



Faculty Senate Meeting
Thursday, April 25, 2013
3:30 p.m. - 5:30 p.m., Adelbert Hall, Toepfer Room

AGENDA

3:30 p.m.	Approval of Minutes from the March 20, 2013 Faculty Senate Meeting, <i>attachment</i>	R. Dubin
3:35 p.m.	President's and Provost's Announcements	B. Snyder B. Baeslack
3:40 p.m.	Chair's Announcements	R. Dubin
3:45 p.m.	Report from the Executive Committee	S. Garverick
	Report from the Secretary of the Corporation	C. Trembl
3:50 p.m.	Announcement of 2013-14 Chair-Elect, Standing Committees Chairs and Executive Committee Members, <i>attachment</i>	S. Garverick
	Standing Committee Membership for 2013-14	S. Peck
3:55 p.m.	Revisions to CSE By-Laws, <i>attachment</i>	R. Savinell
4:00 p.m.	Pretenure Extension Policy Revisions	N. Deming
4:05p.m.	Course Evaluations Update	C. Cano
4:10 p.m.	FSCUE: Academic Standing Subcommittee Recommendations, <i>attachment</i>	J. Wolcowitz
4:20 p.m.	FSCUE: Social Work Minor, <i>attachment</i>	S. Milligan
4:25 p.m.	Standing Committee Year-End Reports, <i>attachments</i>	R. Dubin

4:30 p.m.	ALICE Training Presentation	D. Jamieson
4:40 p.m.	Draft Strategic Planning Presentation	B. Baeslack
5:10 p.m.	Institutional Development	B. Loessin
5:20 p.m.	Passing of the Gavel	R. Dubin

Faculty Senate Meeting

Thursday, April 25, 2013

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

Members Present

Daniel Akerib	John Fredieu	Simon Peck
Bud Baeslack	Steve Garverick	Alan Rocke
Karen Beckwith	Alfredo Hernandez	Sandra Russ
Matthias Buck	Mark Joseph	Robert Savinell
Christine Cano	Thomas Kelley	David Singer
Gary Chottiner	Kurt Koenigsberger	Martin Snider
David Crampton	Deborah Lindell	Barbara Snyder
Chris Cullis	Joseph Mansour	Alan Tartakoff
Lisa Damato	Frank Merat	Lee Thompson
Nicole Deming	William Merrick	Mark Votruba
Peg DiMarco	Sonia Minnes	Gillian Weiss
Robin Dubin	Ray Muzic	Rebecca Weiss
Karen Farrell	Dale Nance	

Members Absent

Hussein Assaf	Taryn Fitch	Leena Palomo
Bruce Averbook	Steven Fox	Bonnie Richley
Joseph Baar	Patricia Higgins	Benjamin Schechter
Ronald Blanton	Erin Lavik	JB Silvers
Lee Blazey	Zheng-Rong Lu	Matt Sobel
Richard Buchanan	Laura McNally	Randall Toy
Elizabeth Click	Greggory Mentele	Xin Yu
William Deal	Kathryn Mercer	Nicholas Ziats
Thomas Egelhoff		

Others Present

Daniel Anker	Dick Jamieson	Sharon Milligan
Christine Ash	Lara Kalafatis	Dean Patterson
Donald Feke	Bruce Loessin	Colleen Trembl
Cleve Gilmore	Ermin Melle	Jeff 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 March 20, 2013 were approved as submitted.

President's Announcements

President Barbara Snyder thanked Prof. Dubin for her service as chair of the Faculty Senate and announced that Prof. Dubin had recently been appointed chair of the economics department at the Weatherhead School of Management. Prof. Dubin also serves as Faculty Marshal for the university.

President Snyder gave an update on undergraduate enrollment for the fall of 2013. Applications have increased from 14,800 last year to 18,400 this year. The average SAT score for applicants and those who have made deposits is significantly higher than last year. Selectivity has also increased. 75% of all applicants were admitted in 2007, 54.4% were admitted in 2012, and 39.1% were admitted for 2013. The incoming freshman class should be approximately 1250, which should not cause any immediate issues, but may cause capacity issues in the future.

Glenn Nicholls, VP of Student Affairs, is retiring after 26 years with the university. The search for his replacement is nearly complete. Commencement is Sunday, May 19th and there are many opportunities for faculty to be involved.

Provost's Announcements

Provost Bud Baeslack said that they are monitoring enrollment numbers on a daily basis and that it is going well, as President Snyder described.

Chair's Announcements

Prof. Robin Dubin, chair, Faculty Senate made the following announcements:

1. This is the last regular Faculty Senate meeting but senators should attend the special meeting on May 10th to discuss the university's draft strategic plan.
2. All senators were encouraged to participate in Commencement.
3. Prof. Dubin is a member of a university-wide parking advisory committee. Two faculty members sit on the committee and if any senators are interested in this committee they should let her know. Prof. Dubin discussed the Faculty Summer/Sabbatical Leave policy, Afterhours Parking, and the 2013-14 Parking Rates.
4. Four new high-tech classrooms are being constructed on campus. Fellowships are available this summer for faculty interested in developing or redesigning a course to take advantage of the technology available in these new classrooms. More information will be made available through The Daily. (A video created by the ITS office on high-tech classrooms was shown).

Professor Marquerite DiMarco, SON, gave a tribute to Professor Margaret Wheatley, member of the Faculty Senate Committee on Undergraduate Education from the School of Nursing. Prof. Wheatley passed away unexpectedly on March 24th. An on-campus memorial service for Prof. Wheatley is being held on Saturday, May 27th.

Report from the Executive Committee

Prof. Steven Garverick, chair-elect, Faculty Senate, reported on the April 11th Executive Committee meeting:

1. The Committee reviewed changes to the CSE By-Laws and approved their placement on the Faculty Senate meeting agenda.

2. This summer, Professors Alan Levine and Gary Chottiner (with help from Professor David Singer) will draft language for the Faculty Handbook to incorporate suggestions made by the ad-hoc Committee on Appointments outside the Constituent Faculties.
3. FSCUE is very close to completing its course evaluation recommendations.
4. The Senate Committee on Faculty Personnel proposed making emeritus appointments automatic as long as the faculty member was in good standing with the university. The Executive Committee opposed this idea on the basis that an emeritus appointment is an honor and should not be considered routine. The Committee on Faculty Personnel was encouraged to revisit the policy and to draft language providing for an appeal process in the case of a negative vote.
5. The committee discussed criminal backgrounds checks for faculty hires but decided to defer discussion until next fall when information on cost estimates will be available.
6. Professors David Singer, CAS and Patricia Higgins, SON, reported on the activities of their respective schools.

Report from Secretary of the Corporation

Ms. Colleen Treml, deputy counsel, reported that the CWRU Board of Trustees Executive Committee at its April meeting approved eleven resolutions to approve new endowments totaling approximately \$572,000. They also approved a resolution to amend the purpose of a gift, a resolution to amend the title of a professorship, two resolutions to amend professorships, and one resolution to amend to establish a second professorship.

The Executive Committee of the Board approved two candidates for the Award of Honorary Degree:

- Peter B. Lewis – long-time supporter of social justice and social change
- Frank O. Gehry – internationally renowned architect - to reaffirm approval of prior selection

Seven senior faculty and thirty-two faculty appointments were approved. In addition, three new faculty appointments to professorships and five reappointments to professorships were approved.

The Executive Committee also approved:

1. A resolution to authorize 2,130 degree diplomas for distribution in May 2013:
-734 undergraduate
-1,396 graduate and professional
2. A resolution to approve the five-year calendar for academic years 2013-2018
3. The following faculty senate resolutions:
-LAW: On-line delivery of LLM Program in International Business Law
-College of Arts & Sciences: new Undergraduate Minor in Ethics
-College of Arts & Sciences: new graduate certificate program in Classics
-WSOM: change in undergraduate majors 1) finance, 2) marketing, and 3) dean's approved major
-College of Arts & Sciences: discontinue the PhD degree in Art History and Museum Studies
-LAW/College of Arts & Sciences: new degree: joint JD/MA degree in Art History and Museum Studies. *Full Report Attached*

Announcement of 2013-14 Chair-Elect, Standing Committee Chairs and Executive Committee Members

Prof. Garverick congratulated Professor Sandra Russ, who was elected chair-elect of the Faculty Senate for the 2013-14 academic year. Fifty senators voted and Prof. Russ received approximately 64% of the

vote. Prof. Garverick presented the members of the 2013-14 Executive Committee and the new standing committee chairs. Approximately 50% of the 2012-13 standing committee chairs agreed to serve again next year. The remaining committee chairs are current committee members who were highly recommended by the 2012-13 chair. *Attachment*

Standing Committee Membership for 2013-14

Professor Simon Peck, chair of the Faculty Senate Nominating Committee, presented the slate of standing committee member candidates for 2013-14. The slate was approved by the Faculty Senate. *Attachment*

Revisions to CSE By-Laws

Professor Robert Savinell, chair of the CSE Executive Committee, presented three changes to the CSE By-Laws: language requiring the CSE representative to the Faculty Senate Executive Committee to serve on the executive committee of the CSE; elaborations in the section pertaining to research faculty; and language permitting individuals without Ph.D.'s but who have exceptional qualifications, to be appointed as adjunct professors. At its April 11th meeting, the Faculty Senate Executive Committee had voted to delete the third revision. The Faculty Senate By-Laws Committee subsequently reviewed the change and voted to include it in a more appropriate location within the CSE By-Laws. The Executive Committee voted by electronic ballot to send all three revisions to the Faculty Senate for approval. The Faculty Senate approved the revisions. *Attachment*

Pretenure Extension Policy Revisions

Professor Nicole Deming presented a proposal from the Faculty Senate Committee on Faculty Personnel to revise the pretenure extension provisions of the Faculty Handbook. Under the current rules the request for a pretenure extension (other than for parenting-related issues) requires a recommendation by the appropriate faculty body, and approval by the provost and the faculty member. The committee proposed adding the recommendation of the department chair and/or dean to the requirements since these individuals would typically have more knowledge about the faculty member's situation. Prof. Deming said that the committee's intent is for both negative and positive recommendations to be forwarded to the Provost. The Executive Committee voted to send the proposal to the Faculty Senate By-Laws Committee for language refinement. The By-Laws Committee reviewed the language and made recommendations for changes. The Executive Committee voted by electronic ballot to send the revised proposal to the Faculty Senate for approval. The Faculty Senate approved the proposal. *Attachment*

Course Evaluations Update

Professor Christine Cano updated the Senate on FSCUE's progress regarding course evaluations. Most of FSCUE's time has been spent on the course evaluation questions but the committee has also considered other recommendations from the Curriculum Subcommittee, such as providing access to evaluations, increasing the response rate, and defining the period of time in which evaluations are open for completion. Prof. Cano said that FSCUE is very close to completing its recommendations, and they will be sent for consultations to the UPF schools' and departments' executive committees at the end of the semester.

FSCUE: Academic Standing Subcommittee Recommendations

Dean Jeffrey Wolcowitz presented three recommendations from the FSCUE Academic Standing Subcommittee regarding:

1. Better integration of rules related to credits earned through study abroad and domestic off-campus study
2. Adjusting the senior residency requirement to expand options for study abroad
3. Adding courses during the second week of the drop/add period. Faculty may stipulate that permission is required for students to add their course during the second week of drop/add.

FSCUE had voted to approve the first two recommendations. The third recommendation did not require a vote as it was a clarification of current practice. The Senate voted to approve the first two recommendations. Dean Wolcowitz also reported on the implementation of changes to the SAGES course requirements as well as the transition plan for new policies on course repetition and calculation of the GPA after academic separation. *Attachment*

FSCUE: Social Work Minor

Professor Sharon Milligan presented a proposal from MSASS for a minor in social work. The minor consists of 15 credit hours and includes 5 MSASS courses. The minor was endorsed by the FSCUE Curriculum Subcommittee and approved by FSCUE. The FSCUE Curriculum Subcommittee had suggested that the title be changed from a minor in applied social sciences to a minor in social work, which better reflected the minor's content. The Senate voted to approve the social work minor. *Attachment*

Standing Committee Year-End Reports

Prof. Dubin said that most of the standing committee year-end reports were posted on the Faculty Senate Google site and thanked the standing committee chairs for their hard work during the academic year.

A.L.I.C.E. Training Presentation

Dick Jamieson, Vice President for Campus Services, presented information on the university's active shooter initiatives. The objectives of the initiatives are to increase campus-wide training and awareness, increase communication platforms and methodology, update related policies, and improve physical infrastructure. A.L.I.C.E. training (Alert, Lockdown, Inform, Counter, Evacuate) has just begun. The objective is to train as many staff, faculty and students as possible. Communication with the campus community is important and emergency procedures are being finalized this summer. The RAVE system will be converted to an opt-out program for all faculty and staff. The Provost's office will sponsor speakers who are experts on active shooter situations, evacuation drills will be ongoing, and the safety of classrooms will be assessed. President Snyder appealed to faculty senators to participate in A.L.I.C.E. training during the summer. A.L.I.C.E. training sessions will be advertised in The Daily.

Draft Strategic Planning Presentation

Provost Baeslack reported that a second draft of the strategic plan is being sent to the working groups and steering committee for comments. The third draft should be available next week. The Provost started his presentation by stating that in an age where many schools are offering on-line education, a private research university must be able to identify and communicate its unique strengths in order to attract high quality students. The working groups and steering committee looked at the university's current top strengths, new and emerging areas of strength and those strengths to which it aspires. The plan will incorporate the following themes: educating the whole person, sustaining academic excellence, addressing complex programs of global importance, creating agility and resiliency within the university, and competing for the best people. The importance of undergraduate research emerged as a consistent theme among many of the groups. Additional resources will be needed to accomplish strategic goals and bold innovative ideas will help attract external funding. The Provost will be seeking feedback on the

third draft of the plan from various campus groups. Faculty senators are encouraged to discuss the plan within their schools/college and to bring comments and suggestions to the special Faculty Senate meeting on May 10th.

Institutional Development

Bruce Loessin, Senior Vice President for University Relations and Development, discussed the internal campaign phase of the university's fundraising efforts. Professor Richard Boyatzis is chairman of the internal campaign and Kenneth Johnson is the campaign's executive director. Full-time faculty and staff at grade level 18 or above will be directly solicited. All other faculty and staff will be solicited by email or direct mail. The college and each school will have a campaign vice-chair. The internal campaign will launch in January of 2014 and continue throughout the calendar year. Donors can contribute to specific areas or programs in which they have an interest. The development office has not set monetary goals for the campaign but is encouraging as many people as possible to contribute.

Motion by Professor John Fredieu

Professor John Fredieu, Faculty Senator, SOM, moved to reverse the decision of the chair of the Faculty Senate which disallowed a grievance complaint filed by a group of faculty from the department of anatomy. Prof. Fredieu stated that the decision was not within the chair's authority. Prof. Dubin said that a grievance filed by multiple complainants does not conform to the Faculty Handbook. The Faculty Handbook refers only to individual complainants. Prof. Dubin said that there was precedent for the Senate Chair to ensure that grievances conform to the Handbook. Prof. Fredieu said that the grievance committee should make the decision about the sufficiency of the complaint and not the chair. The individual complainants have all been similarly aggrieved and it is appropriate and reasonable for their claims to be considered together. Colleen Trembl, deputy counsel, said that the Handbook states that the chair governs the grievance process until the grievance committee is formed. Prof. Dubin called the question and the motion to reverse the chair's decision failed.

Passing of the Gavel

Prof. Dubin thanked all of the faculty senators for their service and specifically thanked the members of the ad hoc Committee on Appointments outside the Constituent Faculties for their hard work. Prof. Dubin also thanked Rebecca Weiss, secretary of the University Faculty and Hollie McGivern, assistant to the secretary. The gavel was passed to Prof. Garverick.

Prof. Garverick thanked Prof. Dubin for her service as chair and presented a power point listing Senate accomplishments during the 2012-13 academic year.

The meeting was adjourned at 5:30 p.m.

Approved by the Faculty Senate



Rebecca Weiss
Secretary of the University Faculty

Secretary Report to Faculty Senate
The Board of Trustees (Executive Committee)
April 17, 2013

The Board approved the following:

Eleven Resolutions to approve new endowments totaling approximately \$572,000.

Five Resolutions to amend the purpose of a gift, to amend the title of a professorship, two resolutions to amend professorships, and one resolution to amend to establish a second professorship.

Two Candidates for Award of Honorary Degree:

- Peter B. Lewis – long-time supporter of social justice and social change
- Frank O. Gehry – internationally renowned architect - to reaffirm approval of prior selection

Seven Senior Faculty Appointments:

2 - Medicine, 5 – Cleveland Clinic Lerner College of Medicine

Thirty-Two Junior Faculty Appointments:

4 – College of Arts & Sciences, 1- Dental, 3 – Weatherhead, 13 – Medicine, and
11 – Cleveland Clinic Lerner College of Medicine

Three new Faculty APPOINTMENTS to Professorships – Weatherhead

Five REAPPOINTMENTS to Professorships

Resolution to authorize 2,130 DEGREE DIPLOMAS for distribution in May 2013:

- 734 undergraduate
- 1,396 graduate and professional

Resolution to Approve FIVE-YEAR CALENDAR FOR ACADEMIC YEARS 2013-2018

FACULTY SENATE RESOLUTIONS:

1. LAW: On-line delivery of LLM Program in International Business Law
2. College of Arts & Sciences: new Undergraduate Minor in Ethics
3. College of Arts & Sciences: new graduate certificate program in Classics
4. WSOM: change in undergraduate majors 1) finance, 2) marketing, and 3) dean's approved major
5. College of Arts & Sciences: discontinue the PhD degree in Art History and Museum Studies
6. LAW/College of Arts & Sciences: new degree: joint JD/MA degree in Art History and Museum Studies

Faculty Senate Executive Committee, 2013-2014

Name	Title	Department	School
Robert Savinell	Professor	Chemical Engineering	Case School of Engineering
Glenn Starkman	Professor	Physics	College of Arts and Sciences
Patricia Higgins	Associate Professor	Nursing	Frances Payne Bolton School of Nursing
Mark Joseph (fall) Sonia Minnes (spring)	Associate Professor Assistant Professor	MSASS MSASS	Mandel School of Applied Social Sciences
Zina Kaleinikova	Assistant Professor	Comprehensive Care	School of Dental Medicine
Katy Mercer	Professor	Law	School of Law
John Fredieu	Assistant Professor	Anatomy	School of Medicine
Susan Case	Associate Professor	Organizational Behavior	Weatherhead School of Management

2013-2014 Faculty Senate Committee Chair Nominees

COMMITTEE	NAME	TITLE	DEPARTMENT	EXPERIENCE
Finance	Scott Fine	Professor for the Practice	Banking & Finance, WSOM	Member 2010-present
Bylaws	David Carney	Professor	School of Law	Member 2012-present
Faculty Compensation	Nicholas Ziats	Associate Professor	Pathology, SOM	Chair spring 2011-present
Faculty Personnel	Nicole Deming	Assistant Professor	Bioethics, SOM	Member 2010-present
Graduate Studies	Betsy Tracy	Professor	MSASS	Member 2011-present
Information & Communication Technology	Ray Muzic	Associate Professor	Radiology, SOM	Chair 2011-present
Minority Affairs	T. Kenny Fountain	Assistant Professor	English, CAS	Member 2012-present
Nominating Committee	Simon Peck	Associate Professor	Marketing and Policy Studies, WSOM	Chair 2012-present
Research	Robert Kirsch	Professor & Chair	Biomedical Engineering, CSE	Member 2009-present
Undergraduate Education	Mark DeGuire	Associate Professor	Materials Science & Engineering, CSE	Vice-chair 2012-present
Undergraduate Education Vice-Chair	TBA			
University Libraries	Frank Merat	Associate Professor	Electrical Engineering and Computer Science, CSE	Chair 2012-present
Women Faculty	Karen Farrell	Assistant Professor	Physical Education & Athletics	Chair 2011-present



Faculty Senate Committee Nominations, 2013-2014

April 25, 2013
Simon Peck, Chair, Faculty
Senate Nominating Committee

Thanks to the members of the 2012-2013 Nominating Committee:

