul style="list-style-type: none"> December '19 and '20: First draft of '20 and '21 submission data February '20 and '21: Submission of QS and THE data (Tranche 1) April '20 and '21: Submission of THE and GIPP data (Tranche 2) and finalization of management 	<ul style="list-style-type: none"> Rolling Schedule: Annual participation

Note: CWRU institutional units and stakeholders based on functional roles. Some do not yet exist or roles and individuals not defined.

**INTERNATIONAL RANKINGS
CORE CAPABILITY PROJECT
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FINDINGS**

Case Western Reserve University

- **This presentation was delivered by ICG at CWRU on 18 and 19 October 2017.**
- **The presentation shall be considered incomplete without oral clarification.**
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RELEVANT INTERNATIONAL RANKINGS

19+2 Active Rankings

	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17
Academic Ranking of World Universities (ARWU, aka Shanghai Ranking)															
Ranking Web of Universities (Webometrics Ranking)															
World University Rankings (Quacquarelli Symonds (QS))															
University Web Rankings & Reviews (4 International Colleges & Universities (4ICU))															
Performance Ranking of Scientific Papers for World Universities (NTU (formerly HEEACT))															
CWTS Leiden Ranking															
University Ranking by Academic Performance (URAP)															
SCImago Institutions Rankings (new version)								R	R	R	R	R	R	R	
World University Rankings (Times Higher Education (THE))															
Global Employability Rankings (Emerging/Trendence)															
Round University Rankings (RUR)															
U-Multirank (Universities Compared. Your Way)															
UI GreenMetric World University Ranking															
Center for World University Rankings (CWUR)															
Global University Ranking (Youth Inc. / Education Times of India) (2017?)															
nature INDEX															
Worldwide Professional University Rankings (RankPro)															
Best Global Universities Rankings (U.S. News & World Report)															
Reuters Top 100 Most Innovative Universities															
In4M															
Moscow International University Ranking (2018)															

- Acad. performance w/ league table
- Academic performance w/o league table
- Broad-based league table
- Multi-indicator ranking
- Employability-based league table
- Web presence league table

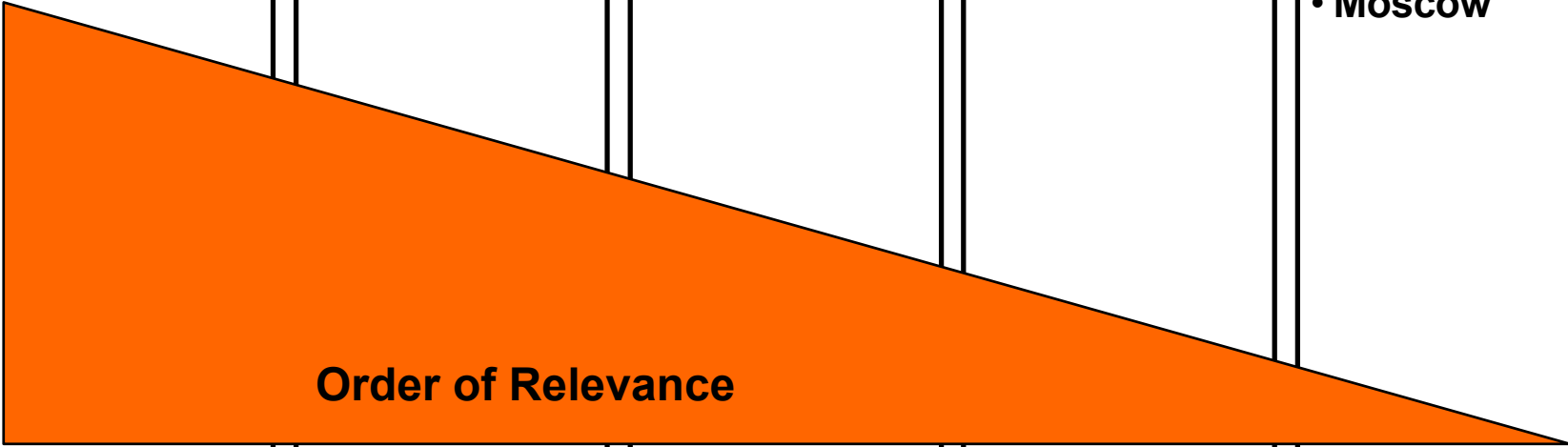
Notes: "R" denotes retroactive. "E" denotes environmental focus. "I" denotes innovation.

