



Faculty Senate Meeting

Monday, September 24, 2012

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

AGENDA

3:30 p.m.	Approval of Minutes from the April 25, 2012 Faculty Senate meeting	R. Dubin
	President's and Provost's Announcements	B. Snyder B. Baeslack
	Chair's Announcements	R. Dubin
3:40 p.m.	Report from the Executive Committee	S. Garverick
	Report from Secretary of the Corporation	L. Keefer
3:45 p.m.	WSOM Department Merger	R. Boland
3:50 p.m.	Human Resources Update	C. Gregory
4:10 p.m.	Enrollment Update	R. Bischoff
4:35 p.m.	CWRU Security Report	D. Jamieson
(5:00 p.m.	<i>New senators- optional introduction to the Senate)</i>	R. Dubin S. Gaverick



Faculty Senate Meeting

Monday, September 24, 2012

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

Members Present

Daniel Akerib
Hussein Assaf
Bruce Averbook
Joseph Baar
Bud Baeslack
Lee Blazey
Richard Buchanan
Matthias Buck
Gary Chottiner
Elizabeth Click
David Crampton
Chris Cullis
Lisa Damato
William Deal
Nicole Deming
Peg DiMarco
Robin Dubin
Thomas Egelhoff

Karen Farrell
Taryn Fitch
Steven Fox
John Fredieu
Steven Garverick
Alfredo Hernandez
Patricia Higgins
Susan Hinze
Thomas Kelley
Kurt Koenigsberger
Deborah Lindell
Zheng-Rong Lu
Joseph Mansour
Greggory Mentele
Frank Merat
Kathryn Mercer
William Merrick
Sonia Minnes

Dale Nance
Leena Palomo
Sandra Russ
Deepak Sarma
Robert Savinell
Benjamin Schechter
JB Silvers
David Singer
Martin Snider
Barbara Snyder
Alan Tartakoff
Lee Thompson
Randall Toy
Mark Votruba
Gillian Weiss
Xin Yu
Rebecca Zirm

Members Absent

Ronald Blanton
Christine Cano
Mark Joseph
Erin Lavik

Laura McNally
Ray Muzic
Simon Peck

Bonnie Richley
Matt Sobel
Nicholas Ziats

Others Present

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

David Fleshler
Carolyn Gregory
Arnold Hirshon
Richard Jamieson
Barbara Juknialis
Elizabeth Keefer

Ermin Melle
Dean Patterson
Ginger Saha
John Sideras
Lynn Singer
Jeffrey Wolcowitz

Call to Order

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

Approval of Minutes

The minutes of the Faculty Senate meeting of April 25, 2012 were approved as submitted.

President's Announcements

President Barbara Snyder first welcomed the new Chair of the Faculty Senate, Professor Robin Dubin. President Snyder thanked the faculty for their assistance in recruiting the strongest and largest class in the history of the University. She reported that the University has received a \$64.6 million Clinical and Translational Science Award from NIH which is the largest ever awarded in northeast Ohio. Also, as of June 30, 2012, \$728.5 million has been raised in the University's capital campaign. In May, a groundbreaking ceremony took place for the Tinkham Veale University Center, and construction began shortly thereafter. It is anticipated that the Center will be open by the fall of 2014. The Uptown project is enriching the campus community and will be the new home of MOCA. President Snyder encouraged everyone to attend the Blue Block party on September 27th which will kick off the upcoming Homecoming, Alumni and Parents weekend. The President's Committee on Child Care Options has been appointed and will look at both short-term and long-term child care options for employees of the University. Lastly, President Snyder announced two gifts from the Mt. Sinai Foundation and the Cleveland Foundation, each in the amount of \$10 million, for a new medical school. These are the single largest grants ever made by the two foundations.

Provost's Announcements

Provost Bud Baeslack announced that a steering committee is in the process of being formed to work on a refresh of the 2008-2013 strategic plan. He expects that that Faculty Senate will be directly involved and emphasized the importance of open communication. Provost Baeslack said that he hopes there will be a new plan in place by the end of the current academic year.

Chair's Announcements

Prof. Dubin thanked all senators and those privileged to attend for coming to the first meeting of the year. She encouraged senators to work together to determine the most effective way to communicate Faculty Senate business to their respective college and schools. Prof. Dubin said that her goals for the year include finalizing the SAGES governance proposal, adopting new course evaluations, making progress on the issue of Faculty Appointments outside the Constituent Faculties, and facilitating better communication between the Faculty Senate and the constituent faculties. She also reported on the August Faculty Senate Retreat at which she asked the chairs of the Faculty Senate standing committees to report to her each month so that business can move forward in a timely fashion. Prof. Dubin also mentioned that Professor Gary Chottiner had been appointed interim chair of FSCUE for the fall 2012 semester since Professor Christine Cano is unable to serve due to personal matters. Professor Cano expects to resume her chair duties in the spring.

Report from the Executive Committee

Prof. Steven Garverick, chair-elect, Faculty Senate, reported that, at the September 7, 2012 Faculty Senate Executive Committee meeting, Professor Karen Farrell, chair of the Faculty Senate Committee on Women Faculty, presented the Proposal for a Modified Workload Policy Related to Caregiving Responsibilities. The proposal was forwarded to the Committee on By-Laws. It will come back to the Executive Committee for inclusion on the Senate agenda, and then to the Faculty Senate for final approval. Prof. Garverick also said that schools that teach undergraduates will have representation on the Ad-Hoc Committee and other schools are invited to have representation as well. Members of the Executive Committee have been asked to give the names of interested representatives to Prof. Dubin.

Report from Secretary of the Corporation

Ms. Elizabeth Keefer, Secretary of the Corporation and General Counsel reported that two Board of Trustees meetings had taken place since last April. Among other items, Ms. Keefer stated that \$2.3 million in gifts have been approved; Sara H. Moll has been appointed as a new trustee; Chuck Fowler will serve as chair of the BOT for a 2-year term; 6 new professorships have been approved; the University Medal was awarded to Charles Bolton (grandson of Frances Payne Bolton); and 5 faculty members were named as Distinguished University Professors.

WSOM Department Merger

Professor Richard Boland presented a proposal to merge the Departments of Information Systems and Marketing and Policy Studies at the Weatherhead School of Management. The new department will be known as the Department of Design and Innovation. This proposal received the support of the Dean and the faculty of the Weatherhead School, and the chairs of the two departments. The Faculty Senate approved the proposed merger. *The proposal is attached to these meeting minutes.*

Human Resources Update

Carolyn Gregory, Vice-President, Human Resources reported that there has been significant migration to the lower cost HDHP and HMO plans. However, PPO options remain most popular with employees. For the upcoming plan year, there has been no premium change in the MMO PPO and less than a 1% increase in the Anthem plans. The premium for the Kaiser HMO plan has increased by 4% but the copayment has been reduced. There may also be prescription medication price improvements in 2013. On August 1, 2012 Professor Elizabeth Click was appointed as the first medical director for the University. She will be focused on creating a culture of health and wellness at CWRU and will provide clinical and strategic support to the University as it develops health and wellness programs, a health assessment questionnaire for employees, and a multi-year health and wellness strategic plan. The health assessment questionnaire will be available for completion from October 15-December 15, and a raffle will be conducted to incentivize participants. Aggregate data from the assessment will be available in January of 2013.