David Crampton, MSASS

Eva Kahana, CAS

Marcus Macalla, PHED

Roger Marchant, CSE

Laura McNally, LAW

Martin Palomo, SODM

Simon Peck, WSOM (chair)

Mary Quinn Griffin (SON)

Amy Wilson-Delfosse (SOM)

Recruiting New Membership for Faculty Senate Standing Committees

- Faculty Interest Survey is emailed to all faculty in January. About 100 faculty volunteered.
- Each member of the Nominating Committee takes responsibility for recruiting members for a standing committee. Each member also recommends faculty from his or her constituent faculty for membership on any of the standing committees.
- The Nominating Committee contacts faculty who volunteered for a committee and receives input from current chairs.
- The Faculty Senate approves new members to the standing committees; the Executive Committee approves the appointment of all chairs each year.
- **New members that need Senate approval are highlighted in yellow.**

2013-2014 Finance Committee

Term	Membership	Last Name	First Name	School
2011-2014 (beginning fall 2013)	at-large member, chair 2013-2014	Fine	Scott	WSOM
2013-2016	at-large member (senator)	Lu	Zheng-Rong	CSE
2012-2015	at-large member	Koenigsberger	Kurt	CAS
	ex officio, chair of Faculty Compensation	Ziats	Nicholas	SOM
	regular guest and participant	Sideras	John	UGEN
2012-	school representative (SON)	Winkelman	Chris	SON
2012-	school representative (CAS)	Thompson	Lee	CAS
2013-	school representative (CSE)	Mansour	Joseph	CSE
2010-	school representative (LAW)	Strassfeld	Robert	LAW
2010-	school representative (MSASS)	Miller	David	MSASS
2008-	school representative (SODM)	Lalumandier	Jim	SODM
2013-	school representative (SOM)	Harte	Peter	SOM
2013-	school representative (WSOM)	Parker	Larry	WSOM
	guest	Cullis	Chris	CAS

2013-2014 Committee on Bylaws

Term	Membership	Last Name	First Name	School
2013-2016 2010-2013 (started fall 2012))	chair 2013-2014	Carney	David	LAW
2013-2016		DiFeo	Analisa	SOM
2012-2015 2009-2012		Palomo	J. Martin	SODM
2011-2014		Webel	Allison	SON
2012-2015		McEney	Maureen	SOM
2013-2016		Haywood	Valerie	CAS
	unofficial guest	Weiss	Rebecca	
	unofficial guest	Treml	Colleen	
	unofficial guest	Langell	Lois	
	unofficial guest	Singer	David	

2013-2014 Committee on Faculty Compensation

Term	Membership	Last Name	First Name	School
2012-2015 2009-2012 (started spring 2011)	chair, spring 2011-2014	Ziats	Nicholas	SOM
	CFO or designee	Gregory	Carolyn	
	provost or designee	Singer	Lynn	
2011-2014		Albers	Catherine	CAS
2012-2015		Niraj	Rakesh	WSOM
2012-2015		Mahoney	Gerald	MSASS
2012-2015		Singh	Neena	SOM
2013-2016		Tullai-McGuinness	Susan	SON
2011-2014 2009-2012		McDonnell	Sean	PHED
2013-2016 2010-2013 (started fall 2011)		Prince-Paul	Maryjo	SON
2013-2016 2010-2013		Mercer	Katy	LAW

2013-2014 Committee on Faculty Personnel

Term	Membership	Last Name	First Name	School
2012-2015 2009-2012 (started 2010)	chair, 2013-2014	Deming	Nicole	SOM
	<i>ex officio</i>	Burrows	Melissa	
	<i>ex officio</i> , member of Faculty Compensation	Ziats	Nicholas	
	<i>ex officio</i> , president's designee	Singer	Lynn	
2012-2015 2009-2012 (started 2010)		Higgins	Patricia	SON
2011-2014		McNally	Laura	LAW
2011-2014				
2008-2011		Farrell	Karen	PHED
2013-2016		Case	Susan	WSOM
2013-2016		Papachristou	Christos	CSE
2011-2014		Savrin	Carol	SON
2011-2014		Ozsoyoglu	Meral	CSE
2012-2015 2009-2012		Yang	Peter	CAS

2013-2014 Committee on Graduate Studies

Term	Membership	Last Name	First Name	School
2013-2016 2010-2013 (started 2011)	chair 2013-2014	Tracy	Elizabeth	MSASS
	<i>ex-officio</i> , Dean Graduate Studies	Rozek	Charles	
	graduate student	TBA		
	graduate student	TBA		
	graduate student	TBA		
	professional student senator	TBA		
	post-doc	TBA		
	<i>ex-officio</i> , Assoc. VP Research	Rivera	Sue	
2012-2015		Li	Jing	CSE
2013-2016		Gary	Faye	SON
2012-2015		Jin	Ge	SODM
2011-2014 2008-2011		Snider	Martin	SOM
2013-2016 2010-2013		Van Orman	James	CAS
2011-2014 (started fall 2012)		Barkoukis	Hope	SOM
2011-2014		Rosenblatt	Charles	CAS
2012-2015 2009-2012 (started 2010)		Marchant	Roger	CSE

2013-2014 Committee on Information & Communication Technology

Term	Membership	Last Name	First Name	School
2009-2012, 2012-2015	chair, 2011-2014	Muzic	Ray	SOM
	ex-officio, FSCUL, chair or designee	Merat	Frank	
	ex-officio, provost or designee	Baeslack	Bud	
	ex-officio, University Librarian	Hirshon	Arnold	
	ex-officio, VP ITS	Gonick	Lev	
2012-2013	student, graduate	TBA		
2012-2013	student, post-doc	TBA		
2012-2013	student, undergrad	TBA		
2013-2016		Herin	Angelina	CAS
2012-2015		Yu	Xin	CSE
2013-2016 2010-2013		Burant	Chris	SON
2013-2016		Santiago	Anna Maria	MSASS
2011-2014 (started fall 2012)		Madureira	Leonardo	WSOM
2011-2014		Griswold	Mark	SOM
2011-2014		TBA		CSE
2012-2015		Teich	Sorin	SODM

2013-2014 Committee on Minority Affairs

Term	Membership	Last Name	First Name	School
2012-2015	chair, 2013-2014	Fountain	T. Kenny	CAS
2012-2015 2009-2012 (Started fall 2011)		Stonum	Gary	CAS
	ex-officio, provost designee, diversity	Mobley	Marilyn	
	ex-officio, provost designee, diversity	Burrows	Melissa	
	student, graduate	TBA		
2012-2013	student, postdoc	TBA		
	student, undergraduate	TBA		
2011-2014		Richley	Bonnie	WSOM
2011-2014 (started fall 2012)		Sarma	Deepak	CAS
2012-2015 2009-2012 (started fall 2010)		Singh	Neena	SOM
2013-2016		Palomo	Leena	SODM

2013-2014 Nominating Committee

Term	Membership	Last Name	First Name	School
2012-2014 2010-2012 (started fall 2011)	chair, 2012-2014	Peck	Simon	WSOM
	regular guest	Weiss	Rebecca	
	<i>ex-officio</i> , FS chair-elect	Russ	Sandra	CAS
2013-2015 2011-2013 (started fall 2012)		Quinn Griffin	Mary	SON
2012-2014		Kahana	Eva	CAS
2012-2014		Palomo	Martin	SODM
2012-2014		Macalla	Marcus	PHED
2012-2014 2010-2012		Marchant	Roger	CSE
2013-2015 2011-2013		Wilson-Delfosse	Amy	SOM
2013-2015		Farkas	Kathy	MSASS
2013-2015 2011-2013		McNally	Laura	LAW

2013-2014 Committee on Research

Term	Membership	Last Name	First Name	School
2011-2014 2008-2011 (started in 2009)	chair, 2013-2014	Kirsch	Robert	CSE
	ex-officio, Dean Graduate Studies	Rozek	Chuck	
	ex-officio, Assoc. VP Research	Rivera	Sue	
2013-2014	student, graduate	TBA		
2013-2014	student, graduate	TBA		
2013-2014	student, graduate	TBA		
	student, postdoc	TBA		
2013-2016		Ye	Fengchun	SODM
2012-2015		Jankowsky	Eckhard	SOM
2011-2014 (started spring 2013)		Zauszniewski	Jaclene	SON
2013-2016		Moore	Shirley	SON
2011-2014 2008-2011		Kash	Kathy	CAS
2012-2015		Averbook	Bruce	SOM
2011-2014 2008-2011 (started in 2010)		Hoffer	Lee	CAS
2013-2016		Lu	Zheng-Rong	CSE

2013-2014 Committee on Undergraduate Education

Term	Membership	Last Name	First Name	School
2012-2015	at-large member, chair, 2013-2014	DeGuire	Mark	CSE
	at-large member, vice chair	TBA		
	at-large member	TBA		
2009-	school representative (BIOC/NUTR)	Swain	James	SOM
2012-	school representative (PHED)	Schmuhl	Eric	PHED
2013-	school representative (CAS)	Chottiner	Gary	CAS
2013-	school representative (CSE)	Buchner	Marc	CSE
2012-	school representative (WSOM)	Niraj	Rakesh	WSOM
2013-	school representative (SON)	Edwards	Kim	SON
	provost designee, ug administrator, non-voting	Bischoff	Richard	
	provost designee, ug administrator, non-voting	Feke	Don	
	provost designee, ug administrator, non-voting	Nicholls	Glenn	
	provost designee, ug administrator, non-voting	Wolcowitz	Jeff	
	student, undergraduate	Smith	Theo	
	student, undergraduate			
	ex-officio, provost	Baeslack	Bud	

2013-2014 Committee on University Libraries

Term	Membership	Last Name	First Name	School
2011-2014				
2008-2011	chair, 2012-2014	Merat	Frank	CSE
	<i>ex officio</i> , Health Sciences Library	Saha	Ginger	SOM
	<i>ex officio</i> , FSCICT, chair or designee	Muzic	Ray	SOM
	<i>ex-officio</i> , Law Library	Carrick	Kathleen	LAW
	<i>ex officio</i> , MSASS Library	Skutnik	Samantha	MSASS
	<i>ex officio</i> , University Librarian	Hirshon	Arnold	
	<i>ex officio</i> , VP ITS	Gonick	Lev	
	student, graduate	TBA		
	student, postdoc	TBA		
	student, undergraduate	TBA		
2011-2014				
2008-2011		Quinn Griffin	Mary	SON
2012-2015		Landers	Michael	SODM
2012-2015		Robertson	Cassandra	LAW
2012-2015		Janigro	Damir	SOM
2013-2016				
2010-2013 (started 2011)		Wilson	Amy	MSASS
2012-2015		Gridley	Sarah	CAS
2011-2014				
2008-2011		Petschek	Rolfe	CAS
2013-2016		Prina	Silvia	WSOM
2013-2016		Koenigsberger	Kurt	CAS

2013-2014 Committee on Women Faculty

Term	Membership	Last Name	First Name	School
2012-2015				
2009-2012				
2008-2009	chair, 2011-2014	Farrell	Karen	PHED
	<i>ex-officio</i> , provost or designee	Singer	Lynn	
	<i>ex-officio</i> , Women Faculty SOM, chair or designee	Stiefel	Usha	
	<i>ex-officio</i> , Women's Center, chair or designee	Miller	Dorothy	
	<i>ex-officio</i> , PACoW chair or designee	Miller	Dorothy	
2012-2015		Palomo	Leena	SODM
2013-2016		Minnes	Sonia	MSASS
2010-2013				
2011-2014 (started fall 2012)		Hill	Jessie	LAW
2013-2016 (started spring 2013)		Zhu	Lei	CSE
2011-2014 (started spring 2013)		Przeworski	Amy	CAS
2013-2016		Harris-Haywood	Sonja	SOM
2011-2014		Richley	Bonnie	WSOM
2011-2014		Stiefel	Usha	SOM

BYLAWS OF THE FACULTY OF THE CASE SCHOOL OF ENGINEERING

CASE WESTERN RESERVE UNIVERSITY

Approved by the faculty of the Case School of Engineering, 17 November 2005

Approved with minor modifications by the Faculty Senate, 27 February 2006

Amended by the faculty of the Case School of Engineering, 26 April 2007

Approved with minor modifications by the Faculty Senate, 21 April 2010

Amended by the faculty of the Case School of Engineering, 17 March, 2011

Approved by the Faculty Senate, 21 April 2011

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Chapter 1. Organization and Constitution of the Faculty

ARTICLE I — PURPOSE

These bylaws and all amendments adopted, as hereinafter provided, shall constitute the rules governing the Faculty of The Case School of Engineering (hereinafter called the faculty) in the performance of its duties in consonance with the *Faculty Handbook* of Case Western Reserve University.

ARTICLE II — MEMBERSHIP

Section A. Privileges

Tenured and tenure-track members of the university faculty with primary or joint appointment in the Case School of Engineering (hereinafter called the school) shall be voting members of the faculty. Non-tenure track faculty, special faculty, and administrators in the school may attend faculty meetings, but shall not vote, hold office or serve on standing committees in the school, nor represent the school on the Faculty Senate.

Section B. *Ex officio* Members

The following university officers shall be members *ex officio* of the faculty when presiding at a meeting, with voting privileges defined in Article IV:

- a. The president
- b. The dean of The Case School of Engineering (hereinafter called the dean of engineering).

Section C. List of Faculty

The dean of engineering shall furnish a list to the secretaries of the engineering faculty and the university faculty of all tenured/tenure-track faculty and non-tenure track faculty of the school showing ranks and voting privileges by September 1 of each year. Additions or deletions from the list shall be communicated to the secretaries of the engineering faculty and the university faculty when they occur.

ARTICLE III — OFFICERS OF THE FACULTY

The officers of the faculty shall be the dean of engineering and the secretary of the faculty.

Section A. Dean

Par. 1. The dean of engineering shall be the chief executive officer of the faculty and shall be appointed by the president of the university after consultation with the tenured/tenure-track faculty.

Par. 2. The dean's duties shall include, but shall not necessarily be limited to:

- a. Planning for the development and continuing welfare of the faculty and the school.
- b. Transmitting with his or her recommendation to the president of the university all cases of appointment, promotion and tenure.
- c. Presiding at meetings of the faculty when the president of the university does not preside.
- d. Representing the faculty to the president and to other academic officers and units of the university.
- e. Representing the school to all constituents outside the university.
- f. Reviewing and approving curriculum changes as recommended by the faculty.

Par. 3. In carrying out the above duties, the dean may appoint associate deans after consultation with the faculty.

Section B. Secretary

Par. 1. The secretary of the faculty shall be a faculty member elected at the last regular faculty meeting of the academic year. The secretary shall assume office at the conclusion of that meeting and shall serve for a term of two years and may be re-elected without limitation on the number of two-year terms (s)he may serve.

Par. 2. The secretary's duties shall include, but not necessarily be limited to:

- a. Compiling, upon certification of the dean of engineering, a directory of members of the faculty and administrative officers of the school and their membership classification at the beginning of the fall semester of each year, and noting changes as may occur through the year.
- b. Recording attendance, establishing the presence of a quorum, and keeping minutes of all meetings of the faculty.
- c. Distributing copies of the directory and minutes of faculty meetings to members of the faculty and to the university archives.
- d. Serving as secretary of the Executive Committee of the faculty, defined in Article VI.

- e. Preparing official resolutions for actions by the faculty on appropriate occasions.
- f. Maintaining files of minutes of meetings of all committees except the Committee on Appointments.
- g. Transmitting to the successor, at the expiration of the secretary's term of office, all records pertaining to that term as described above.

ARTICLE IV — MEETINGS

Section A. Regular Meetings

The faculty shall hold regular meetings at least once each semester on dates established at the spring meeting of the previous year. Additional regular meetings may be called by the Executive Committee or by majority vote of the faculty at any regular meeting.

Section B. Special Meetings

The faculty shall hold special meetings when called by the dean of engineering or by the Executive Committee, or on a petition signed by twenty percent of the voting members of the faculty stating the purpose of the meeting.

Section C. Agenda

The agenda for all meetings shall be prepared by the Executive Committee, and shall include reports from the standing committees and the provision for the introduction of new business. The secretary shall notify each faculty member and the dean's office of the agenda at least 7 days before each regular meeting and 6 days before special meetings.

Section D. Conduct of Meetings

The president of the university shall preside at both regular and special meetings. If the president chooses not to preside, the dean of engineering or the dean's designate shall preside at both regular and special meetings. The presiding officer shall conduct such meetings in accordance with the most recent edition of *Robert's Rules of Order, Newly Revised*. The dean shall appoint a member of the faculty to act as parliamentarian.

Section E. Quorum; Voting

Forty percent of the voting members of the faculty shall constitute a quorum, and all decisions shall be majority vote of those present and voting except as indicated in Article X, Par. 2. The presiding officer as defined in Section D may vote only to resolve a tie.

ARTICLE V — COMMITTEES

Section A. Committees of the Faculty and of the Dean

The standing committees of the faculty shall be the Executive Committee (Article VI, Section A), Committee on Appointments (Article VI, Section B), Committee on Undergraduate Studies (Article VI, Section C), Committee on Graduate Studies (Article VI, Section D), Committee on Research (Article VI, Section E), and Committee on Budget (Article VI, Section F). The Committees on Undergraduate Studies, Graduate Studies, Research and Budget report to the Executive Committee. In addition there is a Policy Committee (Article VII), a committee of the dean of engineering.

Section B. Membership on Multiple Committees

No faculty member may serve at one time on more than two standing committees of the school.

Section C. Terms of Office

The term of office shall be two years on the Executive Committee, Committee on Undergraduate Studies, Committee on Graduate Studies, Committee on Research and the Committee on Budget. A year shall elapse before a member who has served a full term may again serve on the same committee. Terms of office shall be overlapped, approximately one-half of the membership of each committee being replaced each year.

Section D. Announcement of New Members and Chairs

New members of the standing committees, and chairs of these committees except the chair of the Executive Committee and the chair of the Committee on Appointments, shall be announced at the last regular faculty meeting of the academic year. These persons shall assume office on July 1. Chairs shall serve for one year.

Section E. Special Committees

The Executive Committee may at any time appoint a special committee to make recommendations on any matter or matters within the jurisdiction of the faculty, provided that such matter or matters are not solely within the jurisdiction of any standing committee.

ARTICLE VI — COMPOSITION AND DUTIES OF FACULTY STANDING COMMITTEES

Section A. Executive Committee

Par. 1. The Executive Committee shall consist of:

- a. From each department of the school, one faculty member who has been a member of the faculty for at least three years and who is not the department

chair shall be elected by the voting members of the department faculty. The names of the elected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair;

- b. The secretary of the faculty, ex officio with vote;
- c. The dean of engineering, the retired chair of the Executive Committee (who will serve for one year), one engineering faculty senator elected at large by the Faculty Senate to represent the CSE on the Executive Committee of the Faculty Senate, one member of the Policy Committee (chosen by the Policy Committee), one engineering faculty senator (chosen by the Executive Committee from among the elected engineering senators) all ex officio without vote.

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Par. 2. The chair of the Executive Committee shall be elected annually by the committee from among its tenured members at the committee’s first meeting of the academic year. The outgoing chair of the Executive Committee shall call the meeting at which the new chair will be elected. The chair of the Executive Committee shall assume office on the first day of classes for the fall semester and serve until the first day of classes for the following fall semester.

Par. 3. The secretary of the faculty shall serve as secretary of the committee.

Par. 4. The Executive Committee shall hold meetings on dates to be determined by the chair who shall notify each member at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The Executive Committee shall meet at least once every month during the academic year.

Par. 5. The duties of the Executive Committee shall be:

- a. To determine immediate and long range matters demanding faculty study and action,
- b. To transmit such matters to the faculty after due consideration by appropriate standing or ad hoc committees,
- c. To provide for full faculty debate of proposals for faculty action,
- d. To act as the nominating committee for the faculty, and
- e. To review applications for sabbatical leaves, and prepare a recommendation concerning the merits of the proposal and the applicant's qualifications to undertake it (*Faculty Handbook*, Chapter 3, Part One, §II.A.9).

Par. 6. In the pursuit of its duties, the Executive Committee may propose subjects for study to the appropriate standing committees, may appoint special committees, shall review committee progress, and the recommendations of all committees before their presentation to the faculty.

