

**CASE WESTERN RESERVE UNIVERSITY  
Faculty Senate**

Meeting for Wednesday, October 22, 3:30 – 5:00 p.m.  
Toepfer Room, Adelbert Hall

**AGENDA**

- |           |    |  |              |
|-----------|----|--|--------------|
| 3:30 p.m. | 1. | Approval of Minutes of the Meeting of September 23, 2003   | D. Singer    |
| 3:35      | 2. | President's Announcements  | E. Hundert   |
| 3:40      | 3. | Interim Provost's Announcements  | L. Singer    |
| 3:50      | 4. | Chair's Announcements  | D. Singer    |
| 3:55      | 5. | Report of the Executive Committee  | C. Beall     |
| 4:05      | 6. | Report of the By-laws Committee on Changes For College of Arts and Sciences  | G. Narsavage |
|           |    | RESOLVED that the proposed changes to the By-laws of the College of Arts and Sciences pertaining to their members ex officio be approved.                  |              |
|           |    | RESOLVED that the proposed changes to the By-laws of the College of Arts and Sciences pertaining to their Graduate Committee responsibilities be approved. |              |
| 4:15      | 7. | Status and progress of Accreditation Efforts   | D. Feke      |
| 4:30      | 8. | University Budget and Strategic Plan for Investing in the New Vision   | E. Hundert   |
| 5:00      |    | Adjournment  |              |

CASE WESTERN RESERVE UNIVERSITY

**Faculty Senate**

Meeting October 22, 2003 – 3:30 p.m.

Toepfer Room, Adelbert Hall

Minutes

Members Attending

Taroon Amin

Cynthia Beall

Bo Carlsson

Sara Debanne

Jonathan Entin

Steven Feldman

Jerry Floersch

Lynne Ford

Susan Hinze

Edward M. Hundert

Patrick Kennedy

Carolyn Kerckmar

George Kikano

Elisabeth Köll

Wilbur Leatherberry

Frances Lee

Alan Levine

Jerome Liebman

Elizabeth Madigan

Carol Musil

Georgia Narsavage

Spencer Neth

Wyatt Newman

John Orlock

R. Sue Pearlmutter

George Perry

Paul Salipante

Jason Shuba

Laura Siminoff

David Singer

Lynn Singer

Elizabeth Tracy

Angela Woollacott

Kristin Zakariasen

Others

Peter Bacevice

Paula Baughn

Derek Bellin

Joanne Eustis

Donald Feke

Lev Gonick

Julia Grant

Angela Graves

Anthony Kinslow

Jeanne Madison

Beth McGee

Raymond Muzic

Ned Powley

Margaret Robinson

Hossein Sadid

Virginia Saha

Susan Shurin

William Siebenschuh

Laura Tanski Lockledge

Professor David Singer, Chair of the Faculty Senate, called the meeting to order at 3:35 p.m.

Approval of Minutes

The minutes of the Faculty Senate meeting of September 23, 2003, were approved as distributed.

President's Announcements

President Edward M. Hundert said that the search firm of Heidrick and Struggles has been engaged in support of the Provost Search Committee who are presently seeking candidates. He invited anyone with a candidate suggestion to send notice to Susan Shurin. They hope to begin to cull a long list by the end of November.

### **Interim Provost's Announcements**

Lynn Singer invited all to join her at the dedication of the Women's Center taking place the following day with the author Ellen Goodman as the guest speaker. The celebration will continue on Friday, showcasing the activities and hard work of many individuals.

### **Report of the Executive Committee**

Cynthia Beall reported for the Executive Committee and noted the appointment of Mark Turner as the Dean for the College of Arts and Sciences. His official start date is March 1<sup>st</sup> though he is already engaged and visiting.

Interim Provost Singer brought a request for consideration of developing policies on four topics:

- 1) partner hiring, which was sent for study to the Committee on the Status of Women Faculty
- 2) concurrent part-time appointments, sent to the Faculty Personnel Committee
- 3) new Faculty Senate committee for Post-doctoral Scholars, sent to the Graduate Studies Committee
- 4) special incentives for retirement, sent to the Faculty Compensation Committee

Professor Beall noted that all other items were on the agenda for this meeting today and would get further discussion here.

### **Report of the By-laws Committee on Changes to the By-laws of the College of Arts and Sciences**

Chair Georgia Narsavage noted that attached to the agenda was the full text of the proposed changes in two areas, the first one being the addition of the director of the university libraries to *ex officio* membership in the faculty. This motion to approve comes forward with the endorsement of the Executive Committee.