Enrollment Update

Rick Bischoff, Vice President for Enrollment Management, reported that this year's incoming freshman class was the strongest and largest class in the University's history. Applications doubled between 2007-2012 and this year's freshman class totaled 1372. The admit rate decreased significantly during this same time period, from approximately 70% to 54.2% currently. 74% of those students who reported were in the top 10% of their high school class. In the 2012 class of enrolled students, the percentage of underrepresented minorities increased from 10% in 2011 to 14.4% in 2012, and international students increased from 70 students in 2011 to 93 students. The increase in international students is even more significant in light of the fact that the University is now requiring international students to submit SAT scores, as well higher TOEFL scores, for admission. A larger number of students are coming from out of state, which helps our reputation as a national institution of learning. This year's dramatic results stem from increased faculty involvement at all levels of recruitment, a new level of excitement on campus due to the Uptown project, and changes in scholarship allocation. Mr. Bischoff said that his goal is to achieve predictability in enrollment and he will be working towards this in the upcoming year.

CWRU Security Report

Dick Jamieson, Vice President for Campus Services, reported that overall crime is trending downwards, particularly on campus. This is due to increased security and police coverage, and increased visibility of security personnel. More cameras and new technology on campus have also helped. The Safe Ride program has been expanded to include three vehicles instead of one. He also said that they had 100% participation in the University's email emergency notification system (RAVE). However, the department considers cell phones the best way to communicate with people during an emergency. They are considering using opt-out for cell phone numbers, in order to get more comprehensive data on cell phone numbers.

The meeting was adjourned at 5:05 p.m. After the meeting, Profs. Dubin and Garverick met informally with first year Senators to explain Senate procedures and their responsibilities as Senators.

Approved by the Faculty Senate



Rebecca Zirm
Secretary of the University Faculty



WEATHERHEAD
SCHOOL OF MANAGEMENT
CASE WESTERN RESERVE
UNIVERSITY

N. Mohan Reddy
Dean and Albert J. Weatherhead III
Professor of Management
Weatherhead School of Management

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May 29, 2012

Gary Chottiner
Chair
Faculty Senate

Dear Gary,

I write in support of the decision made by the Departments of Information Systems and Marketing and Policy Studies to merge. The new Department, to be called the “Department of Design and Innovation” is an exciting development as it brings together two faculties with common interests in value and venture creation in enterprises. Both faculties have spent a considerable amount of time in discussion, within and between departments, before making the decision.

While I see this decision as having a significant impact on our interdisciplinary offerings at the masters level, it is the potential for rigorous, issue-based research at the doctoral level that holds the most potential. I am enclosing letters from each of the two chairs, and their justification document for the proposed action.

This proposal was presented to the Weatherhead Faculty Assembly on April 30, 2012 and the faculty unanimously approved the merger.

Please do let me know if I may forward any additional documents for review.

Regards,

A handwritten signature in cursive script that reads "N. Mohan Reddy".

N. Mohan Reddy



WEATHERHEAD
SCHOOL OF MANAGEMENT
CASE WESTERN RESERVE
UNIVERSITY

Richard J. Boland, Jr.
Professor and Chair of Information Systems
Professor of Cognitive Science
Eliz M. and Wm C. Treuhaft
Professor of Design in Management

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N. Mohan Reddy
Dean of the Weatherhead School of Management
Case Western Reserve University
Cleveland, OH 44106

Dear Mohan,

The faculty of the Department of Information Systems is unanimous in requesting that our department merge with the Department of Marketing and Policy Studies to form a single, multi-disciplinary Department of Design and Innovation in the Weatherhead School.

We are excited about the opportunities for creative research and teaching that the merger of our three disciplines (Marketing, Strategy and Information Systems) will enable. Our disciplines are the nexus of a firm's key capabilities, including: the deep knowledge of its environment, the intelligent design of products and services, the inventive applications of information technologies and the value creating interaction with customers.

We have discussed this proposed merger with the faculty of the Department of Marketing and Policy Studies at length, and have interacted with them intensely in both research and teaching during the last few years, to prepare the ground for merging.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dick Boland".

Dick Boland

April 28, 2012

To: Dean Mohan Reddy

From: Jagdip Singh, Chair, Marketing and Policy Studies

The faculty of the Marketing and Policy Studies department are recommending to merge with the faculty of Information Systems to form a single department under the name of Department of Design and Innovation.

This recommendation is a result of a deliberate and detailed process that started in August 2010 when the faculties from the two departments committed to exploring the possibility of a merger through a yearlong process of holding joint meetings and seminars. In September 2011, a concept document outlining faculty motivations and aspirations for a merged department with the working title of "Marketing, Strategy and Design" was jointly prepared by the two departments and voted by the faculty in the individual departments. This concept document is enclosed as Appendix I.

In the September 29, 2011 meeting of the faculty of the Marketing and Policy Studies department, the faculty voted 7 in favor of the concept document, while 4 were opposed and 1 abstained.

The concept document for the merger was subsequently discussed at the Weatherhead Faculty Assembly that met on December 8, 2011. The motion for merger of the Information Systems and Marketing and Policy Studies departments passed unanimously. The minutes of the Assembly meeting including the points of discussion at this meeting are enclosed as Appendix II.

Following the Assembly meeting, the two departments met several times during the Spring 2012 semester to generate department names and engage in a Delphi procedure for narrowing choices and, if possible, arriving at a consensus name. In each round of this procedure, faculty from both departments anonymously voted for their top 3 choices, and the results were used as feedback to narrow choices and proceed to the next round of anonymous voting. The first round was launched on February 17, 2012. The final round was completed on April 19, 2012.

In the final round, 9 faculty voted in favor of naming the merged department as the Department of Design and Innovation, while 4 faculty were opposed and 1 abstained.

Although a consensus was not achieved, a significant majority supported going forward with naming the merged department as the Department of Design and Innovation, which is the basis of this recommendation.

Appendix I
A Proposal to Merge the
Department of Information Systems and the
Department of Marketing and Policy Studies,
Creating a new
Department of Design and Innovation

The Department of Information Systems (IS) and the Department of Marketing and Policy Studies (MAPS) are proposing to merge into a single Department of Design and Innovation (D+I). The merger will strengthen the Weatherhead School's reputation for bold and innovative scholarship that anticipates and leads emergent business practice.

Today's managers face complex and unprecedented challenges in achieving their fundamental purpose of creating value for customers, stakeholders and society. Traditional boundaries between the economic and the social, and between public and private, are blurred. Elements of systems that had been separate and autonomous are now interconnected and interdependent. Ever changing market environments demand agile managers capable of unrelenting innovations in products, services and organizational forms. They will be best served if business schools help them develop interdisciplinary, enterprise-wide perspectives on emerging issues and opportunities for creating value in turbulent environments.

