

September 20, 2011

Executive Committee of the Faculty Senate  
Case Western Reserve University

Dear Members of the Executive Committee,

Pamela B. Davis, M.D., Ph.D.  
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Vice President for Medical Affairs  
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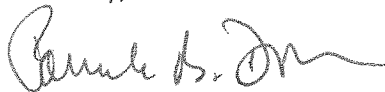
I am pleased to submit this letter of support for the expansion of the CWRU School of Medicine Master of Science in Anesthesia (MSA) program to Washington, D.C. The expansion of the program to Houston, Texas, in 2009 continues to meet our expectations. It has confirmed our belief in the potential of an additional satellite because of the program's demonstrated quality, the demand for the MSA degree, and the positive employment outlook for our graduates.

Our reputation as educators of first-rate anesthesiology assistants led members of the Washington, D.C., anesthesiology community to approach us with the idea of establishing a CWRU School of Medicine satellite program there. Under my direction, the members of my leadership team have worked closely with Howard Nearman, M.D., Chair of the Department of Anesthesiology, Matt Norcia, M.D., the program's Executive Medical Director, and Joseph Rifici, AA-C, M.Ed., the Executive Program Director, over the past year to explore the feasibility of this expansion and to determine the educational and logistical components necessary for success. This group created the Washington, D.C., business plan and financial arrangements, which the School of Medicine has approved.

Our plans look promising, so we have committed resources to set up a location and to hire local faculty and staff. Matt Norcia and Joseph Rifici will supervise the Washington, D.C., faculty and staff and oversee the admissions process to ensure that the program and its graduates meet the School of Medicine's high standards. The curriculum will be the same as Cleveland and Houston, and will involve our Cleveland didactic faculty, all of whom are in agreement with the proposed expansion. The expansion will of course require simulator and operating room clinical resources, which are abundant in Washington, D.C., if we choose not to do this internally. We are confident that this satellite will succeed and will reflect the high quality for which CWRU and the School of Medicine are known.

We appreciate your consideration of the proposal.

Sincerely,



Pamela B. Davis, M.D., Ph.D.



**Case Western Reserve University  
Annual Report – June 1, 2011**

**NCCAA ENTRY LEVEL PASS RATE**

<b>Year</b>	<b>Students</b>	<b>Fail</b>
2005	10	0
2006	10	0
2007	14	1
2008	12	0
2009	14	0
2010	13	0
2011	14	0
	87	1

2005-2011 (7 yrs)

Exam Failure Rate: 1 out of 87 = 1.14%

2008-2011 (4 yrs)

Exam Failure Rate: 1 out of 53 = 1.89%

**STUDENT ATTRITION**

<b>Year</b>	<b>Students</b>	<b>Voluntarily Withdrawn</b>	<b>Separated</b>
2005	12	1	1
2006	12	0	2
2007	14	0	0
2008	13	1	0
2009	14	0	0
2010	13	0	0
2011	15	1	0
	93	3	3

2005-2011 (7 yrs)

Separation Rate: 3 out of 93 = 3.2%

Withdrawal Rate: 3 out of 93 = 3.2%

Overall Attrition Rate: 6 out of 93 = 6.5%

2008-2011 (4 yrs)

Separation Rate: 0 out of 55 = 0%

Withdrawal Rate: 2 out of 55 = 3.6%

Overall Attrition Rate: 2 out of 55 = 3.6%

## **JOB PLACEMENT**

<b>Year</b>	<b>Students</b>	<b>Employed after Graduation</b>
2005	10	10
2006	10	10
2007	14	14
2008	12	12
2009	14	14
2010	13	13
2011	14	14
	<hr/>	<hr/>
	87	87

2005-2011 (7 yrs)

Job Placement Rate: 87 out of 87 = 100%

2008-2011 (4 yrs)