Source: Rankings agencies, ICG.

RELEVANT INTERNATIONAL RANKINGS

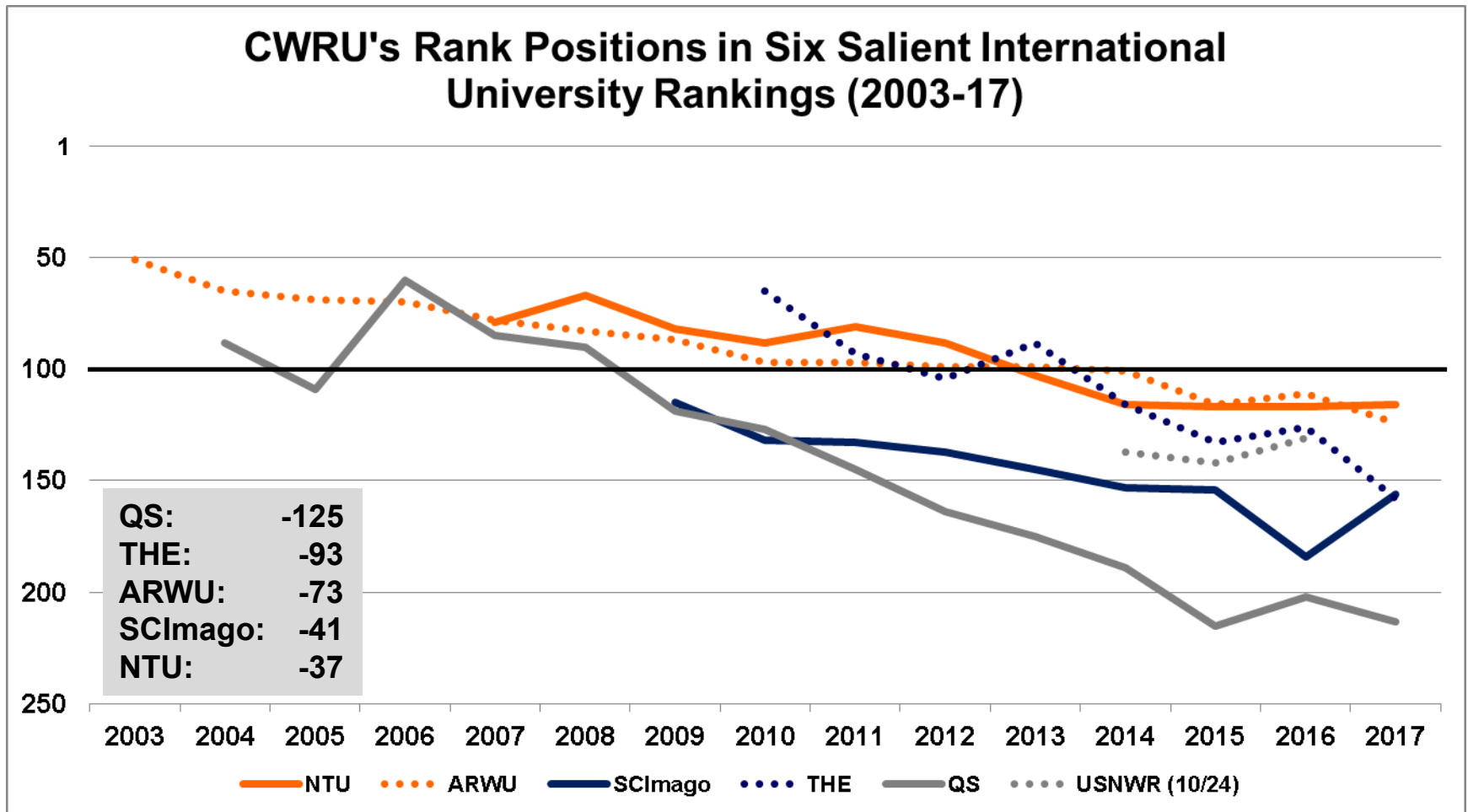
Rankings Selection

Big Three	Bibliometrics	Employability	Other Quality Rankings	No Consideration
<ul style="list-style-type: none">• ARWU• QS• THE	<ul style="list-style-type: none">• Leiden• NTU• natureINDEX	<ul style="list-style-type: none">• Emerging• (QS)	<ul style="list-style-type: none">• SCImago• USNWR• Reuters 100• In4M	<ul style="list-style-type: none">• URAP• RUR• CWUR• RankPro• U-Multirank• Webometrics• 4ICU• GreenMetric• Moscow