The unique organizing vision of the Department of Design and Innovation is to bring together faculty from the distinct disciplines of information systems, marketing and strategy with a shared focus on:

- a. Creating knowledge for generating novel and valuable products, services and systems, rooted in open approaches to rigorous and relevant scholarship that crosses disciplinary boundaries in addressing the complex organizational problems of contemporary society.
- b. Developing organizational leaders who are skilled in blending theory and practice, and in designing innovative, value creating relationships with customers, stakeholders and society.

The information systems, marketing and strategy faculty are a unique combination of specialists in the core management processes of sensing changes in the environment, interacting with customers and markets, designing products and services, setting strategies for relating with competitors and customers, and designing rich information environments with intelligent systems.

The merging of IS and MAPS will strengthen Weatherhead's unique environment of cross disciplinary theory and scholarship that engages emerging problems in the world, and creates social and economic value in ways that overcome the silo-like boundaries to thought and action that limit organizations today.

Our proposal builds upon traditions and accomplishments of the school that are deeply rooted in its history. CWRU played a major role in founding the fields of operations research and organizational behavior, two keystones of WSOM which were inspired by and grew through interdisciplinary engagement with managers' problems of

practice. Those innovations are an important guide for our merged department's emphasis on engagement with the problems faced by organizations and society, and our emphasis on conducting interdisciplinary research that draws from the traditions and strengths of our separate disciplines. We believe that the Department of Design and Innovation will create a distinctive capability for research, teaching and service that will further distinguish Weatherhead from other schools of management.

We envision that the Department of Design and Innovation will foster and, over time, build a community of scholars who are adept at generatively connecting their commitment to interdisciplinary solutions with strong scholarship in their individual disciplines. These generative bridges of high impact scholarship will be built at the intersections of our faculty's diverse approaches to understanding business processes, including:

- 1) creating valued marketing relationships through customer connectivity, branding, and coproduction with stakeholders,
- 2) creating strategies for relating an organization to emergent business environments and for embedding a culture of value creation to guide an evolving organization, and
- 3) creating information environments, customer experiences, technologies and practices of service delivery and managing that enable intelligent enterprises.

Over the last few years, the IS and MAPS departments have established a record of successful collaborations around faculty research projects, joint research seminars, and participation in Doctoral programs. Faculty collaborations have resulted in coauthored NSF grant proposals and articles in top management journals. For the last 4 years, the two departments (along with the Organizational Behavior department) have collaborated in hosting Weatherhead's interdepartmental seminar series. Faculty from both departments have actively participated in designing and coordinating doctoral courses at Weatherhead, and they have collaborated in leading doctoral dissertation research.

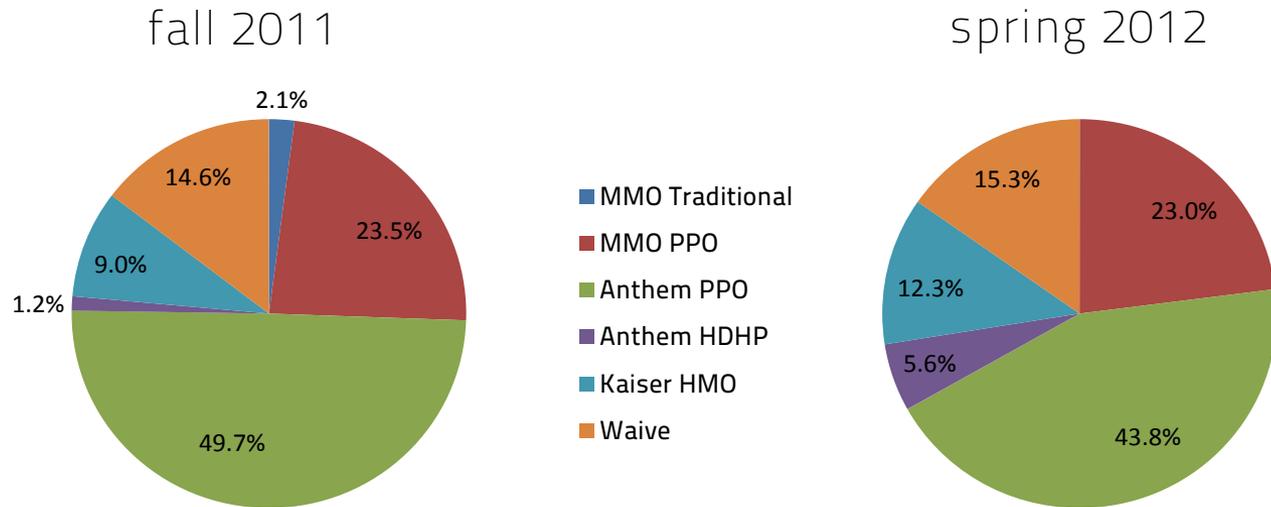
The Department of Design and Innovation will thus provide an additional structure for strengthening Weatherhead's Ph.D. in Management program. It will build on its members' shared values of conducting problem-based research that is grounded in multi-method, interdisciplinary approaches. This will further distinguish WSOM as a leader in developing the type of doctoral training being called for today.

The Department of Design and Innovation will have the critical mass of senior and upcoming scholars to be a credible force on the international stage. The proposed department will have 10 tenured faculty and 5 untenured. We believe that its mixture of disciplines and diversity of experience will foster a coherent and powerful scholarly climate. Our objective is to be recognized globally as a distinctive force in management education and research that is founded on interdisciplinary, outward looking, faculty collaboratives that address deep problems confronting today's managers.

The proposed Department of Design and Innovation will strengthen Weatherhead's ability to develop future scholars and practitioners who display path-creating thought and action to better the lives of people, contribute to a just society, and maintain a sustainable environment.

Health Plan Election Activity

- Significant migration to lower cost HDHP and HMO options
- But PPO options remain most popular



2013 Premium Rates

- Self-Insured Plans
 - MMO PPO +0.0%
 - Anthem PPO +0.6%
 - Anthem HDHP +0.6%
- Fully-Insured Plan – Kaiser +4.0%

Other Financial Impact

- Renewing UHHS/Anthem Discount in 2013
- Negotiated 2% reduction on Kaiser renewal
- Rx pricing improvements coming in 2013

Next Steps

- Health Risk Assessment questionnaire
- Develop Wellness Initiative programming
- Multi-year Health & Wellness strategic plan

Creating a Culture of Health & Wellbeing at CWRU – The Vision

- A campus environment that supports the health and wellbeing of faculty and staff to maximize their quality of life and productivity and to help control health care costs.



Health Matters

- Behavior impacts our health.
- “Big 4”: tobacco, nutrition, physical activity, stress management.
- Creating a culture of health will positively impact our work environment, enhance quality of life and productivity, decrease absenteeism, and will reduce healthcare costs.