Par. 7. The Executive Committee shall prepare the agenda for all faculty meetings and include committee recommendations in writing together with a summary of the Executive Committee's opinion of the recommendations.

Par. 8. In its role as nominating committee, the Executive Committee shall:

- a. Ensure that each department selects its representatives to all standing committees. Names will be forwarded by each department chair to the chair of the Executive Committee in time for announcement at the spring faculty meeting preceding the academic year in which the representatives will serve.
- b. Nominate for election at the regular Spring meeting of the faculty the secretary of the faculty (when necessary), and nominate for approval by the faculty the chairs of the committees on Undergraduate Studies, Graduate Studies, and Research.
- c. As needed to fill expired terms, select members of the faculty to represent the school on the Faculty Senate Committee on Undergraduate Education.
- d. Prepare a slate for and supervise the election of faculty representatives for the University Faculty Senate. The slate shall contain twice the number of names to be elected, and the election shall be held in time to transmit its results to the faculty senate at a time specified by the secretary of the senate.
- e. Fill any vacancies that may occur on standing committees of the School of Engineering or in the school's representatives to the Faculty Senate Committee on Undergraduate Education during the academic year. Each such vacancy shall be filled for the remainder of that year, and the remainder of the unexpired term shall be filled by the next election or appointment procedure.

Par. 9. At least every five years, the Executive Committee, in consultation with the dean of engineering and the Policy Committee, shall consider initiating and organizing a comprehensive review of academic, research, and administrative policies of the school.

Section B. Committee on Appointments

Par. 1. The Committee on Appointments shall consist of five members of the faculty with the rank of professor, with tenure and without administrative appointment who shall be appointed for one year terms by the Executive Committee in time for announcement to the faculty at the last regular faculty meeting of the academic year. The chair of the committee shall be elected annually by the committee from among its members at the committee's first meeting each academic year. Members of the Committee on Appointments will start their terms on the first day of classes for the fall semester and serve until the first day of classes for the following fall semester.

Par. 2. The Committee on Appointments shall hold meetings on dates to be determined by the chair, who shall notify each member at least three days before each meeting, specifying the time, the place and agenda of the meeting. The chair or his or her designate shall act as secretary,

record the actions of all meetings, prepare all correspondence and keep the minutes of all meetings.

Par. 3. The Committee on Appointments shall consider:

- a. All matters of tenure, promotion, or appointments to the ranks of associate professor and full professor,
- b. All initial tenured appointments,
- c. All research professor and associate professor appointments, and
- d. All emeritus faculty appointments.

In addition, it shall consider and make recommendations pertaining to the dismissal of tenured faculty members when permitted by the *Faculty Handbook*. The tenure policy shall be that stated in Chapter 2, Article I.

Par. 4. Recommendations concerning promotion or tenure of a faculty member shall be prepared each year by the chair of each department in accord with the *Faculty Handbook* and shall be forwarded to the dean of engineering for transmission to the Committee on Appointments. The committee chair shall notify each department chair of the deadline for submission of recommendations at least four weeks in advance of the deadline. The committee shall prepare its recommendations concerning promotion or award of tenure of faculty members and forward the recommendations to the dean of engineering. If the Committee on Appointments does not support a department recommendation, or if it recommends action in the absence of department recommendation, it shall refer its recommendation to the appropriate department chair for advice and consultation for possible reconsideration by the Committee on Appointments before it forwards its recommendations to the dean. All recommendations, positive and negative, shall be reported to the appropriate department chair.

Par. 5. The Committee on Appointments shall recommend to the Executive Committee the approval of rules governing the procedures of the Committee on Appointments, and the approval of criteria for the recommendation of appointment, promotion, and tenure.

Par. 6. The Committee on Appointments shall review those untenured tenure-track faculty who are at the end of their third pretenure year. Recommendations concerning this review of a faculty member shall be prepared each year by the chair of each department in accord with the *Faculty Handbook* and shall be forwarded to the dean of engineering for transmission to the review committee. The chair of this review committee shall notify each department chair of the deadline for submission of recommendations at least four weeks in advance of the deadline. A written summary of all evaluations shall be communicated to the faculty member, the department chair, and the dean.

Section C. Committee on Undergraduate Studies

Par. 1. The Committee on Undergraduate Studies shall consist of one faculty representative from each department of the school selected by the department faculty, and an undergraduate

engineering student representative selected by the Undergraduate Student Government. The names of the selected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Undergraduate Studies shall hold meetings on dates to be determined by the chair, who shall notify each member, the secretary of the faculty, and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the actions of all meetings, prepare all correspondence and keep the minutes of all meetings. At least one meeting in the fall semester and in the spring semester shall be held jointly with the Committee on Graduate Studies.

Par. 3. The Committee on Undergraduate Studies shall recommend to the faculty matters pertaining to undergraduate education, including the requirements for all degree programs within the school, or undergraduate degree programs offered in conjunction with other units of the university. In addition, it shall participate with similar committees of other academic units of the university in setting general education criteria.

Par. 4. The Committee on Undergraduate Studies is authorized to:

- a. Review and recommend to the dean of engineering the addition or deletion of engineering undergraduate courses.
- b. Approve:
 - i. Minor or temporary changes in established undergraduate curriculum programs,
 - ii. Minor modifications in courses,
 - iii. Changes in the engineering core course list.
- c. Review and recommend to the faculty major changes in engineering curriculum programs, engineering core, and freshman/sophomore common core requirements.
- d. Initiate and formulate policy that will maintain and improve the standards and quality of undergraduate education in the school.
- e. As needed to fill vacancies, and in consultation with the Executive Committee, select members of the faculty to represent the school on the Faculty Senate Committee on Undergraduate Education Curriculum Subcommittee.

Par. 5. The committee shall periodically review the Cooperative Education and Binary Programs, as they pertain to the school, and make recommendations concerning their operation.

Par. 6. The committee shall promote student professional development by providing special programs on professional ethics, professional registration and professional organizations.

Section D. Committee on Graduate Studies

Par. 1. The Committee on Graduate Studies shall consist of one faculty representative from each department of the school selected by the department faculty, and an engineering graduate student representative selected by the Graduate Student Senate. The names of the selected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Graduate Studies shall hold meetings on dates to be determined by the chair, who shall notify each member, the secretary of the faculty, and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the action of all meetings, prepare all correspondence and keep the minutes of all meetings. At least one meeting in the fall semester and in the spring semester shall be held jointly with the Committee on Undergraduate Studies.

Par. 3. The Committee on Graduate Studies shall recommend to the faculty matters pertaining to graduate education, including the requirements for all graduate degree programs within the school, or graduate degree programs offered in conjunction with other units of the university. In addition, it shall be charged with participating, as appropriate, with similar committees of other academic units of the university in setting general graduate education criteria.

Par. 4. The Committee on Graduate Studies is authorized to:

- a. Review and recommend to the dean of engineering the addition, deletion or significant modification of engineering graduate courses.
- b. Review any changes in graduate and professional program requirements and make recommendations to the faculty. Certify to the dean of engineering that graduate and professional programs meet the minimum requirements of the university and the school.
- c. Recommend to the dean of engineering, for consideration and transmittal to the dean of graduate studies, appropriate action to be taken on student petitions for waiver of a regulation or any other request pertaining to his or her program of study and/or duties as a graduate student.
- d. Initiate and formulate policy that will maintain and improve the standards and quality of graduate education in the school.

Section E. Committee on Research

Par. 1. The Committee on Research shall consist of one faculty representative from each department of the school selected by the department faculty. The names of the selected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Research shall hold meetings on dates to be determined by the committee chair, who shall notify each member, the secretary of the faculty, and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the actions of all meetings and prepare all correspondence.

Par. 3. The Committee on Research shall consider and recommend to the faculty matters pertaining to research (e.g. opportunities for research, the applications of research, research facilities, the organization and function of research day(s), special school-wide lectures and seminars).

Par. 4. The committee shall serve as liaison between the faculty and the research centers.

Par. 5. The committee shall organize and promote undergraduate research opportunities.

Section F. Committee on Budget

Par. 1. The Committee on Budget shall consist of one voting member from each department of the school, to be elected by the voting members of the department faculty. The names of the elected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Budget shall hold meetings on dates to be determined by the committee chair, who shall notify each member, the secretary of the faculty (Article I), and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the actions of all meetings and prepare all correspondence.

Par. 3. The Executive Committee shall elect annually from among the tenured and tenure-track associate professors and professors of the faculty of the school a chair-elect of the Committee on Budget, who shall serve as vice chair during his or her first year of office and shall become chair of the Committee on Budget during his or her second year in office and Past Chair in the third year. If not already an elected member of the Committee on Budget, the vice chair, the chair, and the past chair shall be voting members of the Committee on Budget by virtue of office. The chair or chair's designate shall serve ex officio as the Case School of Engineering's representative to the Faculty Senate Budget Committee (and thus, the University Budget Committee) in accordance with the rules of the Faculty Senate Budget Committee.

Par. 4. The Committee on Budget shall consider and make recommendations to the faculty on matters pertaining to budget. It shall advise the Executive Committee and the administration of the Case School of Engineering, including the department chairs, the dean and the budget office, on the adherence to budget priorities and the attainment of budgetary goals.

Par. 5. The Committee on Budget shall advise the faculty on the financial feasibility of the school's current and planned education programs, activities, and facilities, and their effect on the operating budget, capital requirements, and financial health of the Case School of Engineering.

Par. 6. The Committee on Budget shall also advise the faculty on budgetary questions as they affect current and planned educational programs, activities, and facilities.

ARTICLE VII — THE POLICY COMMITTEE: COMPOSITION AND DUTIES

Par. 1. The Policy Committee shall consist of all department chairs, the chair of the Executive Committee, the dean of engineering, who shall chair the committee, and any associate deans of the school.

Par. 2. This committee shall set administrative policy for the school. Primary responsibility for educational policy will rest with the Executive Committee, Committee on Undergraduate Studies, Committee on Graduate Studies and the faculty.

Par. 3. Other duties of the Policy Committee shall include the following:

- a. Develop and coordinate graduate and undergraduate recruiting programs.
- b. Organize programs for faculty development and promote an active faculty awards program.
- c. Promote a program for the involvement of the Alumni and other interested friends in the school.

ARTICLE VIII — REPRESENTATION IN UNIVERSITY GOVERNANCE

The faculty shall be represented in university governance by the dean of engineering and by faculty members as they shall from time to time be selected to serve on university governing bodies.

Section A. Representative Bodies

Vacancies in the faculty delegation to the respective organizations and committees shall be filled by the Executive Committee or by elections supervised by the Executive Committee. If elections are required, they shall be carried out as follows: first, each department shall fill any vacancies that have occurred in its delegation; second, the Committee shall prepare a slate for and conduct the election of the remaining members-at-large.

Section B. University Faculty Senate

Par. 1. The Faculty delegation to the University Faculty Senate shall be constituted in accordance with the *Faculty Handbook*.

Par. 2. Vacancies in the faculty delegation to the senate shall be filled by an election supervised by the Executive Committee in accordance with these bylaws.

ARTICLE IX — DEPARTMENTS

The tenured and tenure-track faculty of the school shall be grouped by departments, which will administer all degree programs. Non-tenure track and special faculty will be appointed in the departments or in the Division of Education and Student Programs.

Section A. Department Chairs

Par. 1. Each department shall have a chair, appointed by the president on the recommendation of the dean of engineering after consultation with the faculty members of the department. The chair shall report to the dean of engineering. The chair of the department shall serve for an initial appointment not to exceed five years and shall be eligible for reappointment to successive terms, each of which shall not exceed five years. The dean of engineering in consultation with the faculty shall review the performance of the department chairs no later than one year prior to the end of the appointment and no later than the third year of the appointment.

Par. 2. The chair shall be the executive officer of the department and shall assume leadership in matters of department policy, including appointments, promotions, instruction, research and administration in accord with the *Faculty Handbook*. The chair shall be responsible for the preparation of the department's budget subject to the approval of the dean of engineering and shall represent the department to other departments and to the officers of the administration. The chair shall convene all department meetings. The chair shall also, as necessary, appoint committees, delegate duties, and prepare teaching schedules after consultation with the faculty members of the department. The chair shall be the hiring officer for all non-academic personnel assigned to the department. The chair shall maintain records and conduct correspondence.

Section B. Departmental Meetings

The department faculty shall hold at least two meetings each semester during the academic year to assist the department chair in the duties listed in Section A and other matters of departmental policy and procedure.

Section C. The Division of Education and Student Programs

Par. 1. The mission of the Division of Education and Student Programs is to support - through teaching and educational research - the Case School of Engineering educational programs, student programs, and outreach activities at all academic levels: K-12, undergraduate, graduate, and continuing education.

Par. 2. An associate dean will serve as director of the division. An Advisory Board, consisting of one tenured or tenure-track faculty elected by each department, will meet bi-monthly to advise the director and will review the operation of the division annually. Members of the Advisory Board shall serve for a term of two years and may be re-elected without

limitation on the number of two-year terms (s)he may serve. The Advisory Board's duties shall include:

- a. In conjunction with the director of the division recommend to the dean of engineering the appointment or promotion of non-tenure track and special faculty to be based in the division. Following such recommendation, the appointment process will be the same as that used for non-tenure track or special faculty based in departments.
- b. In conjunction with the director of the division, review non-tenure track and special faculty in the same manner used for non-tenure track and special faculty based in departments.
- c. Provide consultation to the dean on the appointment of an associate dean as director of the division.

Par. 3. Faculty in the division may teach courses that are not discipline specific, but major and minor curricula are under the control of the departments. Faculty in the division may teach courses required by the degree programs (including engineering core courses) with the permission and under the supervision of the chairs of those departments. This would require a secondary appointment in the department housing that discipline. Faculty in the division may serve as academic advisors with the permission of the departments.

ARTICLE X — AMENDMENT

Par. 1. Any member of the faculty may submit a proposed amendment to these bylaws to the Executive Committee. The Executive Committee shall place it on the agenda of a regular or special meeting of the faculty. At least 14 days before the meeting at which it is to be discussed, the Executive Committee shall submit the proposal in writing to the faculty with arguments in support of and in opposition to the amendment as well as the Executive Committee's opinion of the proposal.

Par. 2. During discussion of proposed amendments at the faculty meeting, changes voted to be non-substantive in the proposed amendments may be made by majority vote of those present. A copy of any proposed amendment and a summary of the discussion will be sent to the faculty within one week of the faculty meeting, followed by electronic polling of the voting faculty. A majority of the eligible faculty must vote on the proposed amendment. Approval shall require an affirmative vote by three-fifths of those faculty members voting. At least two weeks shall be allowed between the solicitation of votes and the determination of results.

Chapter 2. Policies and Procedures for Faculty Appointments

The process of hiring a new faculty member involves a rigorous evaluation of the candidate to determine whether past performance demonstrates a pattern and level of excellence that predicts future success in research, teaching and service at the school. After the initial appointment, all faculty members are required to complete annual activity reports and will receive annual evaluations focusing on the activities and accomplishments that contribute to what is valued in the performance of faculty of the school. An intensive third-year review is conducted for untenured faculty. The school will provide faculty with copies of the procedures used for the annual review, the three-year review and consideration for promotion or tenure.

ARTICLE I — POLICIES & STANDARDS FOR APPOINTMENT, REAPPOINTMENT, PROMOTION & TENURE

Section A. Qualifications

The evaluation of a faculty member in the Case School of Engineering for appointment, promotion, or award of tenure is governed by the policies and procedures set forth in the current Case Western Reserve University *Faculty Handbook*. Chapter 3, Part One, §I.F.1 (Qualifications and Standards for Appointments, Reappointments, Promotions and Tenure) of the *Handbook* states:

The qualifications for faculty appointment and reappointment include the following, as appropriate to the type of appointment:

- (1) *An expert knowledge of his or her academic field and a commitment to continuing development of this competence;*
- (2) *A dedication to effective teaching;*
- (3) *A commitment to a continuing program of research or other advanced creative activity, including production of art or artistic performance, or, where more appropriate to the particular academic context, professional service activities; and*
- (4) *A willingness to assume a fair share of university administrative and service tasks.*

The standards for appointing faculty of various categories and ranks and for awarding promotion and tenure in the Case School of Engineering are predicated on these four qualifications, as described in the following sections.

Section B. Standards for Faculty Appointments

Par. 1. In the Case School of Engineering, faculty appointments may be made by category and rank as indicated in Table I.

TABLE I. Faculty of the Case School of Engineering by category, type, and rank

		Senior	Assistant	Associate	
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Category & type	Instructor	Instructor	Professor	Professor	Professor
Tenured/Tenure-Track			√	√	√
Non-Tenure-Track	√	√	√	√	√
Special:					
Research Faculty			√	√	√
Adjunct Faculty	√	√	√	√	√
Visiting Faculty	√	√	√	√	√
Secondary* Appointment	√	√	√	√	√
Lecturer					

*) Rank of secondary appointment may not be higher than that of the primary appointment.

Par. 2. Chapter 3, Part One, §I.F.2 of the *Handbook* states:

Faculty appointments with tenure or without tenure but leading to consideration for tenure should be based on evidence that the candidate can and will continue to satisfy all of the [four abovementioned] qualifications. Faculty appointments on the non-tenure track should be based on evidence that the candidate can and will continue to satisfy item (1) and two of items (2), (3), and (4) of the foregoing qualifications. Special faculty appointments should be based on evidence that the candidate can and will continue to satisfy item (1) and one of items (2), (3), and (4) of the foregoing qualifications.

Par. 3. For all faculty appointments and promotions in the Case School of Engineering, external letters of reference from experts in the field comprise a major source of evidence of the candidate's expert knowledge in the field. Course evaluations and letters of reference from former students should be used, whenever possible and when appropriate to the appointment being considered, for evidence of dedication to effective teaching. Additional standards by which qualifications (1) through (4) will be evaluated as appropriate to the rank and category under consideration with respect to the appointment, reappointment, and promotion of faculty are described in this section.

Par. 4. **Visiting faculty** belong to the category of special faculty and can be appointed at the ranks of instructor, senior instructor, assistant professor, associate professor, and professor. The standards for appointment, reappointment, and promotion of visiting faculty will be evaluated as listed in Table II for special faculty at the corresponding ranks, or as described below for lecturers, instructors, and senior instructors.

Par. 5. **Lecturers** belong to the category of special faculty. As the primary role of lecturers is teaching, only qualifications 1 and 2 apply to the standards for their appointment and reappointment and will be evaluated per the following standards:

Earned master's degree in a field of engineering or related science, or an earned bachelor's degree in a field of engineering or related science with substantial professional engineering experience. A person with exceptional qualifications may be considered for appointment to the rank of Lecturer without a degree. (1)

Evidence of pedagogical abilities relevant to engineering education (2)

Par. 6. The rank of **instructor** can be used for non-tenure track faculty, adjunct faculty, visiting faculty, and faculty with secondary appointments. Qualifications 1 and 2 apply to the standards for the appointment and reappointment for all instructors and will be evaluated per the following standards:

Earned master's degree in field of engineering or related science (1)

Evidence of pedagogical abilities relevant to engineering education (2)

In addition, for non-tenure track faculty with the rank of instructor, qualification 4 applies to the standards for their appointment and reappointment and will be evaluated per the following standard:

Willingness to assume service and administrative tasks at the levels of the department, school, or university (4)

Par. 7. The rank of **senior instructor** can be used for non-tenure track faculty, adjunct faculty, visiting faculty, and faculty with secondary appointments. Qualifications 1 and 2 apply to the standards for the appointment and reappointment for all senior instructors and will be evaluated per the following standards:

Earned master's degree in field of engineering or related science (1)

Demonstrated major role in teaching (2)

In addition, for non-tenure track faculty with the rank of senior instructor, qualification 4 applies to the standards for their appointment and reappointment and will be evaluated per the following standard:

Significant participation in service and administrative tasks at the levels of the department, school, or university (4)

Par. 8. With regard to their appointment and reappointment at the ranks of **assistant professor**, **associate professor**, and **professor**, Table II lists standards by which qualifications (1) through (4) will be evaluated for tenured, tenure-track, non-tenure track, and special faculty. [In the case of appointment at the rank of Research Professor or Adjunct Professor, the requirement of a Ph.D or other terminal degree may be waived for a person with exceptional qualifications.](#)

Par. 9. In the Case School of Engineering, appointments at the level of assistant professor will focus on the candidate's *potential* for meeting the requirements for the ranks of associate professor and professor. Appointments at the level of associate professor will be based on the candidate's *performance*. Appointments at the level of professor will be based on the candidate's demonstrated *leadership*. These criteria are described more fully in Table II. For initial appointments to individuals whose professional experience has been primarily in non-academic settings, evidence of skills that are comparable to those needed for academic teaching, advising, mentoring, and service may be taken into consideration for the purpose of determining the appropriate rank of the appointment.