Order of Relevance

CWRU'S PERFORMANCE IN SIX SALIENT INTERNATIONAL RANKINGS



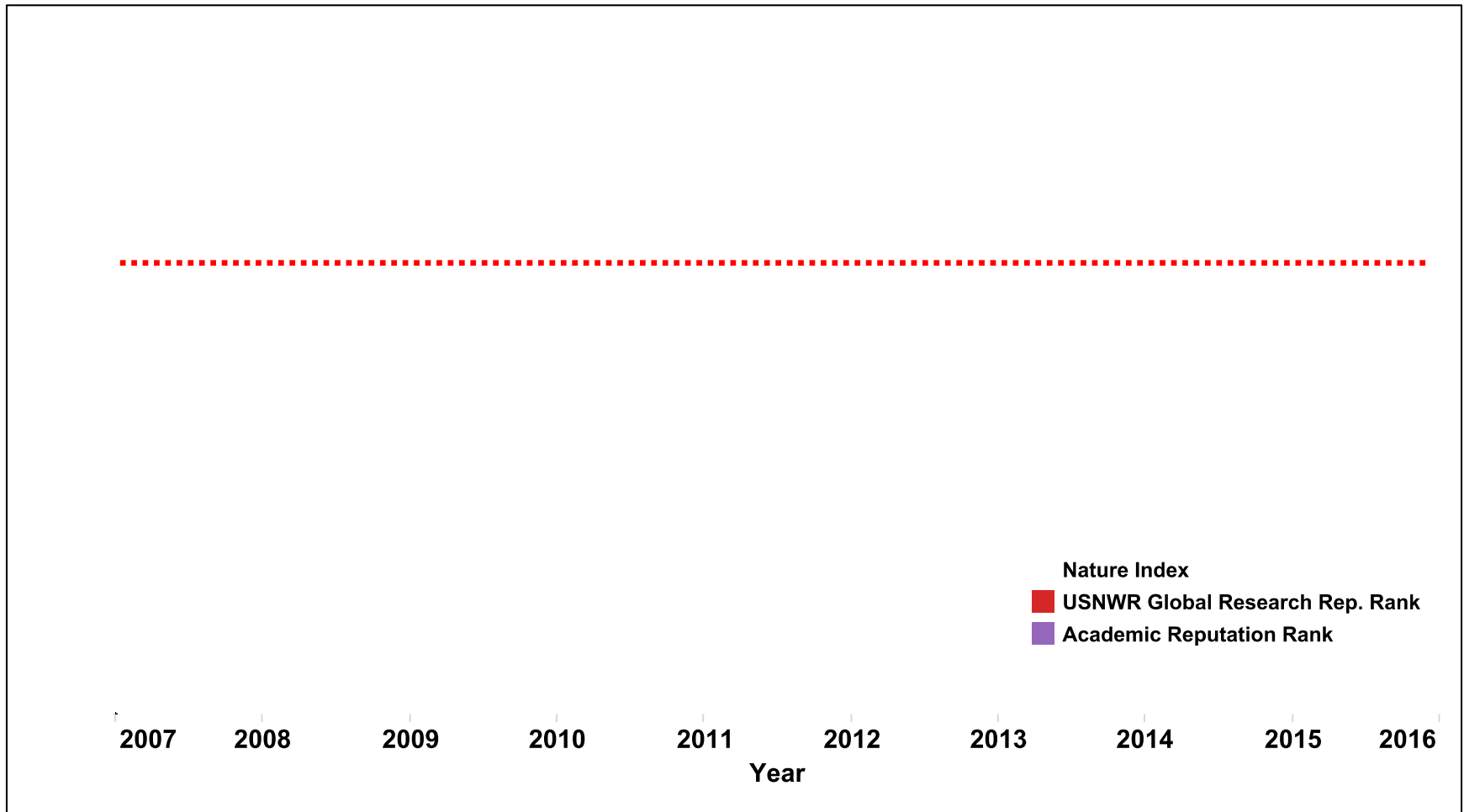
Sustained positional declines – collapse of QS rankings position

Notes: Positions have been calculated as far as possible, or the mid-point of brackets has been used.