Medical Director Functions

- Clinical Support:
 - Analyze health insurance and other data to identify core health issues within the university community.
 - Advise on clinical programs that can positively impact the health status of the university community
- Strategic Support:
 - Development and implementation of the CWRU health and wellness agenda
 - Partner with HR, Finance, Communications, I/T and other key departments/schools

Timeline

- September 17-28
 - Overview meetings with: Cabinet, President's Council, Faculty Senate, Staff Advisory Council, Fringe Benefits Committee
- October 1-15
 - University-wide communication
- October 15-December 15
 - Health Risk Appraisal available for completion
- November 1-30
 - Benefits enrollment period
 - Health screenings available
- December 15-30
 - Incentive raffle conducted
- January 2013
 - Aggregate data available for review



Health Risk Appraisal (HRA)

Univ. of Michigan Health Management Research Center

- An assessment of current health and quality of life
- Data will drive program development and impact future health care plan design. Costs follow risks!
- Confidential feedback for the individual participant.
- Incorporates health screening data
- Over 7,560,410 HRAs since 1998!

Incentives

- Raffle among all faculty and staff participants
- 5 -10 incentives distributed with each person being able to choose their preferred award
- Incentive options:
 - iPad
 - 121 Fitness Center membership
 - Visa gift cards

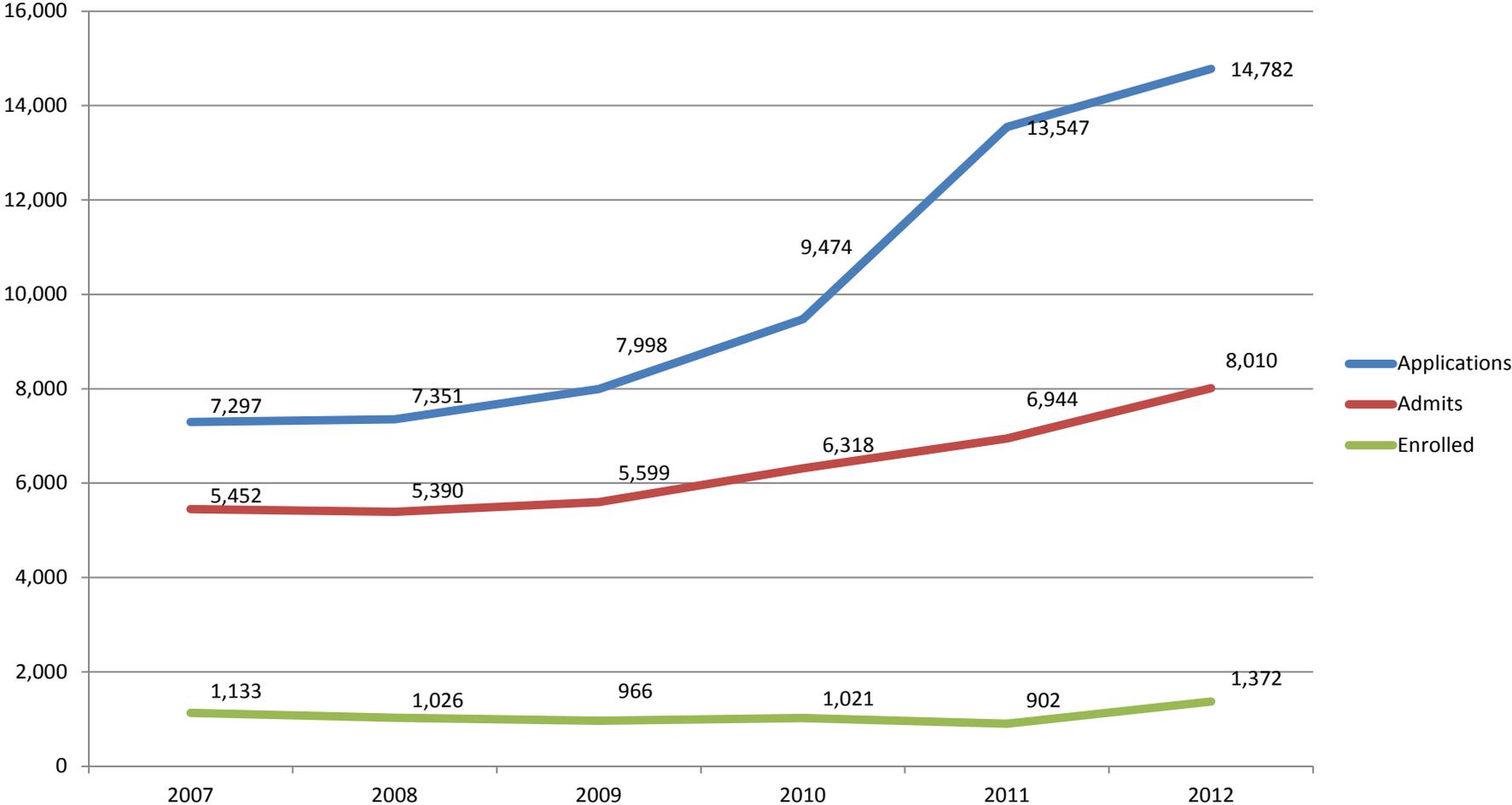
2013 & Beyond

- Creating a culture of health and wellbeing is an ongoing process
- Addressing the needs of the population
- Implementing strategic initiatives that involve all levels within the university
- Analyzing data to determine change and outcomes