TABLE IIa

<p>Tenure Track (Qualifications 1-4 apply)</p>	<p>Non-Tenure Track & Special (where rank is applicable) (Qualification 1 applies to all. At least two of qualifications 2, 3, & 4 apply to non-tenure track; at least one applies to special)</p>
<p><u>ASSISTANT PROFESSOR</u> Earned doctorate in a field of engineering or related science (1) Promise for achieving recognition in a field of engineering (1) Potential for effective teaching (2) Clear plan for a program of research and evidence of excellence and productivity in research (3) Willingness to assume university service and administrative tasks (4)</p>	<p><u>ASSISTANT PROFESSOR</u> Earned doctorate in a field of engineering or related science (1) Potential for effective teaching (2) Evidence of high quality and productivity in research (3) Willingness to assume university service and administrative tasks (4)</p>

TABLE IIb

<p>Tenured & Tenure Track (Qualifications 1-4 apply)</p>	<p>Non-Tenure Track & Special (Qualification 1 applies to all. At least two of qualifications 2, 3, & 4 apply to non-tenure track; at least one applies to special)</p>
<p><u>ASSOCIATE PROFESSOR</u></p> <p>Achieving this rank requires continued fulfillment of all criteria at the assistant professor level, with the addition of the following:</p> <p>Achieved recognition as an expert in a field of engineering (1)</p> <p>Demonstrated excellence in teaching, academic advising, and student development as evidenced by course evaluations, student testimonials, course or curricular development, or other contributions to engineering education (2)</p> <p>Established research program leading to significant contributions to a field of engineering as evidenced by professional presentations, monographs, reports, papers, articles, book chapters or books, activities in workshops, institutes, seminars, advisory panels, etc. (3)</p> <p>Effectiveness in mentoring undergraduate and graduate students in research as evidenced by directing undergraduate student projects and serving as primary research advisor for M.S. and Ph.D. students (3)</p> <p>Participation in university service and administrative roles, such as committee membership, interdisciplinary proposals developed, and university leadership positions (4)</p>	<p><u>ASSOCIATE PROFESSOR</u></p> <p>Achieving this rank requires continued fulfillment of the applicable criteria (per the terms of appointment) at the assistant professor level, with the addition of the following:</p> <p>Achieved recognition as an expert in a field of engineering (1)</p> <p>Demonstrated excellence in teaching as evidenced by course evaluations, student testimonials, course or curricular development, or other contributions to engineering education (2)</p> <p>Demonstrated capability of establishing and guiding an externally funded research program (3)</p> <p>For faculty who serve as primary research advisors: effectiveness in mentoring undergraduate and graduate students in research (3)</p> <p>Participation in university service and administrative roles as evidenced by committee membership, interdisciplinary proposals developed, and university leadership positions (4)</p>

TABLE IIc

<p>Tenured & Tenure Track (Qualifications 1-4 apply)</p>	<p>Non-Tenure Track & Special (Qualification 1 applies to all. At least two of qualifications 2, 3, & 4 apply to non-tenure track; at least one applies to special)</p>
<p style="text-align: center;"><u>PROFESSOR</u></p> <p>Achieving this rank requires continued fulfillment of all criteria at the associate professor level, with the addition of the following:</p> <p>Recognized leadership in a specific area of engineering (1)</p> <p>Consistent record of excellence in teaching, program development, and mentoring of students (2)</p> <p>Develop, sustain and lead a nationally and internationally recognized research program (3)</p> <p>Continued development of young researchers as evidenced, for example, by a number of students having graduated with Ph.D. degrees (3)</p> <p>Major role and recognized leadership in key school, university, and professional committees or initiatives, e.g. serving as committee chairperson or other advanced positions of service, preparation of concept or position papers, administrative leadership activities and accomplishments (4)</p>	<p style="text-align: center;"><u>PROFESSOR</u></p> <p>Achieving this rank requires continued fulfillment of the applicable criteria (per the terms of appointment) at the associate professor level, with the addition of the following:</p> <p>Recognized leadership in a specific area of engineering (1)</p> <p>Consistent record of excellence in teaching, program development, and mentoring of students (2)</p> <p>Demonstrated capability of establishing and guiding a nationally/internationally recognized research program (3)</p> <p>Major role and recognized leadership in key professional committees or initiatives, e.g. by assuming positions within the university, preparation of concept or position papers, administrative leadership activities and accomplishments (4)</p>

Section C. Standards for Tenure

Par. 1. In the Case School of Engineering (CSE), tenured and tenure-track faculty are valued for their contributions to society through excellence in education; student development, engagement, and partnership; leadership in research; service to the profession; support of the institution through service and visibility; and professionalism through collegiality, mentorship, and ethical practice.

Par. 2. Chapter 3, Part One, §I.F.3 (Qualifications and Standards for Appointments, Reappointments, Promotion and Tenure) of the *Faculty Handbook* states:

In general, criteria for awarding tenure shall include, at a minimum, a documented national or international reputation for sustained scholarship, as appropriate to faculty rank and discipline.

§I.F.7 states:

Tenure is awarded to a faculty member only when the University foresees for him or her a continuing fulfillment of the [four] qualifications presented above.

In the Case School of Engineering, appointments of new faculty with tenure at the ranks of Associate Professor or Professor will also require evidence of excellence in teaching ability.

Par. 3. The award of tenure is based primarily on assessment of a candidate's documented past contributions and potential for future growth in the areas of teaching, research, and professional service. In this research-intensive university, excellence in research and potential for leadership are expected. In addition, University faculty are distinguished by their strong contributions to the teaching mission of the University. However, it is recognized that the level and significance of the contributions in the separate areas will differ from individual to individual. In all cases, however, an award of tenure will only be made to faculty whose overall accomplishments and potential for continued professional growth are judged to be significant, and competitive at the national and international levels.

Par. 4. Examples of measures indicating past success and future potential include, but are not limited to:

- Evidence of effective teaching, advising, and mentoring of students
- Development of new courses and innovative teaching methods
- Evidence of external impact on engineering education
- Publications in peer-reviewed journals of record
- Peer-reviewed publications in archival meeting proceedings
- Citations to published articles
- Organization of national and international symposia
- Invited lectures before external organizations
- National and international honors and awards for research, teaching, and professional service
- Principal investigator status on externally funded research grants and contracts

- Development of collaborative research efforts
- Departmental and university service
- Service in national and international professional organizations

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Section D. Tenure Policies

Par. 1. Each faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than six years after the date of initial appointment, *i.e.*, in the sixth year.

Par. 2. Service at other institutions may be taken into consideration in establishing the length of a faculty member's pre-tenure period. Such consideration must be made a written part of the initial appointment.

Par. 3. Under exceptional circumstances, an extension of the pre-tenure period may be made as provided in the *Faculty Handbook*.

Par. 4. If tenure has not been awarded by the end of the pre-tenure period, the normal procedure shall be that the faculty member is given a one-year terminal appointment.

Par. 5. Renewable faculty term appointments may be made beyond the end of the pre-tenure period upon mutual agreement of the department chair, the dean of engineering, and the faculty member. Such appointments shall be conditional on at least the following two items:

- a. The appointment will not lead to tenure consideration.
- b. The appointment is contingent upon full support from non-university resources.

Par. 6. Tenure for faculty in the Case School of Engineering resides at the level of the constituent faculty, not in individual departments.

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ARTICLE II — NON-TENURE TRACK FACULTY

Section A. Policies

Par. 1. DEFINITION, RANKS, AND QUALIFICATIONS. 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 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 University community. The appropriate rank is based on the individual's qualifications and experience relative to tenured/tenure track faculty at similar ranks, as set forth in Article I, "Policies & Standards for Appointment, Reappointment, Promotion & Tenure." Non-tenure track faculty are covered by the provisions of the *Faculty Handbook*, unless specifically excluded.

Par. 2. PURPOSE. The appointment of a non-tenure track faculty member is intended to add expertise to the school in all of its academic endeavors of teaching and scholarly work.

Par. 3. APPOINTMENTS

- a. The appointment of a non-tenure track faculty member must be initiated by and based in a department of the School or in the Division of Education and Student Programs. The appointment of a non-tenure track faculty member requires approval by a majority of the tenured/tenure track faculty of the department, or, if the appointment is in the Division of Education and Student Programs, by the advisory board and the director of the division.
- b. The proposed rank of a non-tenure track faculty member requires approval by a majority of the tenured/tenure track faculty of equal rank or higher within the department, or, if the appointment is in the Division of Education and Student Programs, within the advisory board and the director of the division.
- c. The Committee on Appointments shall review and forward to the dean of engineering a recommendation on new non-tenure track faculty appointments at the rank of Associate Professor or Full Professor. The appointment of a non-tenure track faculty member shall be evaluated based on the candidate's competence in two of the three areas of obligation listed above.
- d. The dean of engineering shall review all non-tenure track faculty appointments. If the dean approves the appointment, the dean shall forward the recommendation to the provost.
- e. Non-tenure track appointments shall normally be made for a term of one to three years and may be renewed. Regardless of when the appointment begins, every non-tenure track appointment term shall have an end date of June 30th.
- f. All offers of appointment shall be issued by the office of the dean of engineering.
- g. A non-tenure track faculty member's compensation must be arranged prior to the beginning of the appointment and approved by the department chair, or if the appointment is in the Division of Education and Student Programs, by the director of the division, and the dean of engineering. The annual salary of a full-time non-tenure track faculty member shall remunerate service for an academic year of approximately nine months or for a longer period.

Par. 4. EVALUATION AND PROMOTION

- a. Non-tenure track faculty shall be evaluated annually by the department chair, or, if the appointment is in the Division of Education and Student Programs, by the advisory board and the director of the division in a manner similar to that used for tenured/tenure track faculty.

- b. The annual evaluation and recommendation for salary shall be forwarded by the department chair, or, if the appointment is in the Division of Education and Student Programs, by the director of the division to the dean of engineering.
- c. A department's recommendation for promotion shall be made by the department chair after a vote of the tenured/tenure-track department faculty of equal or higher rank, or, if the appointment is in the Division of Education and Student Programs, by the director of the division after a vote of the members of the advisory board of equal or higher rank. For promotion above the assistant professor rank, this recommendation is then forwarded to the Committee on Appointments. After review, the Committee on Appointments shall forward its recommendation to the dean of engineering. After review, the dean of engineering shall add his or her recommendation and forward all recommendations to the Provost.

Par. 5. TERMINATION

- a. A decision not to reappoint a non-tenure track faculty member beyond his or her current appointment term shall be communicated to him or her in writing by the department chair, or, if the appointment is in the Division of Education and Student Programs, by the director of the division, with a copy sent to the dean of engineering in accordance with the schedule in the *Faculty Handbook*, Chapter 3, Part One, §I.K.
- b. Failure of the University, *i.e.* the department chair, director of the Division of Education and Student Programs, or the dean of engineering, to provide notice of the intention not to reappoint a non-tenure track faculty member according to the schedule in the *Faculty Handbook*, Chapter 3, Part One, §I.K. shall entitle the non-tenure track faculty member to an additional one-year reappointment.
- c. For purposes of this section, an academic year appointment shall be considered to expire on June 30.
- d. In addition to insufficient academic credentials or performance or grave misconduct or neglect of academic responsibility, the causes for which a term appointment may not be renewed are changes in academic programs, financial constraints, tenured/non-tenured faculty ratios, or other reasons.
- e. If requested by the faculty member, the University, *i.e.* the chair, the director of the Division of Education and Student Programs, or the dean, shall provide written explanation for the non-renewal of a term appointment.
- f. An appointment may be terminated during the current term, without the notice set out in Par. 6.a., for just cause, as set out in Chapter 3, Part One, §I.E.3 of the *Faculty Handbook*.

Par. 6. RIGHTS AND RESPONSIBILITIES

- a. As permitted by the *Faculty Handbook*, non-tenure track faculty members shall be entitled to vote on all matters coming before the University faculty.
- b. Non-tenure track faculty members may attend meetings of the Engineering faculty, but (per the bylaws of the School) are not entitled to vote.
- c. The two of the three areas (teaching, research and service) for which the non-tenure track faculty has obligations must be determined at time of appointment. A change of the two areas must be approved by the chair and shall require reappointment.
- d. Non-tenure track faculty members can engage in academic advising of students or any other University service functions, contingent on the approval of the department chair, and, if the appointment is in the Division of Education and Student Programs, by the director of the division.
- e. Non-tenure track faculty members may serve as thesis advisors of graduate students and may be voting members of thesis committees.
- f. Non-tenure track faculty members may submit external research proposals serving as the principal or co-principal investigator, subject to University policies.

Section B. Procedures

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV for each new appointment and reappointment, together with other supporting documentation as detailed in the School's appointment procedures.

Par. 2. Departmental recommendations shall be made by the chair after a vote by the eligible members of the department, including those on leave of absence or, if the appointment is in the Division of Education and Student Programs, by the director of the division after a vote by the eligible members of the advisory board.

Par. 3. Departments must prepare and submit the appropriate affirmative action paperwork, prior to recommending a new appointment.

Par. 4. Annual performance reviews shall be completed for all incumbents using the school Faculty Activity Report, prior to processing the annual faculty reappointment form.

Par.5. Non-tenure track faculty members shall receive an appointment letter upon their initial appointment. Subsequent reappointments may be made using the faculty appointment form.

ARTICLE III — RESEARCH FACULTY

Section A. Policies

Par. 1. CATEGORY. Research Faculty are members of the faculty of the school under the category of special faculty members. Special faculty are covered by the provisions of the *Faculty Handbook* except where provisions of the *Faculty Handbook* exclude application of a provision to special faculty.

Par. 2. PURPOSE. The appointment of a research faculty member is intended to add expertise to the School in its research endeavors.

Par. 3. APPOINTMENTS

- a. The appointment of a research faculty member must be initiated by and based in a department of the School, or in the Division of Education and Student Programs. The appointment of a research faculty member requires approval by a majority of the tenured/tenure track faculty of the department, or, if the appointment is in the Division of Education and Student Programs, by the advisory board and the director of the division.
- b. The proposed rank of a research faculty member requires approval by a majority of the tenured/tenure track faculty of equal rank or higher within the department, or if the appointment is in the Division of Education and Student Programs, within the advisory board and the director of the division.
- c. The Committee on Appointments shall review and forward ~~to~~ to the dean of engineering a recommendation on new research faculty appointments at the rank of Associate Professor or Full Professor. The appointment of a research faculty member shall be evaluated based on the candidate's research competence.
- d. The dean of engineering shall have final approval of all research faculty appointments.
- e. All offers of appointment for research faculty shall be issued by the office of the dean of engineering.
- f. Research faculty member appointments shall be made for a specific period of time, not to exceed one year, and may be renewed.
- g. A research faculty member's compensation is contingent on the availability of external support. Financial compensation for a research faculty member must be arranged prior to the beginning of the appointment and approved by the department chair, or if the appointment is in the Division of Education and Student Programs by the director of the division, and the dean of engineering.

Par. 4. QUALIFICATIONS

- a. A research faculty member shall be appointed as Research Professor, Research Associate Professor, or Research Assistant Professor and shall have research experience and qualifications comparable to those of tenured/tenure track faculty at the corresponding ranks, as set forth in Article I, “Policies and Standards for Appointment, Reappointment, Promotion & Tenure.”
- b. A Research Professor shall have completed the Ph.D. (or other terminal degree), have recognized leadership and a consistent record of excellence in a specific area of engineering, and show a commitment to the continuing development of his or her research competencies. A Research Professor shall also have a commitment to a continuing contribution to the academic objectives of the program, the School, and the University.
- c. A Research Associate Professor shall have completed the Ph.D. (or other terminal degree), achieved recognition as an expert in a field of engineering, conducted research or other relevant experience leading to significant contributions to a field of engineering, and demonstrate clear promise of meeting the standards for promotion to the rank of Research Professor.
- d. A Research Assistant Professor shall have completed the Ph.D. (or other terminal degree), have demonstrated a) excellence and productivity in research, including the ability to generate outside funding, b) the ability to mentor graduate students, and c) clear promise of meeting the standards for promotion to the rank of Research Associate Professor.
- e. ~~A person with exceptional qualifications may be considered for appointment to the rank of Research Professor without a Ph.D. or other terminal degree.~~

Par. 5. EVALUATION AND PROMOTION

- a. Research faculty members shall be evaluated annually by the department chair, or, if the appointment is in the Division of Education and Student Programs, by the director of the division, in a manner similar to that used for tenured/tenure track faculty.
- b. The annual evaluation and recommendation for salary shall be forwarded by the department chair, or, if the appointment is in the Division of Education and Student Programs, by the director of the division, to the dean of engineering.
- c. A department’s recommendation for promotion shall be made by the department chair after a vote of the tenured/tenure track department faculty of equal or higher rank, or, if the appointment is in the Division of Education and Student Programs, by the director of the division after a vote of the members of the advisory board or equal or higher rank. For promotion above the assistant professor rank, this recommendation is then forwarded to the

Committee on Appointments. After review, the Committee on Appointments shall forward its recommendation to the dean of engineering. The dean of engineering shall make the ultimate decision regarding all promotions.

Par. 6. TERMINATION

- a. If reappointment is not made, employment shall terminate at the end of the current appointment term. If possible, the department chair, or, if the appointment is in the Division of Education and Student Programs, the director of the division, shall notify the research faculty member in advance of the current appointment end date that reappointment shall not be made.
- b. Research faculty appointments may be terminated prior to the end of the current appointment term (1) for just cause using the same definition which applies to the University faculty in the *Faculty Handbook*, Chapter 3, Part One, §I.E.3.; (2) for failure to meet the performance standards applicable to the research faculty member's current rank; or (3) lack of funds to support the appointment.
- c. As referenced in Par. 3.g., a research faculty member's compensation is contingent upon the availability of external support. It is the responsibility of the department chair, or, if the appointment is in the Division of Education and Student Programs, the director of the division, to notify the appointee, the office of the dean of engineering and the Office of Human Resources in a timely manner if a research faculty member's compensation must be terminated due to lack of funds.
- d. Research faculty members shall not be entitled to severance pay.

Par. 7. RIGHTS AND RESPONSIBILITIES

- a. A research faculty member does not have the teaching responsibilities required of a tenured/tenure track faculty member.
- b. A research faculty member may serve as a guest lecturer, but cannot be the instructor of record for regular undergraduate or graduate courses. With the approval of the department chair (or the director of the Division of Education and Student Programs if the appointment is in this division) and the dean of engineering, a research faculty member may supervise independent study courses or teach advanced-level graduate seminar courses.
- c. A research faculty member is ~~may~~ expected to submit external research proposals, serving as the principal investigator, and is expected to build a funded research program capable of supporting the research faculty member's salary, research, and graduate students. ~~subject to University policies.~~
- d. A research faculty member cannot engage in academic advising of students or any other University service functions on a regular basis.

Comment [RDQ1]: Faculty activity report on research activities (pubs, grants, students)

- e. ~~A research faculty member is expected to~~ ~~may to~~ serve as research advisor ~~for the M.S. thesis Plan A and, M.S. Plan B, project or Ph.D. projects~~ graduate students. A research faculty member can ~~dissertation advisor of a graduate student and can be a~~ voting members of thesis a-dissertation or thesis committees. However, the student's academic advisor must be a ~~A~~ tenured or ~~tenure track faculty member, however, must serve as the student's Academic Advisor.~~
- f. A research faculty member may be invited to meetings of the tenured/tenure track faculty, but shall not have the privilege of voting.