Job Placement Rate: 53 out of 53 = 100%



	PROGRAM	PLAN
OFFICE A	2 (175 SF)	2 (150 SF)
OFFICE B	4 (125 SF)	4 (150 SF)
STAFF TOTAL	6	6

	PROGRAM	PLAN
RECEPTION AREA	250 SF	330 SF
COAT CLOSET	15 SF	15 SF
CONF. RM	275 SF	300 SF
CLASSROOM	600 SF	580 SF
SIMULATION ROOM	750SF	730 SF
STUDENT LOUNGE	300 SF	300 SF
WORK RM / COPY AREA	125 SF	150 SF
STORAGE	200 SF	215 SF
HVAC	50 SF	65 SF
LAN ROOM	50 SF	50 SF
FURNITURE STORAGE	50 SF	(2) 50 SF

# Case Western - Test Fit

820 1st Street, NE  
Washington, DC

5,400 RSF  
Lower Level  
3/9/11  
1/8" = 1'-0"



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 Author: SJP  
 Plot Date: 3/9/11

# **CURRICULUM VITAE**

## **SHANE ANGUS, M.S., AA-C Assistant Program Director Assistant Professor**

Work Address: 3550 South University Dr  
UPP South  
Fort Lauderdale, FL  
33328-2003  
954-262-1255  
Shane.Angus@nova.edu

Home Address: 2107 NE 16th Ave  
Wilton Manors, FL  
33305  
Cell 850-443-8068

### **Degrees in Higher Education**

May 1999 **Master of Science in Anesthesiology**  
Case Western Reserve University  
Cleveland, Ohio

May 1997 **Bachelor of Science in Integrative Biology**  
University of California at Berkeley  
Berkeley, California

### **Professional Experience in Higher Education**

November 2008 **Assistant Program Director**  
Anesthesiologist Assistant Program  
NSU, HPD, College of Allied Health and Nursing

July 2007 **Assistant Professor**  
Anesthesiologist Assistant Program  
NSU, HPD, College of Allied Health and Nursing

### **Professional Experience and Clinical Instructing**

November 2008 **Assistant Program Director**  
**Nova Southeastern University**  
Anesthesiologist Assistant Program  
Fort Lauderdale, FL

July 2007 **Assistant Professor**  
**Nova Southeastern University**  
Anesthesiologist Assistant Program  
Fort Lauderdale, FL

April 2008                   **Staff Anesthetist**  
**Clinical Instructor - Sheridan Anesthesia**  
Memorial Hospitals  
Sunrise, FL

May 2007                   **Staff Anesthetist**  
**Clinical Instructor - University of Miami, Sylvester Cancer Center**  
University of Miami  
Miami, FL

August 2006               **Staff Anesthetist**  
**Clinical Instructor - University of Florida**  
Shands at the University of Florida  
Gainesville, Florida

August 2005               **Staff Anesthetist,**  
**Clinical Instructor - Gooding Institute for CRNA's**  
Anesthesia Unlimited, Inc.  
Panama City Surgery Center  
Panama City, Florida

May 2004                   **Staff Anesthetist,**  
**Clinical Instructor - Emory Univ. and Case Western Reserve Univ.**  
**Cardiac team**  
Georgia Anesthesiologists, P.C.  
Kennestone Hospital  
Marietta, Georgia

April 1999                 **Staff Anesthetist,**  
**Clinical Instructor - Emory Univ. and Case Western Reserve Univ.**  
**Cardiac team**  
Georgia Anesthesia Alliance, Ltd.  
Atlanta Medical Center  
Atlanta, Georgia

Professional Societies

American Academy of Anesthesiologist Assistants  
Florida Academy of Anesthesiologist Assistants  
American Society of Anesthesiologists  
Florida Society of Anesthesiologists

## Courses Taught

### **Summer**

ANES 5081	Introduction to Clinical Anesthesia
ANES 5301	Anesthesia Laboratory I
ANES 5304	Anesthesia Laboratory IV
MHS 5107	Internship (Anesthesia Education)
ANES 5004	Clinical Anesthesia
ANES 6003	Clinical Anesthesia