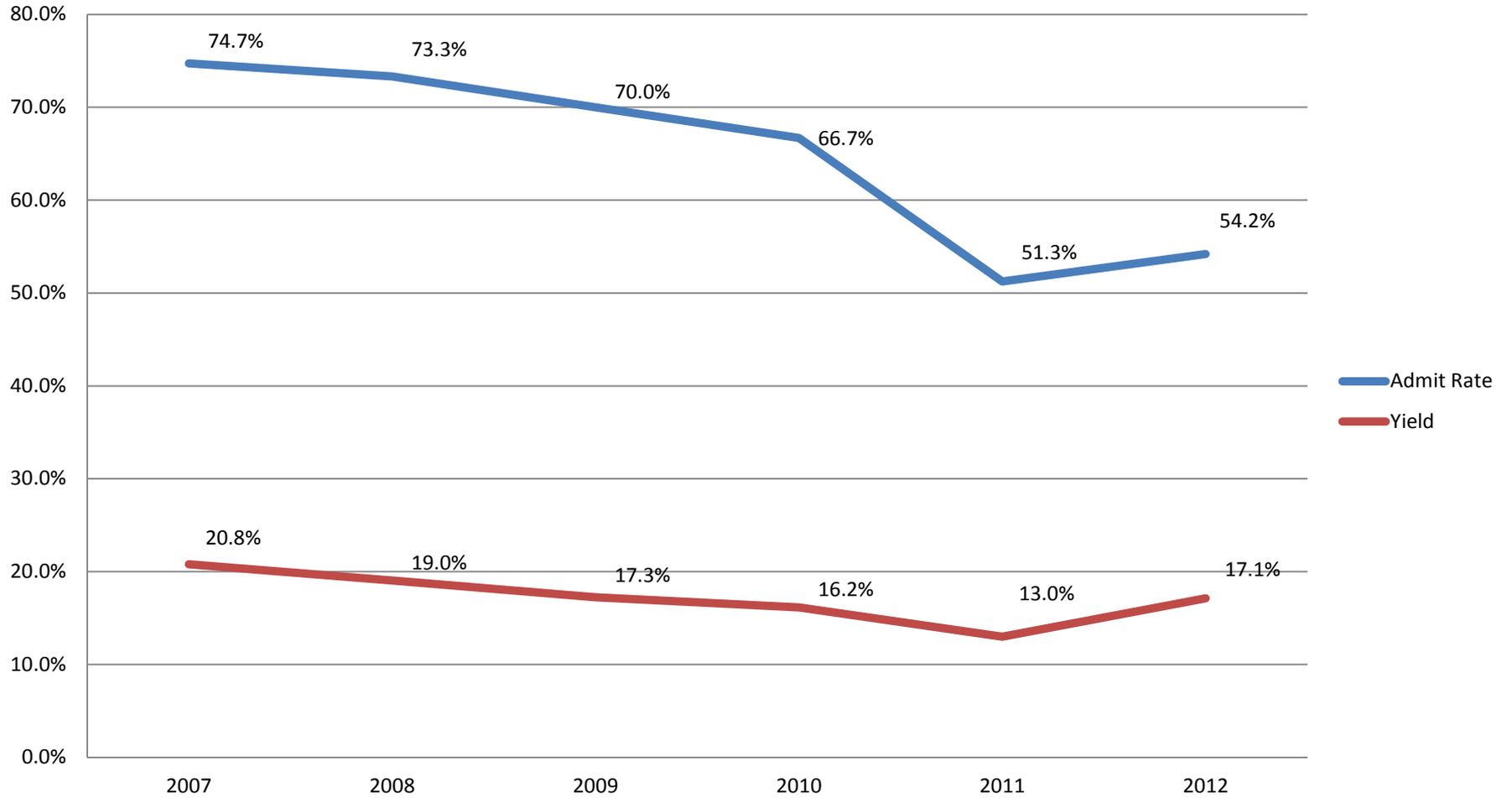
Enrollment Update Faculty Senate

Rick Bischoff
Vice President for Enrollment Management
September 24, 2012

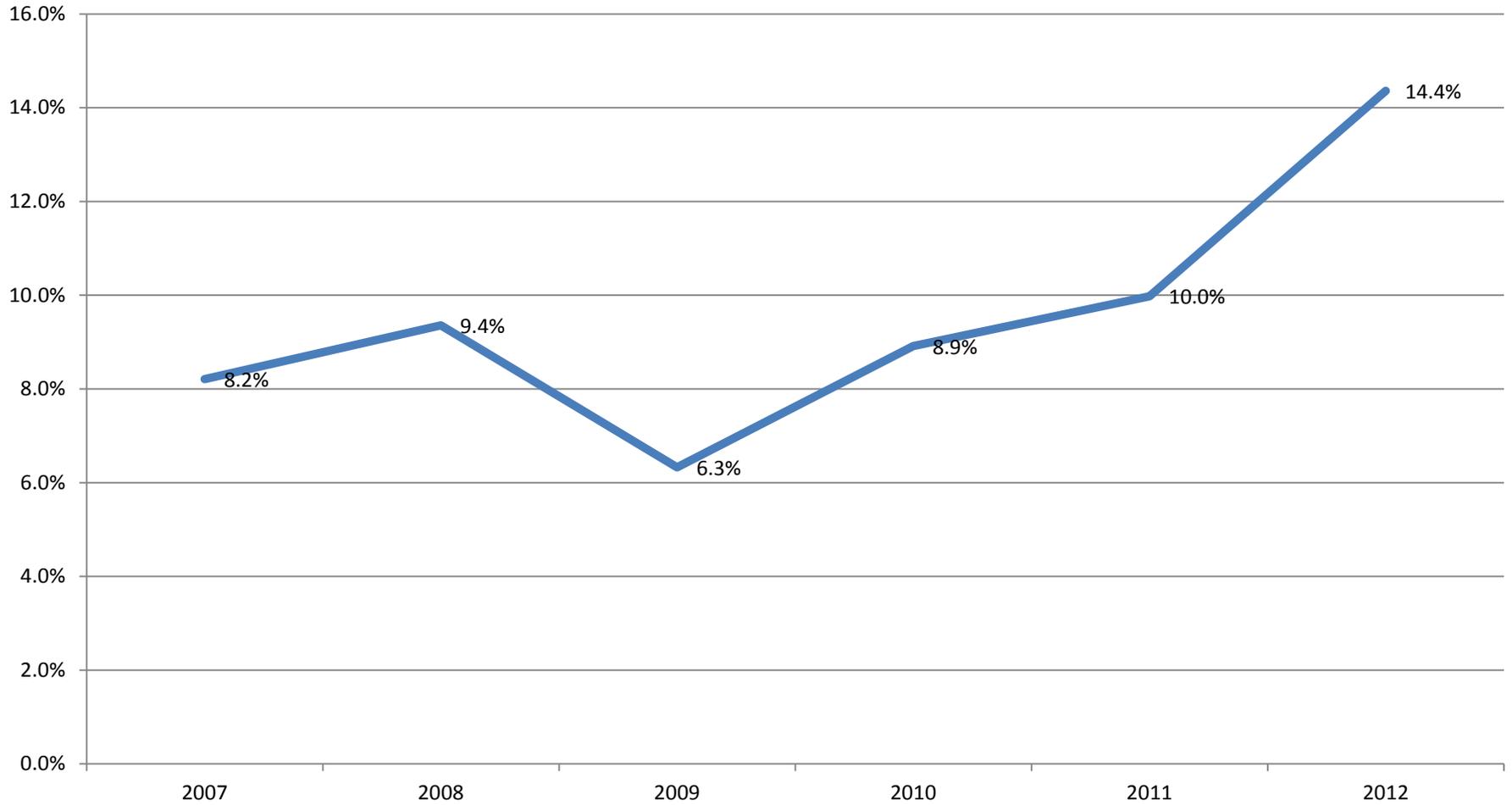
First-Year Applicants



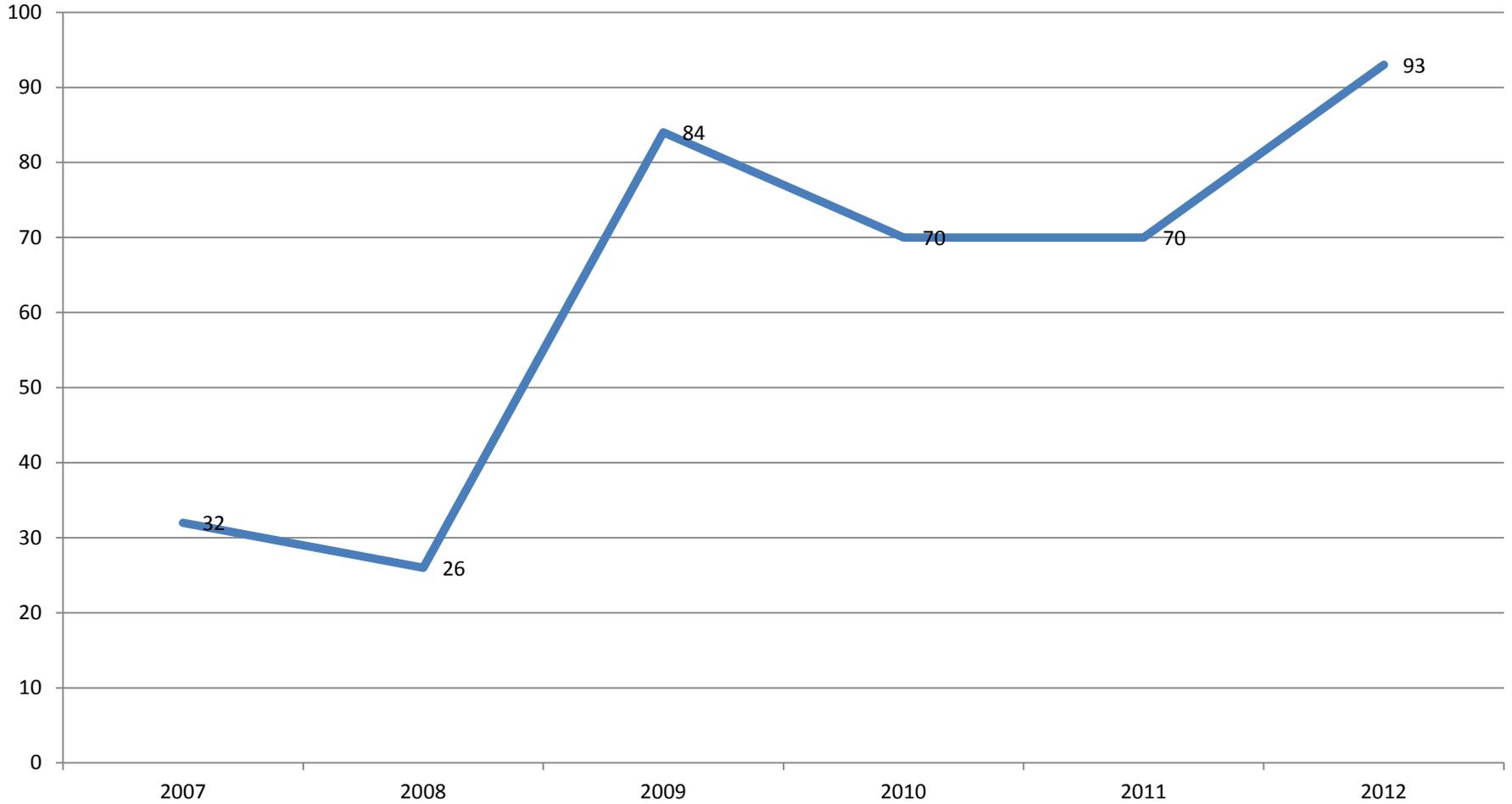
First-Year Applicants



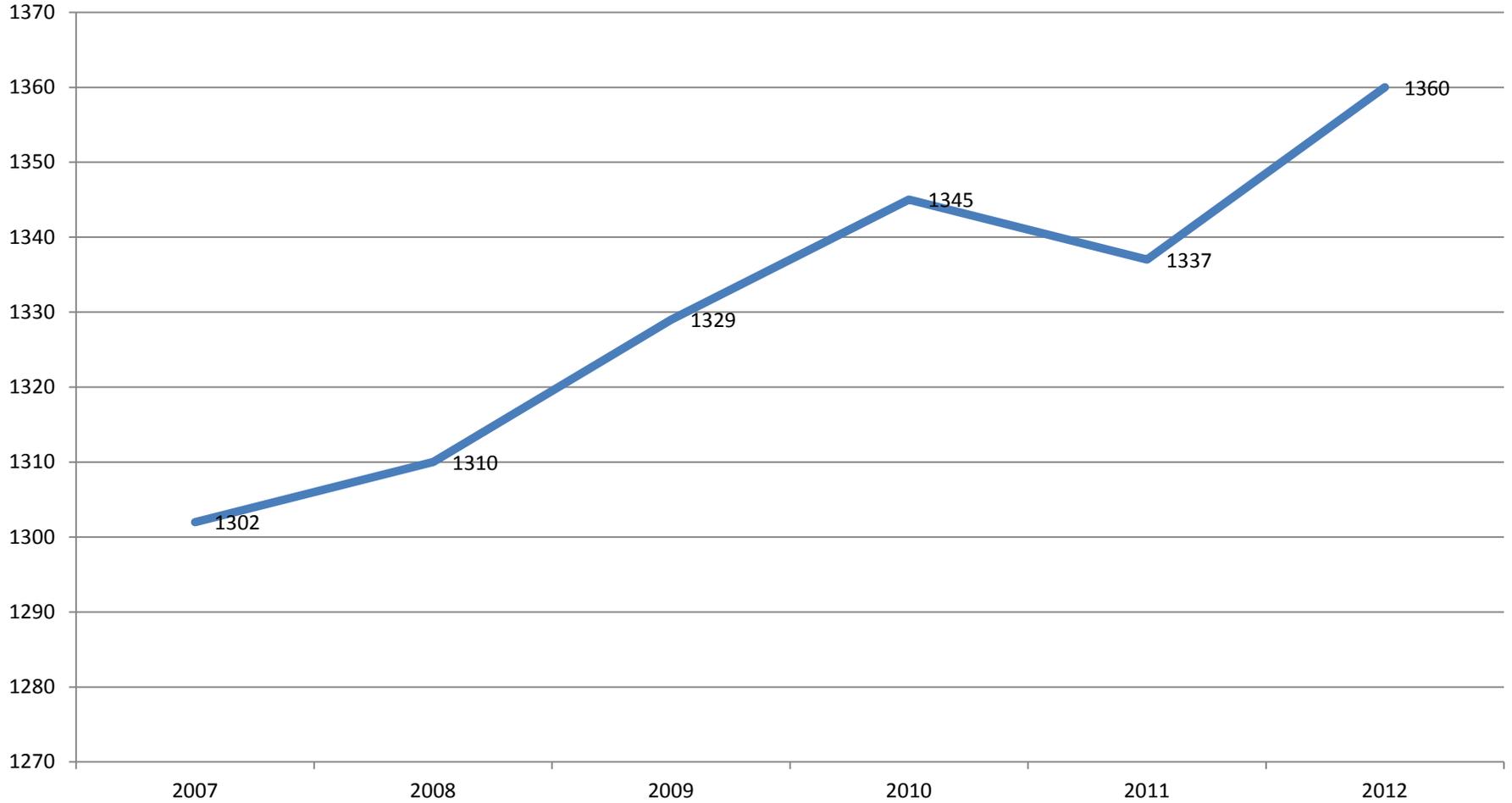
Underrepresented Minority Students



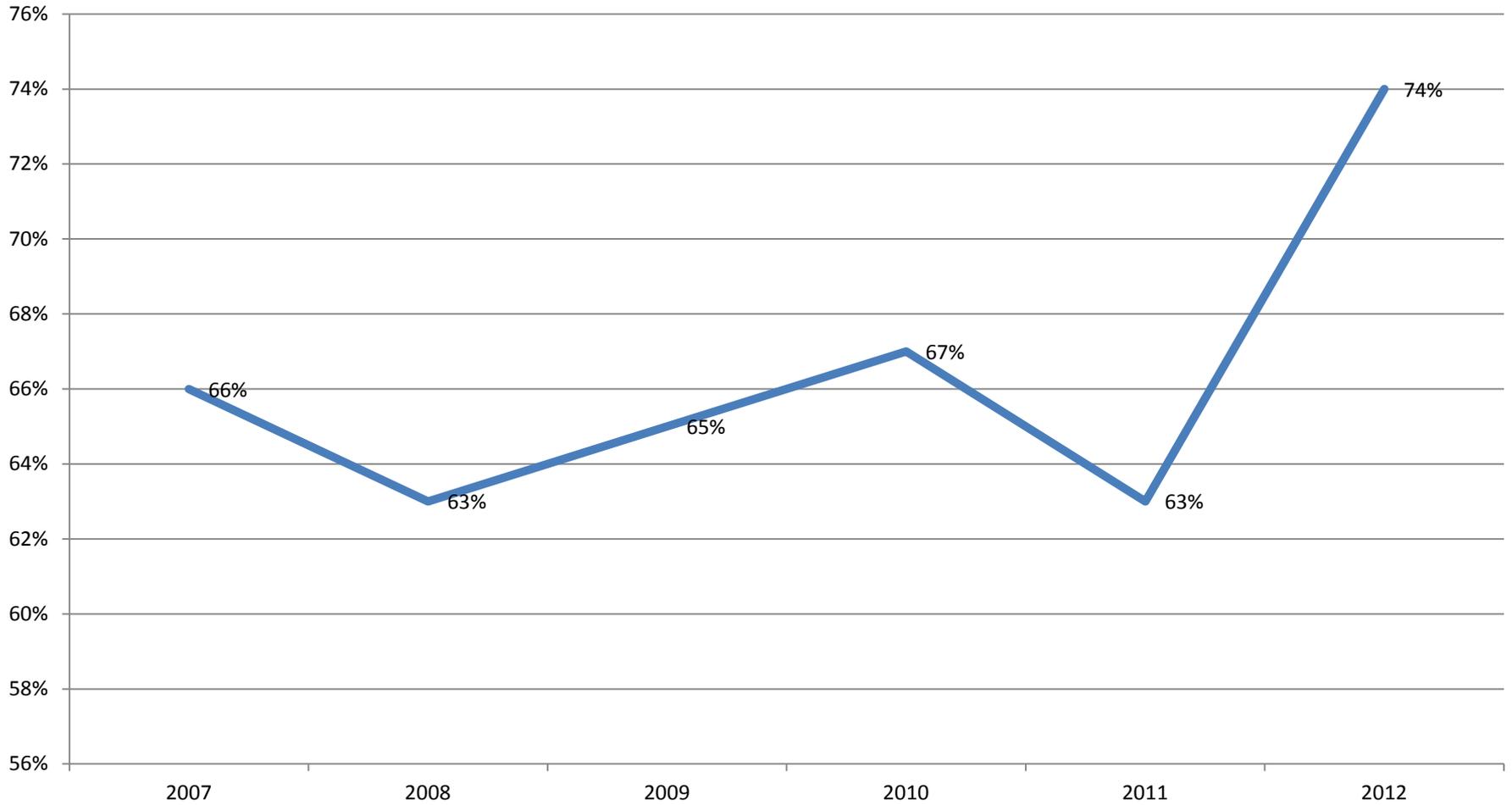
International Students



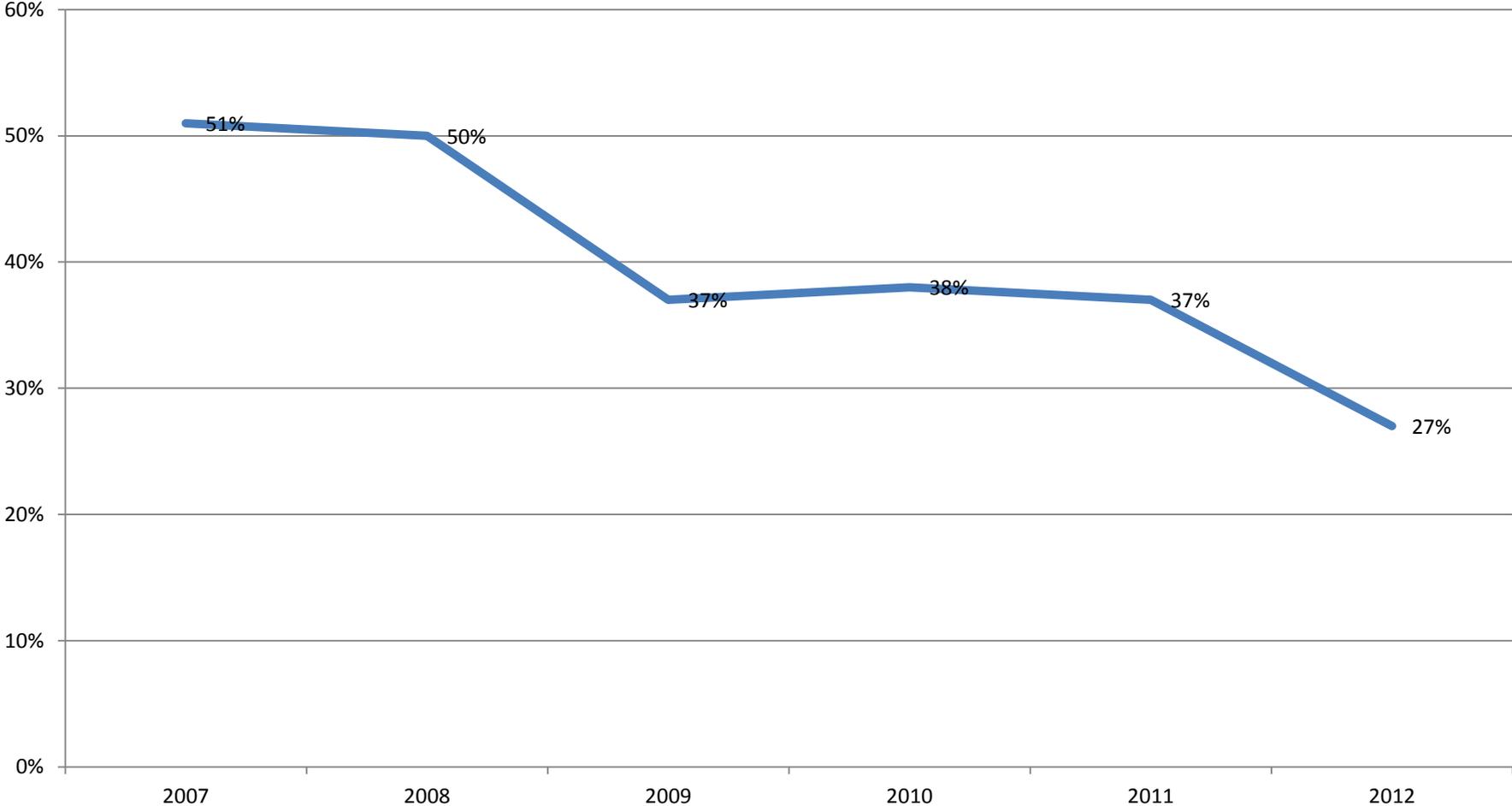
Average SAT



Top 10% of Class



Ohio Students

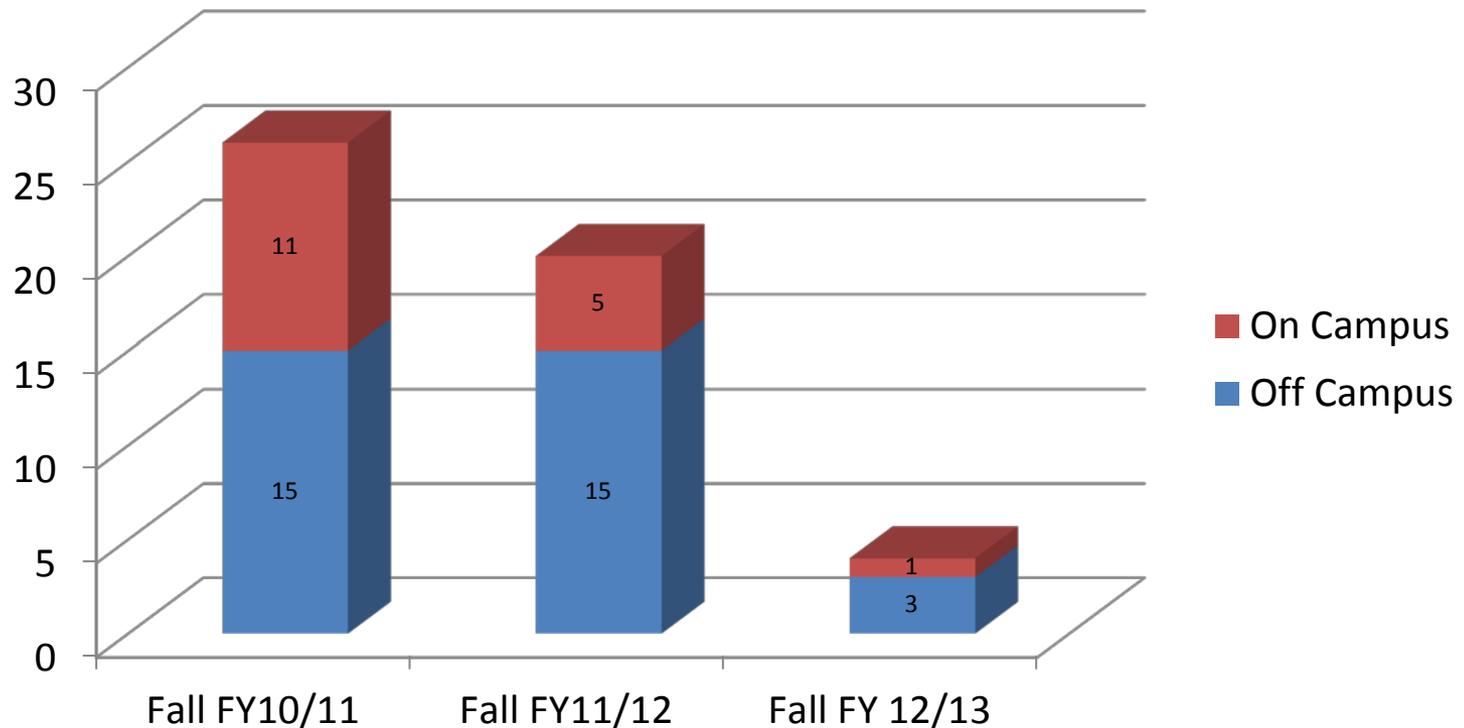


Campus Security & Emergency Management Update

Faculty Senate
Sept 24, 2012

Serious Crimes v. Persons

Fall Semesters, FY10/11 – FY12/13 (through Sept 24, 2012)



Campus Security Initiatives