Source: ARWU, NTU, SCImago, THE, USNWR, QS.

INTERNATIONAL UNIVERSITY RANKINGS

CWRU's Scientific Performance versus Reputation



Substantial decline in academic reputation performance in QS

Notes: CWRU dropped out of the Top 400 of the QS Academic Reputation Ranking in 2014.

Source: Leiden, Nature, NTU, QS, USNWR.

INTERNATIONAL UNIVERSITY RANKINGS

CWRU in the U.S. News Global Ranking

Indicator (Weight)	2014	2015	2016
Global research reputation rank (12.5%)	200	200	206
Regional research reputation rank (12.5%)	271	63	292
Publications rank (10.0%)	171	178	179
Books rank (2.5%)*	-	166	183
Conferences rank (2.5%)*	-	490	528
Normalized citation impact rank (10.0%)	92	87	109
Total citations rank (7.5%)	135	131	141
# of publications among 10% most cited rank (12.5%)	138	139	142
% of publications among 10% most cited rank (10.0%)	121	124	134
International collaboration rank (10.0%)	493	650	705
# of publications among 1% most cited rank (5.0%)**	-	-	111
% of publications among 1% most cited rank (5.0%)**	-	-	70
Overall Rank	137	142	131

Drops on some citation-related measures

Notes: U.S. News publishes the university's relative ranking on each indicator rather than an indicator score. * indicators introduced in 2015.

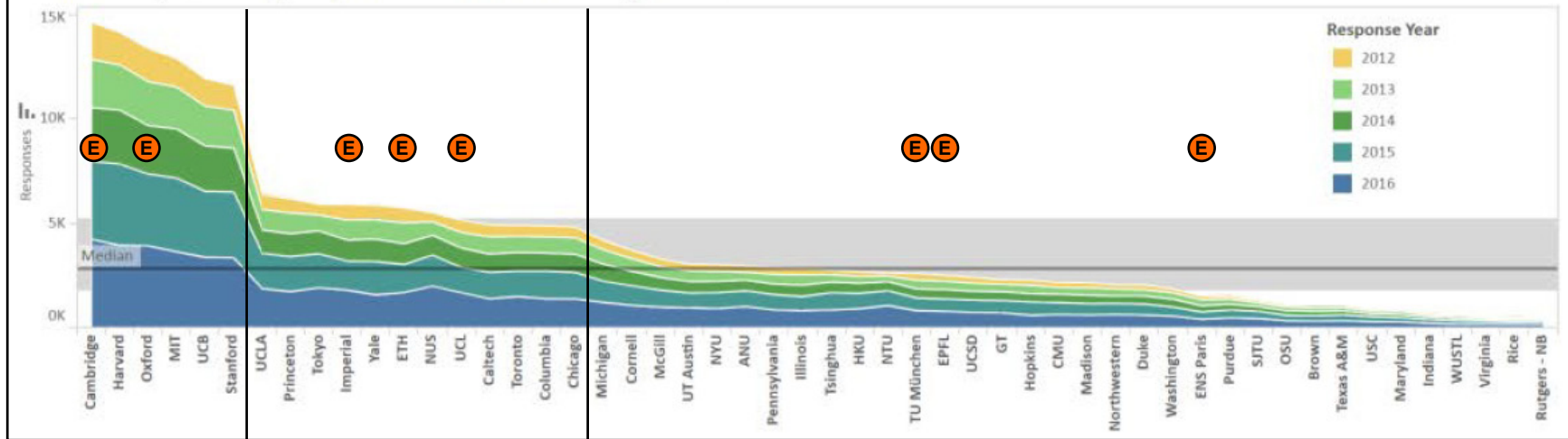
** indicators introduced in 2016. Source: USNWR.

PERSPECTIVES ON ENGAGING WITH RANKINGS

QS Global Academic Survey

QS Global Academic Survey, Top 52 (2012-16)

Academic Respondents by Response Year - Overall - Ranking Year 2016



Global Brands

International Flagships

Domestic Flagships and International Research Universities

Global academic brands have been formed – what will CWRU’s role be?

Notes: Data was shared by MIT based on the QS Global Academic Survey. It is not possible to verify if select universities are not displayed.

Source: QS.

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CWRU International Rankings Core Capability – 18-19 October 2017

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