RESOLVED that the proposed changes to the by-laws of the College of Arts and Sciences pertaining to their members *ex officio* be approved.

The motion carried with 29 voting in favor and none opposed.

The second resolution concerns a re-writing of the responsibilities of their Graduate Committee:

RESOLVED that the proposed changes to the By-laws of the College of Arts and Sciences pertaining to their Graduate Committee responsibilities be approved.

The motion carried with 28 voting in favor and none opposed.

### **Status and Progress of Accreditation Efforts**

Interim Deputy Provost Donald Feke spoke about the university's plans for accreditation review by the Higher Learning Commission of the North Central Association. A document was attached to the agenda with highlights of the accreditation process. A site visit review has been scheduled for April 2005 and

is ten years since our last visit. The university has chosen to do a customized review with the theme of the Transformational Learning Environment - appropriate to our new activities under President Hundert's leadership. The self-study document will address last visit progress toward concerns raised in the previous visit. The Accreditation Steering Committee, the Outcome Assessment Executive Committee and four Special Emphasis Subcommittees are all meeting. These last four are on Interdivisional Collaborations and Partnerships; on Faculty Engagement, Motivation, and Commitment; on Undergraduate Student Development; and on Graduate and Professional Student Development. This presentation represents the start of the public informing stage which will be kept current with a web site which is about to be launched. A detailed calendar of events was included with the presentation.

President Hundert commented that some might view this process as time consuming, but with this opportunity to customize our review, it will help us advance the university and be a leader in this endeavor.

There were a couple of questions: about how student members of the committees were chosen, and the concerns from the previous accreditation visit. Dr. Feke answered that undergraduate students were chosen from a data base of students expressing interest, that the leadership of the Graduate Student Senate had volunteered, but that if others such as professional school students were interested, that they so advise him.

The three areas of note for some added attention at the time of the last visit were that there was no central and formal outcome assessment activity, and that there were slight declines in the numbers of minority students from the last previous visit in 1984-1985, and also that the numbers of doctoral students in the social science fields had declined in that period. A plan was formulated to address the outcome assessment concern in 1996 and a report on that plan was filed and accepted by NCA. The university certainly is now also investing in the Second and third areas noted.

### **University Budget and Strategic Plan for Investing in the New Vision**

President Hundert said that he considers the "New Vision Investment Plan" a way for us to become "a university." The President views the deans as university leaders, and he views this plan as completing the federation begun many years ago to make Case a great university. He is out meeting alumni to generate resources for this plan. This is a partnership with faculty to achieve the vision--the status quo is not an option--to grow our way out of the present financial situation rather than make budget cuts to balance the budget, as many other schools are now having to do. He also noted that our undergraduate tuition flow is poor compared with many other institutions, as is our selectivity in offering admission to a too large proportion of our applicants. The other ways of raising revenue are through overhead cost recovery on grants and from philanthropy.

Dr. Hundert briefly discussed each of the seven points of Envisioning a New Case: Undergraduate Program, Graduate and Professional Programs, Academic Medical Center, New Vision Centers of Excellence, Resources, Campus Environment, and Institutional Culture and Values. He said that the

financially prudent budgets of the past 31 consecutive years have now accumulated to \$165 million in unspent monies as working capital, without touching the university's endowment at all. There will be a planned operating deficit over the next several years which will be replenished at the end of that time so reinvestment at some future time could occur. He noted that when you trade excess working capital and reserves for world class programs and faculty, this shows as an "operating deficit," but it is a strategy that will lead to increases in all three major sources of revenue: net tuition, research indirect cost recovery, and philanthropy.

The President spoke with enthusiasm about connecting donors with faculty in support of the excellent work our faculty do, about the investment in our Library from the Trustee Fund, new efforts from the Technology Management Office and new royalty income, increased research productivity across all our schools, and about the new residential village for undergraduate students. The goal by the end of 2008 is to be in a different peer group, emphasizing that this is an investment plan.

There were some questions on diminishing NIH funds nationally and growing our market share, and on benchmarks. It was agreed that another full session was needed for this to develop a dashboard of critical items. Case needs to coordinate all branches of the fund raising and development efforts. The President feels the university has special advantages over peer institutions because there are only eight school deans who are very collaborative, so that we can work across boundaries more effectively than most of our competitors.

There being no further business, the meeting adjourned at 5:15 p.m.

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Lynne E. Ford  
Secretary of the Faculty Senate