- Serious crime trending down over past two years with greater portion occurring in near campus areas as opposed to on-campus
- Increased police & security coverage in target areas
- Continued expansion of security technology; CCTV, Access Control, E-Phones
- Expansion of Safe Ride program
- Security Alert system and renewed emphasis on crime prevention/awareness

Strategic Security Staffing Plan

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<i>Strategic Security Plan Additions</i>	-	4	1	7	3	1
Sworn Officers	20	20	21	24	24	24
Security Patrol						
On-Campus	9	11	11	12	13	13
Near Campus	0	2	2	5	7	8
Total Police-Security	29	33	34	41	44	45
	-					

FY11 Added 4: 2 OC, 2 NC at Lagoon
 FY12 Added 1: 1 OC(OSS/booth) at E. 115th/Wade Park area (1Mob. converted to PD)
FY13 Rev. Plan **Add 7: 3 OC Sworn Officers at North Campus, 3 NC/ Uptown, 1 OC Mobile-Case Quad**
 FY14 Plan Add 3: 1 On-Campus, 2 Near Campus at East Boulevard/Wade Oval
 FY15 Plan Add 1: 1 Near Campus at Murray Hill/Cedar

Security Coverage & Facility Access Protocol

Campus -Wide Baseline

- Police & Security patrols 24/7
- CCTV coverage of exterior campus areas and many interior spaces
- Electronic Card Access on over 95% of buildings
- Majority of buildings are open during normal business hours and secured by card access off –hours

Fully Secured Buildings

- Medical School complex/WRB (other than public areas)
- Veale Center
- All residence halls
- Bio- Enterprise
- Cedar Ave. Service Center
- Center for Structural Biology

Emergency Response Capability

- Updated and re-issued Emergency Response Framework
- Annual exercise completed involving Senior Administration and entire Emergency Management Team(CIMT) – July 2012
- New Emergency Operations Center (EOC) in planning stage
- NIMS Certification for all Members of CIMT
- Multi-Agency full- scale exercise Spring 13'
- DOE Grant 80% Complete
- Implemented Enhanced Communication System- **RAVE**

Emergency Management Update

RAVE System

- Phase I RAVE Emergency Notification project completed
 - 25,756 users uploaded
 - 27% mobile contacts in phase I (6,985 users)
 - Successful use of messaging during brief power outages
 - 90% delivery to mobile devices in 1 minute 13 seconds.
- Phase II “Opt Out” in progress (automated capture of mobile data for all users with cell phones)
- Planned collection at SIS registration
 - Upon project completion, RAVE will be an efficient, sole gateway, multi-channel delivery method