Comment [RDQ2]: Professor = student interaction

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Section B. Procedures

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV for each new appointment and reappointment of research faculty, together with other supporting documentation as detailed in the School's appointment procedures. The office of the dean of engineering will not routinely check the availability of funding for a research faculty appointment. It is assumed that in signing the paperwork, the department chair, or, if the appointment is in the Division of Education and Student Programs, the director of the division, is certifying that sufficient funding is available.

Par. 2. Departments must prepare and submit the appropriate affirmative action paperwork, prior to recommending a new appointment.

Par. 3. Annual performance reviews shall be completed for all incumbents using the school Faculty Activity Report, prior to processing the annual faculty reappointment form.

Par. 4. Research faculty members shall receive an appointment letter, including the term of the appointment, upon their initial appointment. The letter of appointment shall state that the appointment is subject to the policies and procedures set forth in this document. Subsequent reappointments may be made using the faculty appointment form.

ARTICLE IV — SECONDARY APPOINTMENTS

Section A. Policies

Par. 1. ELIGIBILITY. Faculty with secondary appointments must have a primary faculty appointment in another department in the University and thus are members of the faculty of the University and also the school, depending on the location of their primary appointment. As such, faculty with secondary appointments are governed by the *Faculty Handbook*.

Par. 2. PURPOSE. Faculty with secondary appointments are intended to add expertise to the school in all of its academic endeavors of teaching and scholarly work.

Par. 3. APPOINTMENTS

- a. Secondary appointments may be made at the ranks of Instructor, Senior Instructor, Assistant Professor, Associate Professor, and Professor, based on criteria described in Article I, “Policies and Standards for Appointment, Reappointment, Promotion & Tenure.” Secondary appointments are designated for persons who hold primary faculty appointments within the University. No faculty member may hold a secondary appointment at a rank higher than the rank of the primary appointment. Secondary appointments are considered to be part-time. Compensation may or may not be involved. If compensation is to be made, a transfer of funds between departments or schools may be arranged. There is no additional compensation paid directly to the individual.
- b. Secondary appointments must be initiated by and based in a department of the School, or in the Division of Education and Student Programs. Secondary appointments require approval by a majority of the tenured/tenure track faculty of equal or higher rank within a department, or, if the appointment is in the Division of Education and Student Programs, by the advisory board and the director of the division. Secondary appointments also require the approval of the chair and dean (if another school) of the primary department or school.
- c. The dean of engineering shall review and make final decisions regarding all secondary appointments of faculty within the school.
- d. The dean of engineering shall review and recommend to the Provost all secondary appointments for faculty whose primary appointments are in another school.
- e. All offers of appointment shall come from the office of the dean of engineering.
- f. Secondary appointments shall be made for a specific period of time, not greater than one fiscal year. Re-appointments may be issued on an annual basis, subject to the approval of the secondary department, or, if the appointment is in the Division of Education and Student Programs, by the advisory board and director of the division, and the dean of engineering, and the Provost if required under Par. 3.d.

Par. 4. TERMINATION

- a. If reappointment of a secondary appointment is not made, the secondary appointment shall terminate at the end of the current appointment term.
- b. When a faculty member vacates a primary appointment, the secondary appointment shall terminate at the same time.

Par. 7. RIGHTS AND RESPONSIBILITIES

- a. Faculty with secondary appointments may teach, contingent on the approval of the secondary department chair, and, if the appointment is in the Division of Education and Student Programs, by the director of the division, the dean of engineering, and the primary department chair.
- b. Faculty with secondary appointments may engage in academic advising or any other functions of the school.
- c. Faculty with secondary appointments may serve as thesis advisors of graduate students and may be voting members of thesis committees.
- d. Faculty with secondary appointments may submit external research proposals serving as principal or co-principal investigators, subject to University policies. It is expected that faculty with secondary appointments will submit proposals through the department or school where they hold their primary appointment.
- e. Faculty members holding only secondary appointments in the school may be invited to meetings of the regular faculty, but shall not have the privilege of voting.

Section B. Procedures

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV for each new appointment or for each occasion when approval is sought for a faculty member with a secondary appointment to teach, together with other supporting documentation as detailed in the School's appointment procedures.

Par. 2. Faculty with secondary appointments shall receive an appointment letter with their initial appointment. The letter of appointment shall state that the appointment is subject to the policies and procedures set forth in this document. Subsequent re-appointments may be made using the faculty appointment form.

ARTICLE V — ADJUNCT FACULTY APPOINTMENTS**Section A. Policies**

Par. 1. CATEGORY. Adjunct faculty are members of the University faculty of the School under the category of special faculty members. Special faculty members are covered by the provisions of the *Faculty Handbook* except where provisions of the *Faculty Handbook* exclude application of a provision to special faculty.

Par. 2. PURPOSE. The appointment of Adjunct faculty is intended to add expertise to the school in all of its academic endeavors of teaching and scholarly work.

Par. 3. APPOINTMENTS

- a. Adjunct faculty may be appointed at the ranks of Adjunct Instructor, Adjunct Senior Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor. The appropriate rank is based on the individual's qualifications and experience relative to tenured/tenure track faculty at similar ranks, as described in Article I, "Policies and Standards for Appointment, Reappointment, Promotion & Tenure." The title is used for individuals who hold primary staff or administrative positions within the University or for individuals whose primary appointments are held outside the University. Adjunct faculty appointments are considered part-time (less than 50% time) and do not normally provide compensation to the appointee unless the appointee serves as a guest lecturer or teaches undergraduate or graduate courses with approval of the dean of engineering. Compensation for such activities shall be determined by the department chair and the dean of engineering, and shall be commensurate with the responsibilities.
- b. The appointment of an adjunct faculty member must be initiated by and based in a department of the School, or in the Division of Education and Student Programs. The appointment of an adjunct faculty member requires approval by a majority of the tenured/tenure track faculty of equal or higher rank within the department requesting the appointment, or if the appointment is in the Division of Education and Student Programs, by the advisory board and the director of the division.
- c. The dean of engineering shall review and make final decisions regarding all adjunct appointments. A person with exceptional qualifications may be considered for appointment to the rank of Adjunct Professor without a Ph.D. or other terminal degree.
- d. All offers of appointment shall come from the office of the dean of engineering.
- e. Adjunct appointments shall be made for a specific period of time, not greater than one fiscal year. If recommended by the department, or, if the appointment is in the Division of Education and Student Programs, by the advisory board and the director of the division, and the dean of engineering, reappointments may be issued on an annual basis.

Par. 4. TERMINATION

- a. If reappointment is not made, the appointment shall terminate at the end of the current appointment term.
- b. Adjunct faculty appointments may be terminated prior to the end of the current appointment term for (1) just cause using the same definition which applies to University faculty in the *Faculty Handbook*, Chapter 3, Part One,

§I.E.3; (2) for failure to meet the standards applicable to the appointment; or (3) for lack of funding to support the appointment.

- c. Adjunct faculty are not entitled to severance pay.

Par. 5. RIGHTS AND RESPONSIBILITIES

- a. Adjunct faculty may teach, contingent on the approval of the department chair, and, if the appointment is in the Division of Education and Student Programs, by the director of the division, and the dean of engineering.
- b. Adjunct faculty cannot engage in academic advising of students or any other University service functions on a regular basis.
- c. Adjunct faculty may serve as thesis advisors of graduate students and may be voting members of thesis committees.
- d. An adjunct faculty member may not serve as principal or co-principal investigator on externally funded research proposals, but may serve as a consultant when the principal investigator is a faculty member of the department.
- e. Adjunct faculty members may be invited to meetings of the tenured/tenure track faculty, but shall not have the privilege of voting.

Section B. Procedures

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV, together with other supporting documentation as detailed in the School's appointment procedures, for each new appointment or for each occasion when approval is sought for an adjunct faculty member to teach.

Par. 2. Adjunct faculty members shall receive an appointment letter with their initial appointment. The letter of appointment shall state that the appointment is subject to the policies and procedures set forth in this document. Subsequent re-appointments may be made using the faculty appointment form.

G. Pretenure Period

1. Within Case Western Reserve University the pretenure period may vary with particular academic circumstances among the constituent faculties, but provision for a period beyond six years shall require specific Faculty Senate approval.
2. Each faculty member whose appointment leads to tenure consideration shall be considered for tenure in accordance with Section I, subsections I, J, and K no later than six to nine years after the date of initial appointment. The by-laws of the constituent faculty shall specify whether the maximum period is six, seven, eight, or nine years; and such period shall apply uniformly within that faculty. If after this period tenure has not been granted, reappointment may normally be made only for one additional year except where the provisions of Section I, H have been adopted.
3. Service at other institutions at the rank of assistant professor or higher may be taken into consideration in establishing the length of a faculty member's pretenure period.
4. Upon written notification by the care-giving parent or parents within one year after each live birth or after each adoption, an extension of one year of the pretenure period shall be granted by the provost.
5. Subject to the limitation in Section I, G, ~~7-8~~ below, individual extensions of the pretenure period of up to three years may be made for exceptionally worthy candidates in the event of unusual constraints in the University, or part or parts thereof, which would prevent tenure award at the end of the normal period. No guarantee is implied, however, that tenure will ultimately be granted. ~~Such an extension shall require tenured faculty or appropriate constituent faculty body recommendation at the departmental or equivalent level, approval by the provost, and concurrence by the faculty member.~~
6. Subject to the limitation in Section I, G, ~~7-8~~ below, individual extensions of the pretenure period may also be made for the purpose of compensating special earlier circumstances disadvantageous to a candidate's tenure consideration. Such circumstances may include, but are not limited to, serious illness, family emergency, responsibility as a primary care-giver, or extraordinary teaching or administrative assignments. ~~Such an extension shall require tenured faculty or appropriate constituent faculty body consideration at the departmental or equivalent level, approval by the provost, and concurrence by the faculty member.~~
- ~~7. "In reference to sections 5 and 6 above, such an extension shall require the recommendation by tenured faculty or appropriate constituent faculty body at the departmental or equivalent level, the recommendation of the department chair (in constituent faculties organized into departments), and/or dean, approval by the provost, and concurrence by the faculty member."~~
7. Any extension under sections 5 and 6 above requires: (1) positive or negative recommendations by the tenured faculty or appropriate constituent faculty body at the departmental or equivalent level, the department chair (in constituent faculties organized into departments), and the dean; (2) approval by the provost; and (3) concurrence by the faculty member.
- ~~78.~~ Pretenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pretenure period except for provisions stated in Section I, G, 4. The normal pretenure period is determined by the by-laws of the constituent faculty body where the faculty member has his or her primary appointment.

**approved by the Faculty Senate 4/27/06 and by the Board of Trustees 5/24/06*

RECOMMENDATIONS FOR THE FSCUE SUBCOMMITTEE ON ACADEMIC STANDING

March 6, 2013

I. Better Integration of Rules Related to Credits Earned Through Study Abroad and Domestic Off-Campus Study

Our current policy reads, "After matriculation at Case Western Reserve University, students are permitted to earn at other accredited colleges and universities no more than 15 semester hours, including courses taken through the cross-registration program. However, students participating in approved study abroad programs may earn up to 36 credit hours for work completed during the program."

By current practice, we allow students to study abroad regardless of the number of off-campus credits already earned, but once they earn more than 15 from study abroad plus other off-campus study, they may earn no additional off-campus study credits, except through study abroad. This leads to the oddity that a student may take a summer course elsewhere in the U.S. and then study abroad for the fall semester, but a student who studies abroad for the spring semester will have used up his off-campus study credits and cannot take a summer course elsewhere. It is not clear why the order in which the courses take should matter.

While addressing this issue, it was also noted that the study abroad limit of 36 credit hours is a remnant of an earlier period when the definition of a full-time course load was 12-18 credit hours. The ceiling is now set at 19.

The Subcommittee recommends the following policy:

After matriculation at Case Western Reserve University, students are permitted to earn at other accredited colleges and universities no more than 38 credit-hours toward the totals required for their degree, including courses taken through the cross-registration program, with no more than 15 credit-hours taken as part of domestic programs or as summer study in a student's home country; any off-campus study credits beyond 15 may only be taken through approved programs of study abroad. Any additional credit earned at other institutions after matriculation at CWRU beyond 15 domestically or as summer study in a student's home country and beyond a total of 38 including study abroad will raise the total number of credit-hours required for the degree by a corresponding number.

This policy change would not reduce a student's ability to study abroad for a semester after doing 15 credit-hours of domestic off-campus study in comparison with current practice, but may have the effect of constraining a student who has done domestic off-campus study from earning credit for a full year of study abroad. This proposal was reviewed by David Fleshler and Molly Watkins in the Office of International Affairs, and they have indicated that they are comfortable with it.

II. Adjusting the Senior Residency Requirement to Expand Options for Study Abroad

Currently, in order to earn a degree, a student must "earn in residence at Case Western Reserve University a minimum of 60 semester hours, of which *at least 30 must be earned after the student*

achieves senior status" (emphasis added). A student achieves senior status once he or she has earned 90 credit-hours.

This policy prevents some students who would otherwise be able to study abroad in the penultimate semester from participating in these programs. Several reports have suggested modifications to the senior residency requirement to better facilitate study abroad, either by reducing the senior residency requirement or by treating participation in CWRU-approved programs of study abroad as the equivalent of CWRU courses for satisfying the requirement. The Subcommittee on Academic Standing does not feel that the concept of "CWRU-approved programs of study abroad" has a sufficiently clear definition yet, but does feel that the senior residency requirement can be reduced,

The Subcommittee makes the following recommendation:

That the General Requirements for All Bachelor's Degrees be amended to require every candidate for a baccalaureate degree from the university to earn in residence at Case Western Reserve University a minimum of 60 semester hours, of which *at least 15 must be earned after the student has earned a total of 105 semester hours.*

The Subcommittee recognizes that some, perhaps many, majors have course requirements or other advising imperatives that will prevent students from taking advantage of this option, but felt that there was no reason to prevent students for whom it would work from studying abroad in the seventh semester.

III. Adding courses during the second week of the drop/add period

Students are free to both drop and add classes through the first two weeks of each semester. Occasionally, faculty express concern about students who add at the end of the second week, sometimes saying that this forces them to distort the flow of assignments in the course. Also, some students assume that they can freely add courses through the second week without being penalized for work missed. To address this issue, some faculty add instructor consent as a requirement for enrolling in a course after the first week, but the ability to do this is not widely known.

The Subcommittee considered several policies including reducing the drop/add period to one week; maintaining a two-week period for dropping courses, but requiring instructor's permission through SIS to add a course during the second week; and better informing the community about the options available to faculty and the expectations for students adding courses after the start of the semester.

The Subcommittee recommends the following adjustments to current practice:

The language about the drop/add period should include a statement that students who add a course after the start of the semester are responsible for any work missed and are expected to speak with the instructor to learn the consequences of any work missed and/or the opportunities for making up missed work.

Faculty should be informed that they may add instructor consent as a requirement for students to enroll in a course during the second week of the drop/add period. However, if they plan to do so, this should be included in the Notes section of the course description in SIS.

Proposed Undergraduate Minor in Social Work



JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES

CASE WESTERN RESERVE
UNIVERSITY

*98 Years of Leadership
in Social Justice*

Proposed Minor in Social Work

- Builds upon the undergraduate social sciences curriculum in the CAS
- Theory/practice continuum with application to real world domestic and international practice settings and issues
- Topics/Issues: Mental Health; Alcohol and Other Drugs; Grief and Loss; Violence; Community Development; Adoption; Child, Youth and Family Welfare; Oppression and Privilege
- Choice of 15 academic hours or 5 undergraduate courses



JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES

CASE WESTERN RESERVE
UNIVERSITY

*98 Years of Leadership
in Social Justice*

Courses for Undergraduate Minor in Social Work

Semester	Course No.	Course Name	Academic Hours
	SASS 284	Oppression and Privilege in a Multicultural Society (submitted to FSCUE and the Undergraduate Education Curriculum Committee for approval in May 2012; Pending May 2013 review by the Sociology Dept)	3
fall/spring	SASS 315	Adoption Practice and Policy	3
spring	SASS 318	Death, Grief, and Loss	3
spring	SASS 325	The Netherlands: Social Justice	3
fall/spring	SASS 350	Seminar in Applied Social Sciences/Social Work	3
fall/spring	SASS 355	Drugs and Youth	3
spring	SASS 367	Poverty, Wealth Building, and Social Entrepreneurship	3
spring	SASS 368	Poverty and Children	3
spring	SASS 369	Social Networking & Community Organizing in the 21 st Century	3
fall	SASS 375a	International Travel and Study Abroad: Health, Human and Social Development in Urban and Rural Ecuador	3
spring	SASS 375b	International Travel and Study Abroad: Mental Health Issues and Practices Netherlands	3
spring	SASS 375c	International Travel and Study Abroad: Invisible Groups in a New Poland	3
spring	SASS 375d	International Travel and Study Abroad: Child Welfare in Guatemala	3
fall	SASS 375e	International Travel and Study Abroad: Microcredit, Microfinance and Social Development in Bangladesh	3
spring	SASS 385	Social Welfare Capstone Seminar	3
fall/spring	SASS 390	Independent Study	3



JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES

CASE WESTERN RESERVE
UNIVERSITY

*98 Years of Leadership
in Social Justice*

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

Docket # _____

College/School: Mandel School of Applied Social Sciences

Department: _____

PROPOSED: major
 minor
 program
 sequence
 degree

TITLE: Social Work Minor

EFFECTIVE: sum (semester) 13 (year)

DESCRIPTION:

The Social Work Minor offers interdisciplinary collaborative learning that includes service, community engagement, and an exploration of values. Students experience active learning that is practical and applied to real world settings. The minor integrates social work theory and practice, social policy, socio-behavioral theory and social research to understand and address complex social problems of our time, domestically and internationally. Issues covered in the courses include oppression and privilege; poverty; violence; social justice; alcohol other drug abuse; social welfare; community development; children, youth and families; mental health; grief and loss; health; and aging. Courses can be taken on campus and through MSASS international study and travel courses, which are intensive courses held in many countries around the world.

CWRU undergraduates create a Social Work minor by selecting five (5) undergraduate courses (15 credits total) from the MSASS offerings (attached). One independent study (SASS 390) can also be applied to the minor.

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

If modification or replacement please elaborate: _____

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

If yes, which departments? _____

Contact person-committee: Sharon Milligan, Associate Dean

SIGNATURES: _____ DATE

Department Curriculum Chair(s)/Program Directors: _____

Department Chair: _____

College/School Curriculum Committee Chair: _____

College/School Dean(s): Sharon Milligan

UF Curriculum Committee Chair: Christine St. Cam 04/16/2013

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

Chair,
FSCUE

Office of the Dean
10900 Euclid Avenue
Cleveland, Ohio 44106-7164
Visitors and Deliveries
11235 Bellflower Road
Phone 216.368.2256
Fax 216.368.2850
msassdean@case.edu
<http://msass.cwru.edu/>

April 10, 2013

Jeffrey Wolcowitz, Ph.D.
Dean of Undergraduate Studies
10900 Euclid Avenue
Cleveland, Ohio 44106-7028

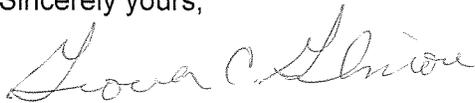
Dear Dr. Wolcowitz:

Please find the completed Social Work Minor Course Action Form from the Mandel School.

The Social Work Minor offers interdisciplinary collaborative learning that includes service, community engagement, and an exploration of values. Students will experience active learning that is practical and applied to real world settings. The minor integrates social work theory and practice, social policy, socio-behavioral theory and social research to understand and address complex social problems of our time, domestically and internationally. Issues covered in the courses include oppression and privilege; poverty; violence; social justice; alcohol and other drug abuse; social welfare; community development; children, youth, and families; mental health; grief and loss; health and aging. Courses can be taken on campus or through the MSASS international study and travel courses, which are intensive courses held many countries around the world.

As Dean, I enthusiastically endorse the opportunity to work with undergraduates in the study of social work practices.