### **Winter**

ANES 5602	Applied Physiology for Anesthesia Practice II
ANES 5303	Anesthesia Laboratory III
ANES 5003	Clinical Anesthesia
ANES 6002	Clinical Anesthesia

### **Fall**

ANES 5601	Applied Physiology for Anesthesia Practice
ANES 5302	Anesthesia Laboratory II
ANES 5002	Clinical Anesthesia
ANES 6001	Clinical Anesthesia

## Professional Presentations & Lectures

April 2010	“Clinical Instructors Workshop” “Student Spokesperson Training” AAAA Annual Conference Savannah, GA
April 2009	“Perspectives in Clinical Education” “Clinical Instructors Workshop” “Student Spokesperson Training” AAAA Annual Conference Clearwater, FL
April 2008	“Orientation to the OR and Anesthesia” NSU Surgeon Conference Student Osteopathic Surgical Association Fort Lauderdale, FL
August 2008	“Anesthesia for the Physician Assistant” NSU Physician Assistant Program Fort Lauderdale, FL
May 2007	Anesthesiologist Assistants Practice Environment University of South Florida Tampa, FL

## LICENSURE

June 2005            Anesthesiologist Assistant License  
State of Florida No. AA4

April 2001            Anesthesiologist Assistant License  
State of Ohio No. 67-00052

May 1999             Physician's Assistant License  
State of Georgia No. 003346

## Professional Meetings

October 2009        American Society of Anesthesiologists Annual Conference  
One week  
San Diego, CA

June 2009            Society for Education in Anesthesia Summer Conference  
Four days  
Pittsburg, PA

April 2009            American Academy of Anesthesiologist Assistance Annual Conference  
One week  
Savannah, GA

October 2009        American Society of Anesthesiologists Annual Conference  
One week  
New Orleans, LA

June 2009            Society for Education in Anesthesia Summer Conference  
Four days  
Seattle, WA

May 2009             American Society of Anesthesiologists Legislative Conference  
Five days  
Washington, DC

April 2009            American Academy of Anesthesiologist Assistance Annual Conference  
One week  
Clearwater, FL

March 2009          Teaching Anesthesia Workshop  
Society for Education in Anesthesia  
Austin, TX

October 2008        American Society of Anesthesiologists Annual Conference  
One week  
Orlando, FL



June 2008 American Society of Anesthesiologists Legislative Conference  
Five days  
Washington, DC

June 2008 Florida Society of Anesthesiologist Annual Conference  
Four Days  
West Palm Beach, FL

June 2008 Society for Education in Anesthesia Summer Conference  
Four days  
Miami, FL

April 2008 American Academy of Anesthesiologist Assistance Annual Conference  
One week  
Hilton Head, SC

October 2007 American Society of Anesthesiologists Annual Conference  
One week  
San Francisco, CA

June 2007 Florida Society of Anesthesiologist Annual Conference  
Four Days  
West Palm Beach, FL

April 2007 American Academy of Anesthesiologist Assistance Annual Conference  
One week  
Daytona Beach, FL

October 2006 American Society of Anesthesiologists Annual Conference  
One week  
Chicago, IL

Additional conference attendance upon request

NOVA

April 2008 NSU Surgeon Conference  
Student Osteopathic Surgical Association

April 2008 NSU teaching lecture series

### Service to College & University

December, 2008- Current	Board Member and Committee Chair University wide Academic Review Committee Appointed by and report to University Provost, Dr. Frank DePiano
September 2008	Chair, Academic Review Committee – Internal component Huizenga School of Business Appointed by and report to Dr. Frank De Piano
January 2008 Current	Member, Committee on Faculty Recruitment NSU AA Program
January 2008 Current	Member, Committee on Department Meetings NSU AA Program
July 2007 Current	Member, Committee on Student Progress HPD, Masters of Health Science Report to Dr. Jodi Clark
July 2007 Current	Chair, Committee on Admissions NSU AA program
July 2007 Current	Director, Student Clinical Progress NSU AA program
July 2007 Current	Director, Student Clinical Hours NSU AA program

### Service to Profession

April 2009	Florida Academy of Anesthesiologist Assistants Founding member President
January 2010	Member, ARC-AA (Academic Review Committee – Anesthesiologist Assistant Programs) National Organization that works with CAHEP to credential programs
October 2009	Member, ASA Anesthesiologists Assistance Education and Practice Committee Appointed by Society President
May 2008	Director, Development of Florida Academy of Anesthesiologist Assistants Statewide organization representing AA's in FL
April 2007- Current	Member, AAAA National Affairs Committee National and State AA Laws and Initiatives

April 2005-  
Current                      CoChair, American Academy of Anesthesiologist Assistant  
Delegate Assembly  
Represent national regions to the AAAA

April 2003                      Chair, AAAA Website Committee  
Development and Implementation

#### CERTIFICATION

10/99-present                      National Commission for Certification of Anesthesiologist Assistants  
Anesthesiologist Assistant - Certified (Certificate Number 413)  
10/99-present                      Healthcare Provider/BLS  
10/99-present                      ACLS Provider

#### Awards

August 2010                      Golden apple award class of 2010  
August 2009                      Golden apple award class of 2009

#### Additional Information

September 2005                      First Anesthesiologist Assistant to practice in FL under legislated license

**CWRU Master of Science in Anesthesia Program**  
**Washington DC Campus**  
**FINANCIAL PROSPECTUS**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>
Per Student Tuition	\$ 96,398.00	\$ 101,217.90	\$ 116,507.79
Capital Investment	\$ 500,000.00		
Tuition Returns	\$ 878,495.40	\$ 2,089,545.05	\$ 2,699,037.20
<b><u>EXPENSES</u></b>			
Faculty & Staff Overhead	\$ 966,407.50	\$ 932,419.85	\$ 961,482.20
Operating Expenses	\$ 262,306.00	\$ 265,532.28	\$ 268,839.21
Education Expenses	\$ 21,560.00	\$ 36,510.00	\$ 225,375.00
Travel & Meetings	\$ 65,850.00	\$ 90,750.00	\$ 96,000.00
Marketing & Public Relations	\$ 9,950.00	\$ 15,350.00	\$ 11,250.00
Food & Catering	\$ 22,950.00	\$ 22,950.00	\$ 22,950.00
<b>Total</b>	<b>\$ 1,349,023.50</b>	<b>\$ 1,363,512.13</b>	<b>\$ 1,585,896.41</b>
<b>Subtotal</b>	<b>\$ 29,471.90</b>	<b>\$ 726,032.92</b>	<b>\$ 1,113,140.79</b>
<b>Program Financial Position</b>	<b>\$ 29,471.90</b>	<b>\$ 755,504.82</b>	<b>\$ 1,868,645.61</b>

**CASE WESTERN RESERVE UNIVERSITY  
MASTER OF SCIENCE IN ANESTHESIA PROGRAMS**

**FEASIBILITY ANALYSIS MATRIX**

**Description of the Project**

**1. Identification and exploration of business scenarios.**

- Identify alternative scenarios or business models of what the project may entail and how it might be organized.
- Eliminate scenarios and business models that don't make sense.
- Flesh-out the scenario(s) and model(s) that appear to have potential for further exploration.

**2. Definition of the project and alternative scenarios and models.**

- Outline the general business model (i.e. how the program will make money).
- Include the technical processes, size, location, and physical materials
- Specify the time horizon from the time the project is initiated until it is up and running at capacity.

**3. Relationship to the surrounding geographical area.**

- Identify economic and social impact on local anesthesia communities.