Sincerely yours,



Grover C. Gilmore, Ph.D.
Dean and Professor

/attachment



MANDEL SCHOOL OF
APPLIED SOCIAL SCIENCES

CASE WESTERN RESERVE
UNIVERSITY

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

Docket # _____

College/School: Mandel School of Applied Social Sciences
Department: _____

PROPOSED: major
 minor
 program
 sequence
 degree

TITLE: Social Work Minor

EFFECTIVE: sum (semester) 13 (year)

DESCRIPTION:

The Social Work Minor offers interdisciplinary collaborative learning that includes service, community engagement, and an exploration of values. Students experience active learning that is practical and applied to real world settings. The minor integrates social work theory and practice, social policy, socio-behavioral theory and social research to understand and address complex social problems of our time, domestically and internationally. Issues covered in the courses include oppression and privilege; poverty; violence; social justice; alcohol other drug abuse; social welfare; community development; children, youth and families; mental health; grief and loss; health; and aging. Courses can be taken on campus and through MSASS international study and travel courses, which are intensive courses held in many countries around the world.

CWRU undergraduates create a Social Work minor by selecting five (5) undergraduate courses (15 credits total) from the MSASS offerings (attached). One independent study (SASS 390) can also be applied to the minor.

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

If modification or replacement please elaborate: _____

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

If yes, which departments? _____

Contact person/committee: Sharon Milligan, Associate Dean

SIGNATURES: _____ DATE _____
Department Curriculum Chair(s)/Program Directors: _____
Department Chair: _____
College/School Curriculum Committee Chair: _____
College/School Dean(s): Sharon Milligan
CUF Curriculum Committee Chair: _____

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

Year-End Report of the Faculty Senate Bylaws Committee, 2012-2013

The Faculty Senate Bylaws Committee met six times. The following is a list of the items considered by the committee:

- School of Dental Medicine- Committee on Graduate Studies and Research by-laws 9/13/2012
- MSASS By-Laws Proposed Revisions 9/13/2012 and 2/11/2013
- Temporary Workload Reduction Policy 10/11/2012
- Grievance Policy and Conciliation Policy 10/11/2012
- School of Nursing Bylaws Changes 10/11/2012
- Modified Workload Policy Related to Caregiving Responsibilities 11/14/2012, 11/28/2012
- Process for replacing chairs of standing committees and members of standing committees mid-year 11/14/2012, 11/28/2012 (This item was not approved)
- Faculty Paid Parental Leave Policy 11/14/2012, 11/28/2012
- Change in Handbook: Faculty Senate Budget Committee 12/17/2012
- Change in Bylaws of College of Arts and Sciences 12/17/2012, 2/11/2013
- Change in Bylaws of Case School of Engineering 2/11/2013
- Change in Bylaws of Senate 2/11/2013

These items, with the exception noted above, were brought to the Senate and approved.

David Singer
Chair, Faculty Senate Bylaws Committee

**Faculty Senate Graduate Studies Committee
Annual Report 2012-2013**

Committee Membership:

MEMBERS	TERM
MARTIN SNIDER, SOM, chair	2011-2014
HOPE BARKOUKIS, SOM	2011-2014
LISA DAMATO, SON	2010-2013
GE JIN, SODM	2012-2015
JING LI, CSE	
ROGER MARCHANT, CSE	2009-2012
CHARLES ROSENBLATT, CAS	2011-2014
ELIZABETH TRACY, MSASS	2010-2013
JAMES VAN ORMAN, CAS	2010-2013
<i>ex officio</i>	
SUZANNE RIVERA Associate Vice President for Research	
CHARLES ROZEK Dean, Graduate Studies	
<u>Graduate Students (3)</u>	
AUSTIN BENNETT	2012-2013
SHAROON HANOOK	2012-2013
QUENTIN JAMIESON	2012-2013
<u>Professional School Senator</u>	
GREGGORY MENTELE	2012-2013
<u>Post-Doctoral Student</u>	
STEPHANIE CORLEY	2012-2013

The committee will hold 8 meetings this year, (one per month). The committee considers three types of business: i) new or revised graduate programs, ii) resolutions, and iii) requests from students for joint graduate degrees.

Degree Programs

The committee considered six proposals for new or revised graduate programs and one to eliminate an existing program. All of these were approved by the committee and subsequently by the Faculty Senate. The proposals are:

New degrees/programs

Graduate Certificate Program in Classics (CAS)

Joint programs that combine existing degrees

JD-MA in Art History and Museum Studies (CAS/Law)

Revised degree programs

Masters of Nonprofit Organizations (MSASS)

Fast Track MA/PhD in Musicology (CAS)

Renaming Music Programs (MA, DMA, PhD) in Historical Performance Practice (CAS)

Offering of existing degrees online

On-line Delivery of the LLM in International Business Law (Law)

Elimination of existing degrees

Eliminate PhD in Art History & Museum Studies (CAS)

Resolutions

The committee considered several proposals during the year:

Approved: Leave Policy for Graduate Students.

The university did not have a policy that regulated paid leave for graduate students whose effort toward a degree is supported by a stipend. In the 2011-12 year, the committee drafted a policy that provides vacation, sick leave, and parental leave. Drafts of this document were reviewed by the Faculty Senate Research Committee, the University Attorney's office, and leadership of several of the schools. In the fall, our committee produced a revised proposal that was approved by the Faculty Senate.

Under consideration: Resolutions on these issues will probably be approved and sent to the Faculty Senate for consideration next year.

A working group in UCITE drafted proposals to improve the mentoring of graduate students. The Graduate Studies Committee has discussed these issues and agreed that several of the suggestions should be implemented. Work has begun on the necessary resolutions.

The Faculty Senate charged the committee with looking at the University academic calendar that is published by the registrar to see if it reflects the calendar used in teaching graduate and professional students. Discussion of this issue has begun and we expect to produce a resolution on this issue soon.

Petitions

The committee received 4 petitions from students who wish to pursue joint graduate degrees. One petition was approved (MA in Cognitive Approaches to World Literature that combines Cognitive Linguistics and World Literature). A second petition was returned to the student for revision and two others are currently under consideration.

Other Issues

The committee discussed several issues brought to us by the leadership of the School of Graduate Studies. The discussions were for advisory purposes and no formal action was taken. Topics included i) the possibility of switching to a plus/minus grading system. ii) The rules for undergraduates declaring BS/MS degrees.

*Submitted April 3, 2013
Martin Snider, Committee Chair*

Faculty Senate Compensation Committee

Committee Members:

Nicholas Ziats, Chair, SOM
Catherine Albers, CAS
Kathryn Lavelle, CAS
Gerald Mahoney, MSASS
Sean McDonnell, PHED
Kathryn Mercer, LAW
Rakesh Niraj, WSOM
MaryJo Prince-Paul, SON
Neena Singh, SOM

Charge: The Committee on Faculty Compensation shall consult with and advise the university administration and Board of Trustees on the formation and review of university policies and procedures concerning faculty salaries and fringe benefits. The responsibilities of the committee shall include: consultation with the university administration regarding fringe benefits and the annual allocation of funds available for faculty salaries and raises; an annual review of the guidelines and policies for faculty compensation for each school and college considering issues of comparability in policies across units; review of the implementation of those guidelines and policies at each school and college; competitive analyses of faculty salaries and fringe benefits in peer universities nationwide; the effect of current salaries and fringe benefits on the ability of the university to attract and retain top faculty; and other matters of policy and equity brought to its attention by the faculty or administration. The faculty members of the Committee on Faculty Compensation shall serve as the faculty representatives on any university committee on faculty fringe benefits or compensation.

Report for 2012-2013: During the academic year of 2012-2013, the Committee on Faculty Compensation met three times and presented to the Executive Committee twice. The major issues that were to be addressed for the year concerned the Tuition Exchange program, Gender/Salary concerns, salary brought forth by a member of the School of Medicine and withdrawal of Retirement funds for those employees in a “modified employment plan.”

1. In the October 11, 2012 meeting, the Compensation Committee reviewed again the Tuition Waiver benefit, which was introduced to the Committee in October 2011 and a Subcommittee was formed by Benefits Committee. Prior to this meeting, on September 25, 2012, Robert Shorb from the Tuition Exchange program made a presentation to faculty and staff; two of the Compensation members, Nicholas Ziats and Sean McConnell attended. Sean McDonnell updated the Committee on Mr. Shorb’s talk and further discussion of where the plan is within the University.

Action Taken: The Committee sent the following to the Executive Committee: “Dear Dr. Dubin and Members of the Executive Committee: Since 2010, the Committee on Faculty Compensation has been discussing the University's tuition benefit. We feel that the current tuition benefit is generous but believe that it can be improved. We considered a number of alternatives to the current policy, including joining a consortium colleges and universities. It is our belief that the best option for Case Western Reserve to pursue is joining The Tuition Exchange. The Tuition Exchange is a consortium of more than 600 colleges and universities and is the oldest and largest program of its kind in the U.S. Joining The Tuition Exchange will improve faculty recruitment and retention efforts while measurably enhancing the academic profile of our undergraduate population. It will make the tuition benefit more accessible to all faculty and staff at the University. The Tuition Exchange allows member schools to determine their own policies regarding scholarship disbursement. Because of this, we are confident that Case Western Reserve can manage the program in a way that will not significantly increase the University's Fringe Benefit Rate. Joining The Tuition Exchange will provide the University with an affordable way to provide an improved tuition benefit that will be more accessible to all Case Western Reserve employees. As health care costs continue to rise, this gesture will be greatly appreciated by faculty and staff. Joining The Tuition Exchange will also assist our enrollment management efforts.

The Chair presented this information to the Executive Committee on November 20, 2012. The Committee again met on November 29, 2012 and heard from Carolyn Gregory on further details of the progress.

Resolution: The Executive Committee approved this and forwarded this recommendation to the Provost and President, which agreed to join the Tuition Exchange Program on a four year trial basis. The plan was instituted for faculty and staff in early December, 2012

2. In the November 29, 2012 meeting, the Compensation Committee heard a report from Dr. Lynne Singer on Gender/Equity Salary levels amongst the various schools in 2011-2012. The report is available and an update for some specific schools was requested and will be forthcoming. No actions are planned at this time.

3. In the November 29, 2012 meeting, the Compensation Committee also heard a report from Dr. William Merrick (SOM) regarding faculty compensation, salary and achieving median salary levels as suggested by the President.

Action Taken: After hearing of this plan, the Compensation Committee, working with Dr. Merrick, sent the following to the Faculty Senate Executive Committee: “It has been roughly 5 years since President Snyder declared a top priority of CWRU was to achieve salary equity with our peer AAU institutions and that the median salary for departments within CWRU should be at the median value as seen in the AAU survey. Subsequently, it was left to each college or school to develop a plan to meet this goal. Recently, the Dean of the School of Medicine agreed that the SOM goal would be to have departmental averages for salary that were at the 50th percentile for salaries as reported by the AAMC

for all medical schools (but being departmentally specific). To date, the Faculty Senate Committee on Compensation is unaware of any plan to achieve this goal from any of the colleges or schools at CWRU. Given the lapse in time, it is felt that the Provost and/or President ought to require schools and colleges to develop such a plan, review it with their faculty and forward their plan to the Provost and/or President for review. At the same time, it would be useful for each plan to indicate what limitations there are to their implementation and whether some changes would need to be made to accommodate the schools' and colleges' plan. In part, this may reflect limitations in the increase in salary at promotion to either associate or full professor or may reflect limitations in the annual increase in salary permitted by central administration. It is noted that current plans within schools and colleges on how to distribute permitted annual salary increases does not reflect a plan to achieve any level in salary, rather how to distribute increases (if any) within each school or college. Secondly, these plans also have no goal of achieving an average median salary that is competitive with our peers. It is felt that if there is any validity to reaching the goal of peer competitive salaries, plans must be developed and the Provost and President should see that this happens."

Resolution: On March 5, 2011, the Executive Committee reviewed and discussed the proposal. They recommended not to take any action at this time, but the Executive Committee suggested that this plan be brought forth in the Strategic Plan, which is where it will be further discussed.

4. On April 8, 2013, a meeting was held to discuss a matter brought forth by a faculty member and sent to a Compensation Committee member. This issue concerned a faculty member having difficulty in withdrawing funds from his Retirement Account. James Ryan from Benefits discussed the issue on withdrawing of funds from one's retirement account and indicated what could and could not be done. James indicated that the faculty member, who is in a "Modified Employment Plan", could withdraw on funds he has put into the fund, but not on the university contributed part.

Action Taken: The faculty member was put in contact directly with James Ryan. Based on Mr. Ryan's suggestion, the Committee recommended that that this benefit for those on a "Modified Employment Plan" and all employees at age 70 1/2 years old, could be amended but, in the end, will have to get Board approval. The Committee sent the following to Benefits: "We recommend to Benefits that the policy be amended to make available all monies from their Retirement Accounts for employees in the modified employment plan and for all University employees attaining the age of 70 1/2 years."

Also discussed at this meeting were suggestions for the next academic year including the need to: 1) readdress the Benefits issues based on the upcoming U.S. Supreme Court hearings on Health Care in June, 2012; 2) Tuition Exchange Program (see recommendations in #2) and 3) readdress Gender Equity issues (per Lynn Singer) as this program is defunct due to loss of a CWRU person responsible for obtaining data. This issue was deemed important and it was recommended that this matter be addressed.

All were thanked for their service to the Compensation Committee and the University, especially those having served their terms.

Respectively submitted,
Nicholas P. Ziats, Ph.D.
Chair of the Faculty Senate Compensation Committee
April 8, 2013

**Annual Report of the
Faculty Senate Committee on Minority Affairs
2012-2013**

During the 2012-13 academic year the committee worked on the following:

- 1) The committee reviewed the Diversity Strategic Action Plan and previous year's task list to inform the committee's work going forward.
- 2) The committee reviewed the membership roster for the Faculty Senate Committee on Minority Affairs and determined that a more diverse representation across schools was desired. Future openings on the committee will take this request under consideration.
- 3) The committee welcomed a new member from Graduate Studies which filled an opening from the previous year.
- 4) The committee deliberated, identified, and finalized a work plan for 2013 and beyond that specifically outlines key areas of concern and work to be addressed going forward. The plan is focused on addressing issues particular to URM's (i.e., students, faculty, and staff), increasing internationalization efforts, and partnering with others to achieve these objectives across the university.

**Faculty Senate Committee on Minority Affairs
Work Plan 2013 and Beyond**

At the midpoint of 2013, we find that the university is in an ideal position to both influence and drive positive outcomes about issues concerning underrepresented minority (URM) students, faculty, and staff. Specifically the Diversity Strategic Action Plan (DSAP) was approved by the Faculty Senate in December 2011 and has now been determined to be a pathway to improved outcomes throughout the university. In addition, a strategic planning process is underway throughout the university that has opened up the space for a deep dialogue on issues concerning URM students, faculty, and staff linked to actionable goals.

The Committee on Minority Affairs has determined that the convergence of these two events provides an optimal platform on which to focus and to drive the committee's work going forward. Dr. Mobley, in her recent letter to the strategic plan working groups, succinctly and powerfully captured the opportunity at hand by asking all of us "to consider how our commitment will impact the identity for the university in the years leading up to 2026." We all know that commitment is synonymous with making a promise, or giving one's word. In brief, this commitment represents what we will stand for as individuals, departments, schools, and a university. Our shared commitment represents an amalgamation of these collective beliefs and values expressed through action and outcomes.

Throughout the academic year 2012-2013, committee members engaged in meaningful conversations directed at sorting out key issues and a work plan. Two themes emerged from these discussions best captured by the words commitment and action. Committee members

reached agreement that the DSAP would serve as the guiding means to explore, address, and improve key concerns impacting URMs and that it was time to drive initiatives that lead to action. The result is a two-part plan involving, first, an initial action agenda to which the committee will undertake in partnership with the CWRU Office of Inclusion, Diversity, & Equal Opportunity (OIDEO) and relevant stakeholders yet to be identified. Part two involves a presentation of the plan to the Faculty Senate in order to foster awareness, commitment, and action throughout the university.

Identified action items:

Implementing the DSAP & Encouraging Increased Involvement:

- Partner with OIDEO to encourage each college/school to establish a representative to champion a DSAP specifically tailored to the needs of each demographic.
- Determine what is currently in place at each school to support recruitment and retention of URMs including existing venues for ongoing dialogue about related issues.
- Work with the Faculty Senate and Nominating Committee to encourage URM representation on all working committees.
- Work with key stakeholders to identify necessary financial support to ensure efforts will be actualized and successful.

Collecting and Analyzing Data:

- Identify and review current URM faculty data to determine the factors that help/hinder recruitment and retention.
- Determine ways to fortify existing data collection efforts to inform URM initiatives.

- Conduct benchmarking research with peer institutions to determine how other universities are increasing and retaining their percentages of URM faculty.
- Partner with OIDEO to conduct focus groups with URM students, faculty, and staff to capture qualitative data about URM experiences.
- Create a system to analyze, store, and share all collected data leading to the committee and OIDEO serving as a repository/reporting agency about URM experiences.

Creating Venues for Discussion and Dialogue:

- Periodically invite URM faculty to present to the committee and OIDEO so that they may share their experiences, perspectives and best practices/ideas.
- Suggest that the Provost, in partnership with the Committee on Minority Affairs and OIDEO, host a URM focused meeting each semester to encourage dialogue, identification of current issues, and foster supportive relationships throughout the university.
- Initiate a university-wide forum to discuss the best way to implement a more robust effort to actualize internationalization to include:
 - Faculty
 - Students
 - Curriculum
 - Activities

Note: Data collected from this venue would be used to inform DSAP efforts and school-level initiatives.

The committee recognizes this plan to be a significant undertaking. As initially stated, however, this plan can best be achieved through the shared efforts of OIDEO and the existing DSAP,

current strategic planning efforts, the influence and guidance of the Faculty Senate, and the deans and selected champions from each school. The key to success in these efforts is a common desire to create change that meets the expressed values of “inclusiveness and diversity” at CWRU and to leave a legacy hallmarked by collaborative action throughout the university.

Faculty Senate Committee on Undergraduate Education
Year-End Report to the Faculty Senate
2012-2013

The FSCUE held fifteen regular meetings, and one two-hour special meeting, in 2012-2013. As part of its regular business, FSCUE heard reports from the Academic Standing Subcommittee, the Admission and Aid Subcommittee, the Curriculum Subcommittee, and the Student Life Subcommittee. It reviewed and made recommendations to the Faculty Senate with respect to the following items:

- Resolution to maintain the current TOEFL requirement (90) for Fall 2013 undergraduate admissions (*approved by the FS, 01-24-2013*);
- Proposed undergraduate minor in ethics, CAS (*approved by the FS, 01-24-2013*);
- Proposed undergraduate minor in social work, MSASS (*pending consideration by the FS*);
- Recommendations of the Academic Standing Subcommittee pertaining to credits earned through study abroad and domestic off-campus study; the senior residency requirement; and the administration of the drop-add period (*pending consideration by the FS*);

It also reviewed and endorsed a transition plan for implementing new policies on course repetition and restarting GPA post-separation policy (*endorsed 11-27-2012*).

Apart from its regular business, FSCUE was charged with developing (1) a set of protocols for governance of the SAGES program and (2) a set of recommendations for reforming the student course evaluation process. (1) FSCUE's Proposal on SAGES Governance was presented to the Undergraduate Program Faculty at the first meeting of the UPF on 11-26-2012. It was subsequently approved by majority vote of the UPF on 12-03-2012 and then by the FS on 12-19-2012. (2) FSCUE's Statement of Purpose: Student Course Evaluations, approved by the FS on 01-24-2013, was the first step in the process of recommending changes to the course evaluation process. Guided by recommendations from its Curriculum Subcommittee, FSCUE has devoted considerable time to this effort in 2012-2013. The committee expects to circulate a set of recommendations to the UPF schools, the departments of Biochemistry and Nutrition, and the department of Physical Education at the close of the academic year. In Fall 2013, FSCUE will consider feedback from these constituencies in order to finalize its recommendations to the Faculty Senate.

FSCUE would like to thank Professor Gary Chottiner for his dedicated work as Interim Chair of FSCUE from September to mid-November 2012. We are also grateful to Rebecca Weiss for her graceful and unstinting administrative support.

Respectfully submitted,

Christine M. Cano
Associate Professor of French
Chair, FSCUE

Faculty Senate Committee on Women Final Report
April 2, 2013

The Faculty Senate Committee on Women was actively engaged throughout the 2012-13 academic year. There were a number of agenda items for the committee to consider this year:

- 1) Modified workload policy for caregiving responsibilities
- 2) Continued advocacy for a child care center on campus
- 3) Faculty background checks
- 4) Gender analysis survey
- 5) Partner hiring practices

The priority for the committee was to bring the modified workload policy for caregiving responsibilities to the faculty senate for approval which was supported at the December 2012 meeting. This policy will provide short-term support and assist faculty members with balancing workload and caregiving responsibilities. The policy will work in conjunction with FMLA leave where applicable and then where needed will provide additional modification in workload with a corresponding reduction in compensation for a faculty member for up to two years with the possibility of renewing the agreement.

The committee had requested that President Snyder reconvene the President's Committee on Child Care Options (PCCCO) and charge the committee with continuing the work achieved by the 2009 committee to explore options to bring a child care center to the campus and recommend short-term, mid-term and long-term solutions to address the child care needs of the entire university community. The Committee on Women has a representative on the PCCCO and has been closely connected in providing feedback on the PCCCO's great work this year.

The committee reviewed a proposal from Dorothy Miller, representing PACOW, which would require background checks on all faculty members hired and endorsed the initiative and intent to ensure that the safety of all members of the Case Western Reserve University community is a top priority.

The committee reviewed the Gender Analysis Survey and noted the \$1,800 differential in overall salaries between male and female faculty members, though the committee did not believe there was a need to suggest action related to this document.

Finally the committee began to review concerns related to partner hiring policies and how current practices are negatively affecting recruitment and retention of faculty members at Case Western Reserve University. The committee will support current efforts of the Faculty Development Council that is considering this issue and will make this a priority to address in the 2013-14 academic year.

Respectfully submitted,

Karen Farrell
Chair of the Faculty Senate Committee on Women
2012-2013

Active Shooter Initiatives

Faculty Senate

April 25, 2013

Objectives

- Increase Campus-Wide Training & Awareness
- Enhance Communication Platforms & Methodology
- Update Related Policies
- Improve Physical Infrastructure

National Trends in Active Shooter Response

Findings of recent research on active shooter incidents:

- The average duration of active shooter incidents is 12.5 minutes, average response time for law enforcement (LE) is 18 minutes
- Violent acts of this nature cannot be entirely prevented
- Delay in LE response will always exist
- During response “gap” the only individuals who have the capacity to react are the potential victims
- Holistic approach must include mental health screening, LE response, infrastructure enhancements and victim actions

Overview of A.L.I.C.E. Training

- **A**lert, **L**ockdown, **I**nform, **C**ounter, **E**vacuate
- Flexible set of principles that may be adapted to any violent situation
- Preparation is key for any situation faced in life; the more prepared , the better the response
- Goal is to begin mental preparation of recognizing, assessing, and responding to threats against persons

Training & Awareness

Primary training objective : is to deliver active shooter training to as many faculty & staff as possible on a voluntary basis. This effort will include:

- Train CWRU staff who will serve as on- campus A.L.I.C.E. (Alert, Lockdown, Inform, Counter, Evacuate) instructors
- Offer general A.L.I.C.E training sessions periodically throughout campus
- Provide on-site A.L.I.C.E. training sessions at individual schools or departments as requested
- Initial sessions are being conducted this week
- Provost Office to host a speaker or panel discussion to include experts on active shooter incidents (Fall)

Communications

- Establish Emergency Procedures webpage link on CWRU home page
- Create professional, customized CWRU video vignettes of Emergency Procedures; Lockdown (active shooter), Evacuation and Shelter in Place
- Display Emergency Procedures Posters in ALL classrooms

Policy Updates

- Implement mandatory RAVE mobile number collection for all Faculty and Staff (opt-out) via HR
- Complete implementation of mandatory collection procedure for all students (working with Registrar's Office to handle this through SIS)

Upgrade Infrastructure

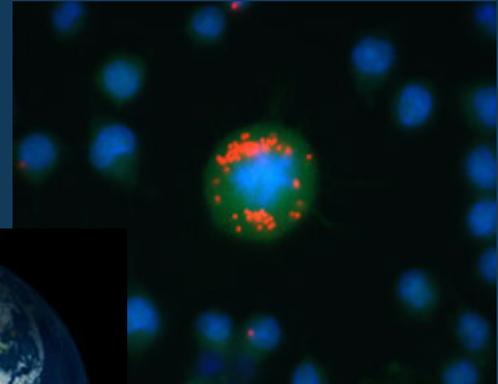
- Accelerate current effort to develop customized evacuation plans and teams for each building on campus, including posted signage
- Conduct evacuation drills annually as building plans are finalized
- Conduct physical assessment of all classrooms and develop plan to streamline emergency lockdown of all classrooms and assembly locations

Timeline

- Communications- Complete all actions steps by Summer , 2013
- Training- Train A.L.I.C.E. instructors by May 1, 2013 (complete)
- Begin offering A.L.I.C.E. training sessions by May 1, 2013
- Drills/Exercises- On-going, annual training once building plans are established

CWRU Strategic Planning 2012-2013

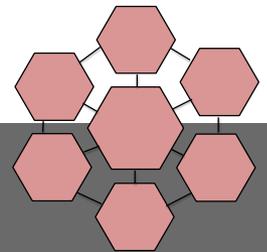
UPDATE



**Faculty Senate
April 25, 2013**

The Next Five Years

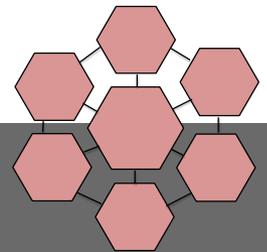
We will build on the foundation of
***Forward* THINKING**



Accomplishments

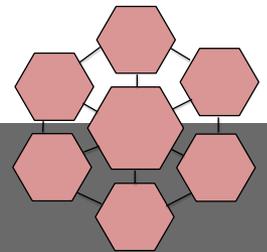
The accomplishments of “*Forward THINKING*”, the university’s current strategic plan, have created a solid foundation for the future.

- Increased size and quality of undergraduate enrollment and improved ranking of undergraduate programs among research universities.
- Created Center for International Affairs, and significantly increased the numbers of international undergraduate students on campus and undergraduate students participating in study abroad.
- Developed several interdisciplinary initiatives in areas of existing or potential strength in research and scholarship.



Accomplishments

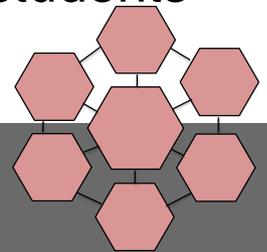
- Established an Office of Diversity, Inclusion and Equal Opportunity hired a Vice President and opened a LGBT Center.
- Created the Distinguished University Professor Honors, a Department Chair Series of Leadership Forums and established a Faculty Development Council.
- Launched iThink, a new endeavor aimed at producing and supporting innovative initiatives of quality online learning experiences while leveraging the CWRU brand.
- Opened the new Alumni House and moved the Case Alumni Assn. back to campus.
- Achieved financial stability.
- Launched a capital campaign.



Challenges/Opportunities

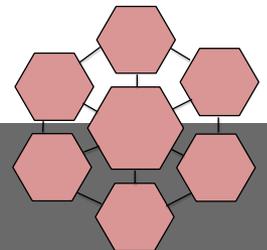
Like all of higher education, CWRU will face complex issues that create challenges/uncertainty as well as opportunities in the coming years. The pace of change has accelerated and is characterized by:

- Persistent economic turmoil that poses new threats to all major sources of revenue. This also creates opportunities to spur economic growth through education and discovery.
- Affordability and access to education are increasing concerns that will require us to find ways to manage the growth in the cost of a CWRU education.
- Internationalization of institutions and the need to prepare students to be global citizens continues to grow in importance.

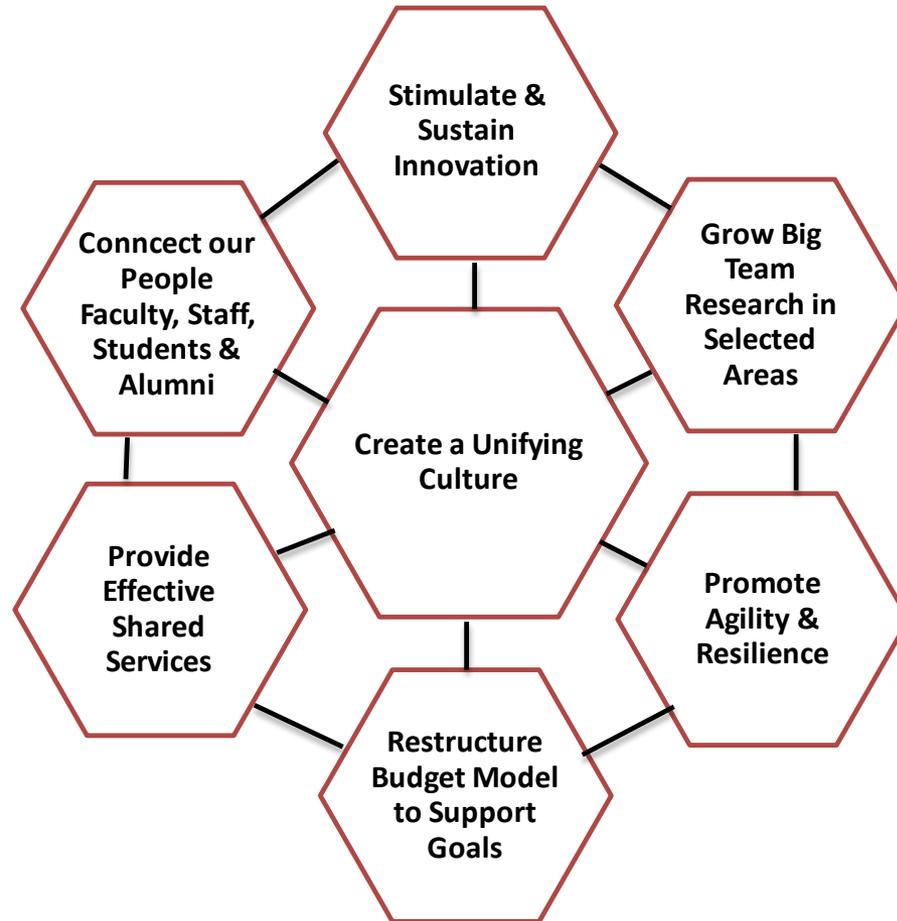


Challenges/Opportunities

- Competition for research support is intensifying. Funding agencies increasingly favor institutions with scale and distinction.
- Employers are interested in students with strong critical thinking, problem-solving and communication skills. Emphasis on the ability to apply knowledge plays to the university's strengths at educating the whole person.
- New online delivery models create new forms of engagement for some programs. There are opportunities as well as concerns about their effective integration into the residential educational experience.



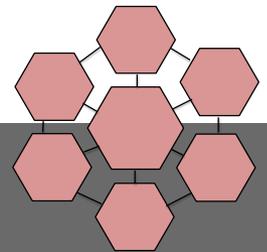
Cross-Cutting Themes



The Plan

Navigating these challenges will require a new boldness, an integrated culture and disciplined focus. CWRU must embrace a set of priorities that will sustain it as a premier, comprehensive research university.

- Create a culture that inspires trust, values collaboration in teaching and research, encourages risk-taking and continual improvement, accepts and learns from unsuccessful initiatives, and understands that we must make hard decisions and live within our financial means.
- Make targeted investments to expand excellence in high demand programs (e.g., STEM) and create three to four leading interdisciplinary research programs capable of competing against any in the world.



The Plan

- Promote core disciplines that contribute to our distinctive personality.
- Support pedagogical innovation, selectively adopt online delivery models, and expand opportunities for all students to participate in research, international and experiential learning.
- Exercise fiscal discipline to reduce debt, pursue new sources of revenue, and enable investment in selected new priorities.

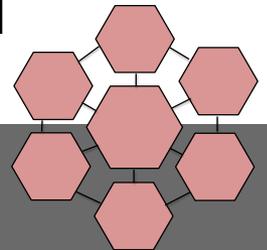


The Plan

Theme I: Educate the Whole Person

Goal: We will prepare students confident in their ability to be entrepreneurial and ready for productive careers and engaged citizenship in local, national and international communities.

- Expand experiential learning and research opportunities for undergraduate and graduate students.
- Increase the prominence and prevalence of undergraduate research within the academic program.
- Continue to incorporate University Circle institutions into academic programs, and collaborate effectively to utilize their facilities as part of an extended vision of the campus.
- Develop a center for professional development for all students, bringing together existing resources and providing global and personalized opportunities.

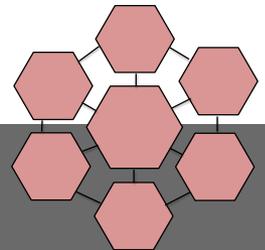


The Plan

Theme II: Sustain Academic Excellence

Goal: Support a thriving academic and residential experience that ensures CWRU's status as a destination research university for undergraduate, graduate and professional students.

- Fully implement existing paradigms and support the design of bold new curricula and the adoption of innovative pedagogical models that improve excellence.
- Create unified general education requirements, beyond SAGES, for all bachelor's degree programs.
- Develop new and reconfigurable classroom designs to support pedagogical innovations.
- Adapt learning technologies in flexible ways tailored to meet unique needs and opportunities in undergraduate, graduate and professional education.

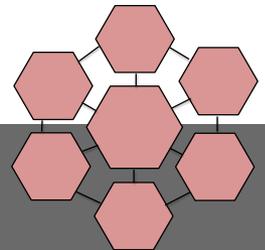


The Plan

Theme III. Address Complex Problems of Global Importance

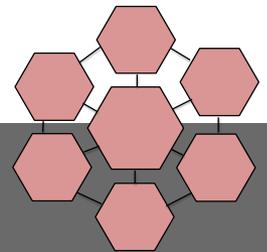
Goal: CWRU will be viewed among the leading universities working to solve complex problems of global importance in health, energy, the environment, and humanity.

- Build on the success of the Alliances to establish positions of leadership in several major areas of research within health, energy, environment, and humanity.
- Develop two or three research programs of substantial breath and reputation able to compete with the best programs internationally for research awards.
- Create an investment model to provide time, money and space to develop emerging areas of research strength and seed selective new research directions.



The Plan

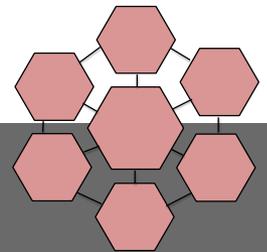
- Reflect the value and importance of interdisciplinary and team research in promotion and tenure considerations.
- Create flexible state of the art research project spaces that can be showcased and assigned to seed new research collaborations or support research teams for finite periods of time.
- Expand alternative sources of research funding including industry, foundations and philanthropists.
- Link together and expand initiatives to transfer technology, spur the creation of new businesses and prepare students to become entrepreneurs.



Potential Approaches to Research Goals

Proposed approaches in order for CWRU to achieve these goals

1. Modify the current budget structure to release the funding that is necessary to support university-wide strategic initiatives.
2. Establish a high-level advisory team to guide strategic research investments, building on current strengths and identify emerging opportunities.
3. Develop 1-4 large-scale discipline focused research programs that incorporate faculty from all schools and provide infrastructure support to sustain their activity. Establish metrics and milestones for success.
4. Establish a central highly effective center to provide oversight for coordination of undergraduate research in all schools.



Top strengths in health

Cancer

Infection/Immunobiology

Imaging/Structural Biology
from Molecules to Man

Top emerging areas in health

Informatics integration of
personalized human
genetics and other –omics
coupled to basic science
understanding of normal
and pathological
conditions coupled to
therapeutics development
to treat these pathologies

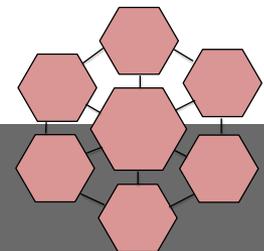
Population healthy
research and community
partnership in support of
late stage translational
research

Neurobiology /
Neuro-Engineering

Top high risk/high return areas in health

Recognition and support of
highly innovative
research/discoveries
leading to therapeutics for
biomedical problems

Commercialization of
discoveries in health
research across the
portfolio including:
informatics, imaging,
devices, and drugs



Top strengths in humanity

Our nationally recognized
Theater and Music
programs

Existing (and ever
stronger) connections
between our programs in
the Arts and corresponding
University Circle
institutions

Top emerging areas in humanity

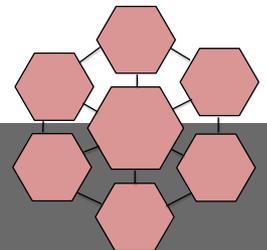
Continuing the momentum
of “Culture, Creativity, and
Design”

Programs in medically
related Social Sciences
and in Medical Humanities:
Psychological Sciences,
Sociology, Cognitive
Science, and Anthropology

Top high risk/high return areas in

Digital Humanities

Social Justice



CWRU's Three Horizons for Building Anytime, Anywhere Energy Systems

Investments as indicated in each Horizon must be considered through the lens of the cross-cutting themes versus discipline-based investments.

- **First Horizon (current/historical strengths; small investments required to maintain)**

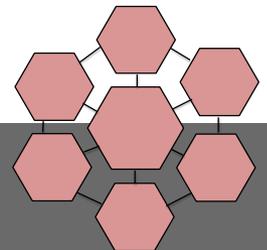
- Materials (polymers, metals, ceramics) and Electrochemistry (Storage)
- Systems: sensors, controls, integration (Electricity Systems)

- **Second Horizon (new and growing strengths; medium investments required to continue growth and fill gaps)**

- Energy System Integration
- Lifetime/Degradation
- Informatics and Data Analytics
- Efficiency-based Energy Approaches

- **Third Horizon (high-risk, high-payoff views; large investments required)**

- Hydrocarbon Exploration
- Water-Use Systems
- Integrating the “3-Grids”
- Sustainable energy cycles for societal needs

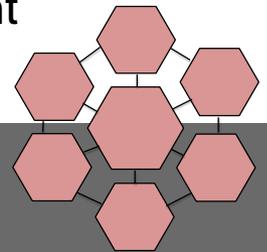


The Plan

Theme IV. Create Agility and Resiliency

Goal: Create the organizational capacity to generate new thinking, pursue new opportunities, and implement change efficiently and effectively.

- Modify the university budget model to improve financial stability, support collaboration, achieve cost and debt reduction, and create greater capacity to invest.
- Require new investments to be financially sustainable, and hold leaders accountable for living within their means.
- Invest in flexible spaces that support enrollment growth, innovative pedagogy and research, and the changing methods of research.
- Institute streamlined processes that enable new ideas to be pursued quickly.
- Establish clear processes for evaluating and prioritizing investment opportunities.

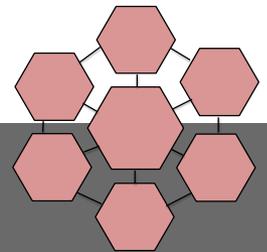


The Plan

Theme V. Compete for the Best People

Goal: Recruit, retain and develop the best faculty, staff and students worldwide.

- Create a culture of well-being and trust and the infrastructure to foster and motivate personal and professional development (example – Faculty Development Center).
- Increase the participation and success of women and under-represented minorities across all academic and professional disciplines, especially in science, technology, engineering and math (STEM) fields.
- Intensify and expand leadership development training for faculty and staff.