**Market Feasibility**

**1. Industry description.**

- Describe the size and scope of the profession, market and/or market segment(s).
- Estimate the future direction of the profession, market and/or market segment(s).
- Describe the nature of the profession, market and/or market segment(s) (stable or going through rapid change and restructuring).
- Identify the life-cycle of the profession, market and/or market segment(s)

**2. Competitiveness of profession.**

- Investigate profession concentration in proposed market.
- Analyze major competitors.
- Explore barriers/ease of entry of competitors into the market.
- Identify competitiveness of program graduates in local market.

**3. Market potential.**

- Identify the demand and usage trends of the profession in which the proposed graduates will participate.
- Examine the potential for emerging, niche or segmented market opportunities.
- Assess estimated market usage and potential share of the market or market segment.

**4. Enrollment projection.**

- Estimate enrollment.
- Identify and assess the accuracy of the underlying assumptions in the enrollment projection.
- Project enrollment under various assumptions (i.e. tuition prices, variable economic conditions).

**5. Access to market outlets.**

- Identify the potential employers of the matriculates and the associated marketing costs.

## Technical Feasibility

### 1. Determine facility needs.

- Estimate the size and type of educational facilities.
- Investigate the need for related buildings, equipment, and materials.

### 2. Suitability of educational technology.

- Investigate and compare technology (i.e. simulation learning, interactive classroom, etc.) providers.
- Determine reliability and competitiveness of technology (proven or unproven, state-of-the-art).
- Identify limitations or constraints of technology.

### 3. Availability and suitability of program site.

- Access to clinical rotation sites.
- Access to transportation.
- Access to a qualified employment pool.
- Identify regulatory requirements.
- Explore economic development incentives.
- Explore community receptiveness to having the program located there.

### 4. Faculty and staff inputs.

- Investigate the availability of labor including wage rates, skill level, etc.
- Assess the potential to access and attract qualified faculty personnel.

## Financial Feasibility

### 1. Estimate the total capital requirements.

- Assess the startup/seed capital needs of the program project and how these needs will be met.
- Estimate capital requirements for facilities, equipment and educational materials.
- Determine replacement capital requirements and timing for facilities and equipment.
- Estimate working capital needs.
- Estimate start-up capital needs until revenues are realized at full capacity.
- Estimate contingency capital needs (construction delays, technology malfunction, market access delays, etc).
- Estimate other capital needs.

### 2. Estimate equity and credit needs.

- Identify capital availability
- Assess expected financing needs and alternative sources
- Establish debt-to-equity levels.

### 3. Budget expected costs and returns of various alternatives.

- Estimate expected costs and revenue.
- Estimate the profit margin and expected net profit.
- Estimate the enrollment and expenditures needed to break-even.
- Estimate the returns under various enrollment, costs, and tuition levels. This may involve identifying "best case", "typical", and "worst case" scenarios.
- Assess the reliability of the underlying assumptions of the financial analysis.
- Create a benchmark against program averages and/or competitors.
- Identify limitations or constraints of the economic analysis.
- Determine project expected cash flow during the start-up period.
- Identify project an expected income statement, balance sheet, etc. when reaching full operation.

## Organizational/Managerial Feasibility

### 1. Business structure.

- Outline alternative business model(s) (how the program will make money).
- Identify any potential joint venture partners, alliances or other important stakeholders.
- Identify availability of skilled and experienced faculty.
- Identify availability of consultants and service providers with the skills needed to realize the project, including legal, accounting, industry experts, etc.
- Outline the governance, lines of authority and decision making structure.

### 2. Program leadership.

- Do the proposed program leadership have the "fire in the belly" required to take the project to completion?
- Do the proposed program leadership have the skills and ability to complete the project?
- What key individuals will lead the project?

## Study Conclusions

- Identify and describe alternative business scenarios and models.
- Compare and contrast the alternatives based on their program viability.
- Compare and contrast the alternatives based on the goals of the proposed partnership entity.
- Outline criteria for decision making among alternatives.
- Choosing the most viable business model, developing a business plan and proceeding with creating and operating a program.