Next Steps

April

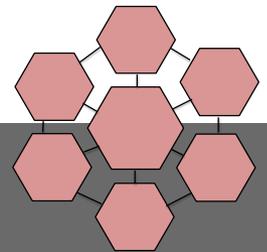
- Outline of plan document shared with various groups
- Incorporate input from stakeholders (Corporate VC, International VC, undergraduates, Department Chairs, Staff Advisory Council, Faculty Senate, Deans' Council, Alumni Board)
- April 29th Draft of Plan Document distributed to the campus
- Continue to seek feedback
- Address resource needs
- Develop targets and metrics

May

- Revised Draft shared with the Board of Trustees (early May)
- Incorporate guidance from the Board
- Prepare Final Draft of Plan Document for Board meeting (end of May)

June

- Begin implementation process – develop Action Agenda for FY2014
- Launch school planning process





CASE WESTERN RESERVE
UNIVERSITY EST. 1826

FACULTY SENATE 2012-2013

Prof. Robin Dubin (WSOM), chair

Prof. Steven Garverick, (CSE), chair-elect

Prof. Gary Chottiner (CAS), past-chair

Rebecca Weiss, secretary of the university faculty

Goals for the year (September 2012-April 2013)

- Improved communication between the Senate and the Constituent Faculties
- SAGES Governance
- Course Evaluations
- Faculty Appointments outside of the Constituent Faculties

Sages Governance

- FSCUE developed Sages governance policy
 - Minor changes can be approved by FSCUE
 - Major changes require a vote of the UPF
 - UPF vote referred to the Senate for final action
- Undergraduate Program Faculty met and voted in agreement by 92% majority
- Senate unanimously endorsed the policy

Course Evaluations

FSCUE wrote a statement of purpose, which was approved by the Senate on January 24, 2013:

- *The primary purpose of student course evaluations is to support the process of continuous improvement in the quality of teaching and course offerings at Case Western Reserve University by providing feedback to instructors and those responsible for overseeing curricular programs and instruction.*
- *Secondary purposes of student course evaluations include: use as one factor among multiple factors in the evaluation of teaching in decisions pertaining to faculty salary, promotion, and tenure; and use as peer feedback on courses and instruction that can be consulted by students as they select courses.*

FSCUE completed a draft of course evaluation questions and will be circulating the draft for comments.

Faculty Appointments

The ad-hoc Committee on Appointments Outside the Constituent Faculties made the following recommendations which were adopted by the Faculty Senate on March 20, 2013:

- The Faculty Handbook should define University Faculty as members of the eight constituent faculties and the Department of Physical Education and Athletics.
- The Faculty Handbook should state very clearly that all instructors of record for Case Western Reserve University courses must be members of the University Faculty.
- The Faculty Handbook should prohibit faculty appointments outside of the University Faculty.
- ROTC instructors should receive appointments through the Department of Physical Education and Athletics.

Faculty Senate language reflecting these concepts will be drafted and reviewed by the Faculty Senate Committee on By-Laws during the 2013-14 academic year.

Other Business

Undergraduate Education

FSCUE Policies

- Course Repetition and GPA Post-Separation Policy
- Integration of Rules Related to Credits Earned Through Study Abroad and Domestic Off-Campus Study (if approved at April FS meeting)
- Adjustment of the Senior Residency Requirement to Expand Options for Study Abroad (if approved at April FS meeting)
- Adding courses during the second week of the drop/add period (an adjustment to current practice)

TOEFL Score Requirement for International Students to remain at 90 for 2013-14

New Undergraduate Majors

- **CAS-** Chemical Biology and Dance
- **WSOM-** BS in Management concentrations in Marketing, Finance and the Dean's Approved Concentration to become majors.

New Undergraduate Minors

- **CAS-** Ethics
- **MSASS-** Minor in Social Work (if approved at April FS meeting)

Other Business, Cont.

Graduate Education

New Programs

- Graduate Certificate in Classics
- JD/MA Program in Art History and Museum Studies
- Online LLM Program in International Business Law

New Name

- Department of Music changed MA, DMA and PhD from “Early Music” to “Historical Performance Practice”

Discontinuation of Program

- PhD program in Art History and Museum Studies

New Policies

- Graduate Student Leave Policy
- Faculty Paid Parental Leave Policy
- Grievance and Conciliation Policy

Other Business, Cont.

New Policies, cont.

- Modified Workload Policy for Caregiving Responsibilities
- Tuition Exchange Program
- Pretenure Extension Policy (if approved at April FS meeting)

Department Mergers

WSOM-Merger of Department of Information Systems with the Department of Marketing and Policy Studies. New Department known as **Department of Innovation and Design**.

CAS- Merger of Department of Mathematics with Department of Statistics. New Department known as **Department of Mathematics, Applied Mathematics and Statistics**.

Other Business, Cont.

- **Approved school and Senate bylaws changes**
- **Approved 5-Year Academic Calendar (2013-2018)**
- **Heard reports**
 - Health insurance
 - Enrollment
 - Campus security
 - Outcome assessment
 - Development
 - Uptown
 - International affairs
 - Lifelong learning
 - International Rankings
 - Child Care Options
 - ALICE Training
 - Strategic Planning
 - LGBT Center
 - FS Committee on University Libraries
 - FS Committee on Information and Communication Technology



Bruce A. Loessin

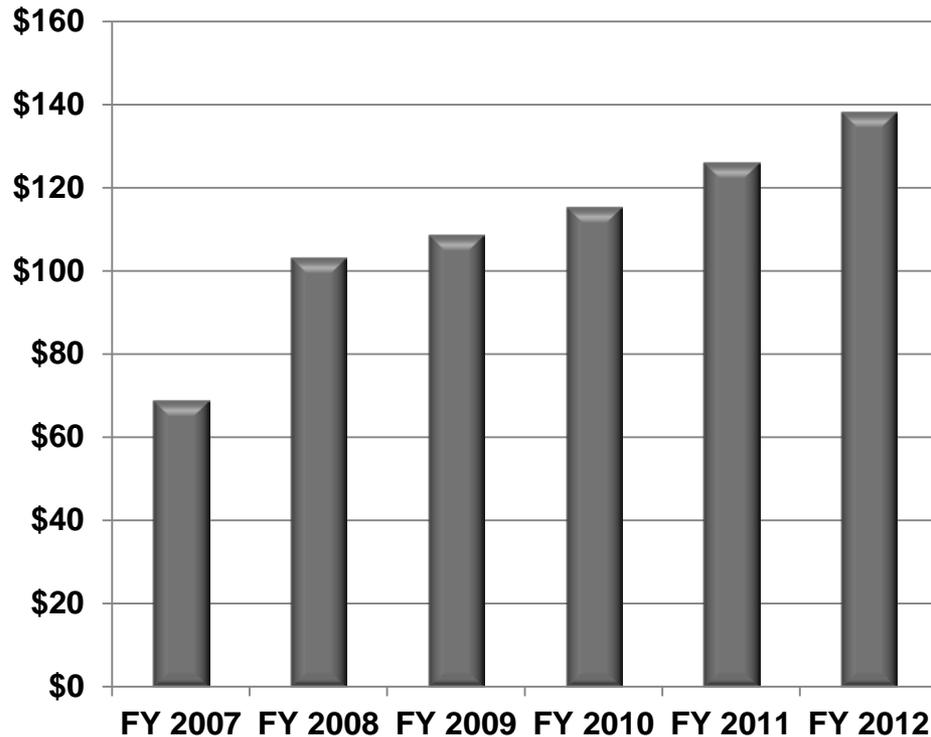
Senior Vice President for University Relations and Development

DEVELOPMENT UPDATE

FACULTY SENATE 4/25/2013

Attainment Comparison Report – March 2012 to March 2013

Six Year Fiscal Year Totals

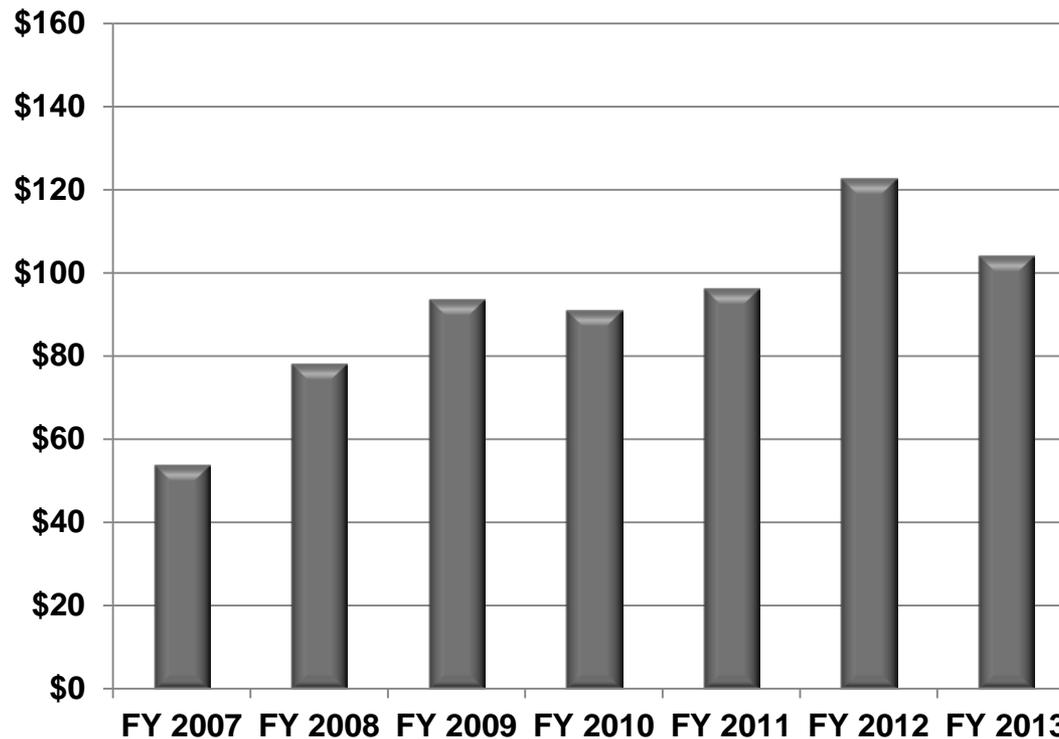


March



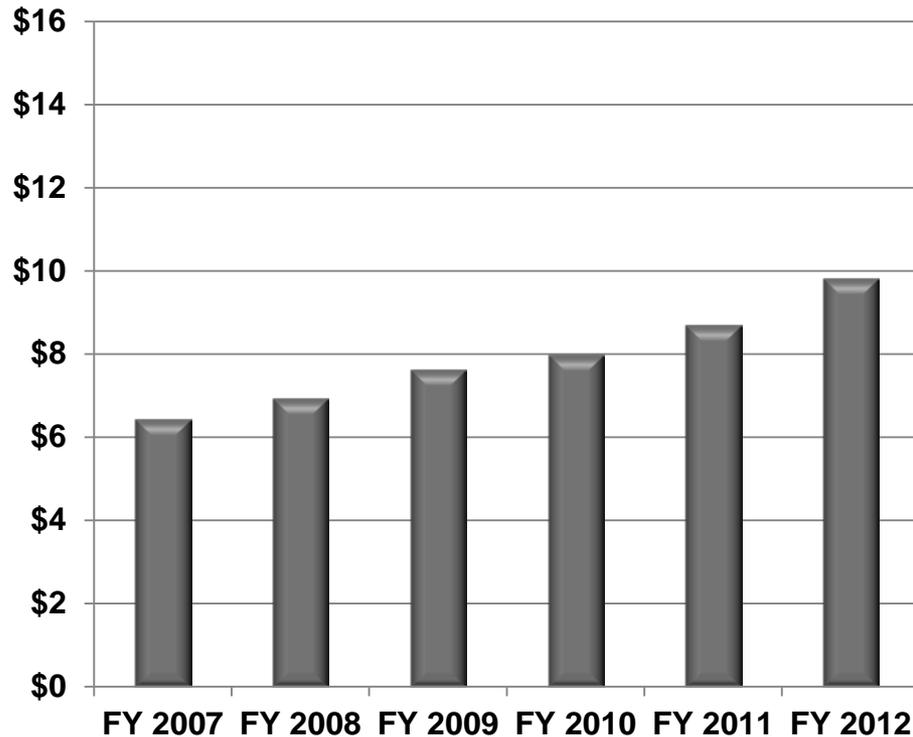
Attainment Comparison Report – March 2007 to March 2013

Seven Year March Year Totals

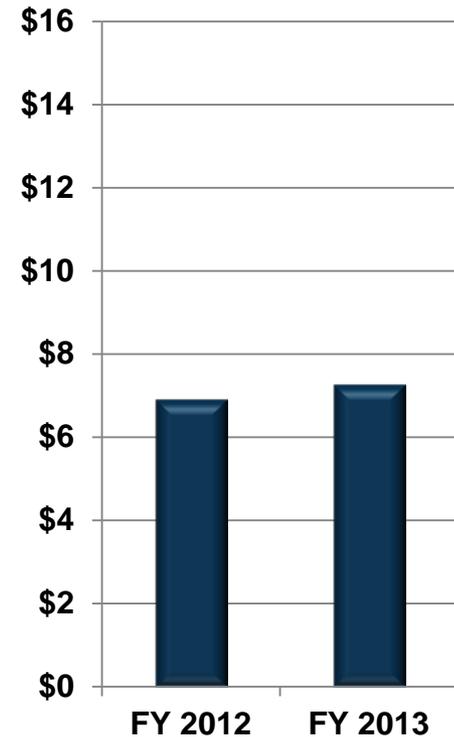


Annual Fund Comparison Report – March 2012 to March 2013

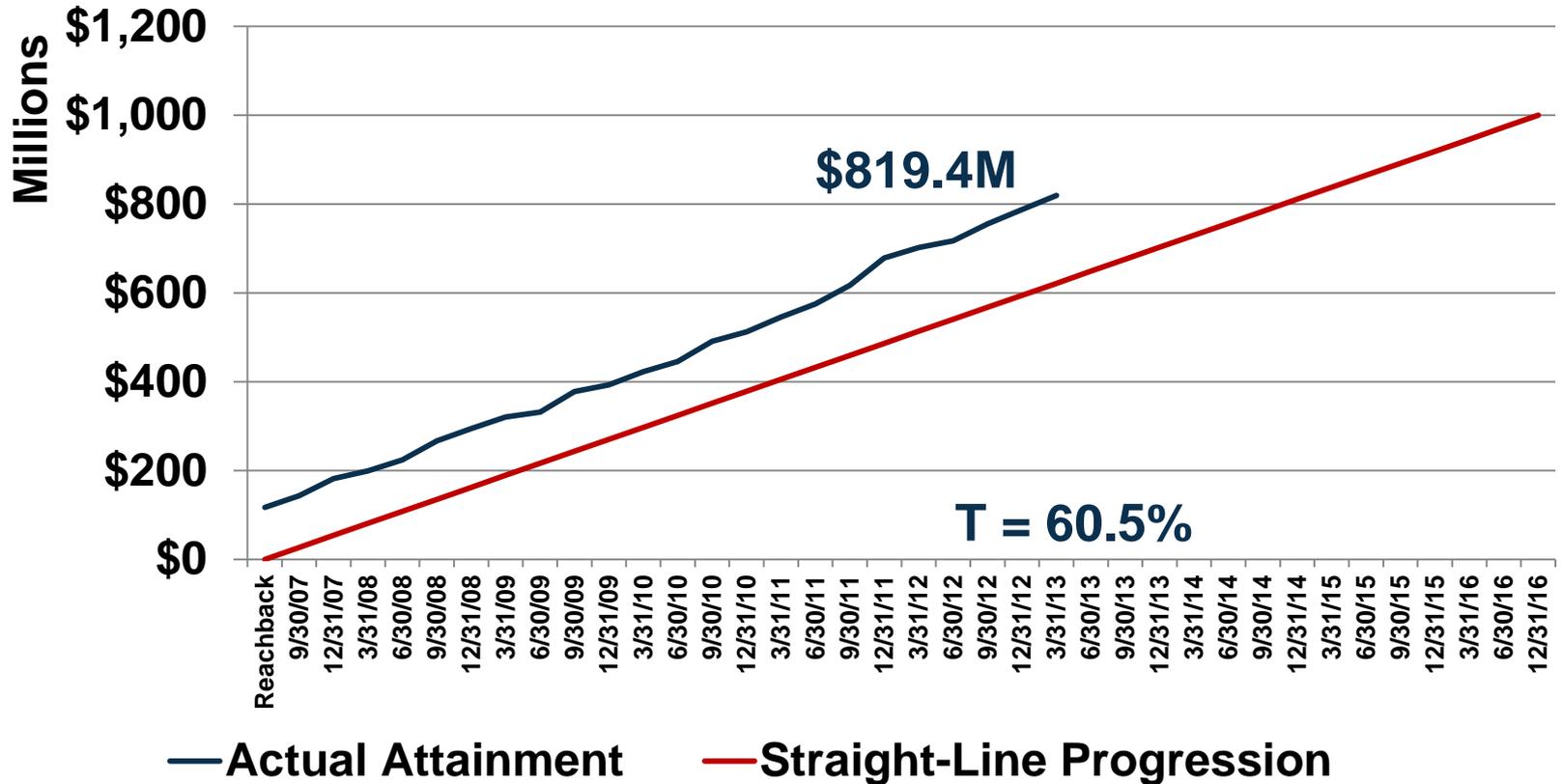
Six Year Fiscal Year Totals



March



Campaign Attainment Toward Goal March 2013



Progress Towards Goal by School

07/01/2007 - 03/31/2013

	Campaign Goal	Overall Total	Overall % Achieved	Balance
College of Arts and Sciences	\$170,000,000	\$137,980,118	81.16%	\$32,019,882
Case School of Engineering	\$170,000,000	\$130,875,734	76.99%	\$39,124,266
School of Dental Medicine	\$32,000,000	\$31,255,927	97.67%	\$744,073
School of Law	\$32,000,000	\$21,732,185	67.91%	\$10,267,815
School of Medicine	\$350,000,000	\$287,846,337	82.24%	\$62,153,663
Weatherhead Sch. of Management	\$60,000,000	\$33,549,312	55.92%	\$26,450,688
School of Nursing	\$30,000,000	\$21,039,739	70.13%	\$8,960,261
Mandel Sch. of Applied Social Sciences	\$30,000,000	\$23,231,954	77.44%	\$6,768,046
University General	\$126,000,000	\$131,878,016	104.67%	-\$5,878,016
	\$1,000,000,000	\$819,389,322	81.94%	\$180,610,678



Forward Thinking: Internal Campaign

Richard E. Boyatzis,
PhD, Chairman

Kenneth W. Johnson,
Campaign Executive
Director

Internal Campaign: Focus on **Participation**

To encourage and solicit all members of the Case Western Reserve University community to **participate** in the *Forward Thinking* campaign, thus demonstrating commitment to the campaign by those closest to the institution:

- Directly solicit full-time faculty and staff at salary grade level 18 and above.
- Solicit remaining faculty and staff via direct mail or email.
- Solicit retired and emeriti faculty and staff on a selected basis.

Internal Campaign: Approach

The Internal Campaign will be led by volunteer Richard E. Boyatzis, PhD, H. R. Horvitz Professor in Family Business.



- All schools will recruit faculty and staff vice chairs to support the campaign.
- All volunteers will receive orientation from campaign staff.
- Chair and vice chairs will participate in the review of campaign supporting materials.

Internal Campaign: Vice Chairs

Vice chairs will be asked to:

- Attend campaign meetings.
- Participate in briefings, promotional events and meetings within their respective schools (content and materials will be provided by campaign staff).
- Assist in the solicitation process with the campaign and school-based development staff as appropriate.
- Participate in the campaign at a level commensurate with their ability to give.

Internal Campaign: Timeline

Campaign will commence January 2014 and will continue through the calendar year.

- Conduct preparatory and organization activities May 2013 through December 2013.
- Formally launch campaign January 2014.
- Develop supporting materials prior to launch (PowerPoint presentations, informative one-pager, pledge form, etc.).
- Update “giving” website (www.case.edu/giving) to reflect the Internal Campaign.

Internal Campaign: Priorities

The Internal Campaign's objectives reflect the overall campaign priorities as described in the university's strategic plan.

Potential donors might consider designating their gifts to their school or special project, such as the Tinkham Veale University Center, think[box], Performing Arts Center, Scholarship, Minority Scholarship Fund and the Early Childhood Development Center.

Internal Campaign: Launch- January 2014

Campaign launch in **January 2014** will include:

- Presentations to each school.
- Introduction to various giving strategies including outright gifts and pledges, use of payroll deductions, and planned gifts including use of retirement plans.
- Personal solicitations of faculty and staff of salary grade 18 and above.
- General solicitation via mail and/or email, commencing summer 2014.

THANK YOU!!



Motion by John Fredieu:

I move that the Faculty Senate reverse the decision of the Faculty Senate Chair to disallow a grievance complaint by Department of Anatomy faculty, as such a decision is not within the authority of the Faculty Senate Chair.