

**Faculty Senate Meeting**  
Wednesday, September 28, 2011  
3:30 p.m. - 5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30 p.m.	Approval of Minutes from the April 21, 2011 Faculty Senate meeting, <i>attachment</i>	G. Chottiner
	President's and Provost's Announcements	B. Snyder B. Baeslack
	Chair's Announcements	G. Chottiner
3:35 p.m.	Changes to Health Care Benefits	C. Gregory
4:25 p.m.	Name change for Department of Geological Sciences <i>attachments</i>	R. Harvey
4:35 p.m.	Master of Science in Anesthesia in Washington DC <i>attachments</i>	M. Snider M. Norcia J. Rifici
4:45 p.m.	Report from Development	B. Loessin K. Ridolfi K. Johnson
4:55 p.m.	Report from the Executive Committee	R. Dubin
5:00 p.m.	Report from the Interim Secretary of the Corporation	C. Trembl
(5:10p.m.	Optional Introduction to the Senate for New Senators	G. Chottiner)



### **Faculty Senate Meeting**

Wednesday September 28, 2011

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

#### **Members Present**

Bruce Averbook	Thomas Egelhoff	Dale Nance
Bud Baeslack	Karen Farrell	Leena Palomo
Timothy Beal	Steven Fox	Larry Parker
Jessica Berg	John Fredieu	Alan Rocke
Ronald Blanton	Patricia Higgins	Robert Savinell
Ben Brouhard	Christine Hudak	Betsy Short
Richard Buchanan	Quentin Jamieson	David Singer
Matthias Buck	Mark Joseph	Martin Snider
Mark Chance	Thomas Kelley	Barbara Snyder
Gary Chottiner	Kurt Koenigsberger	Lee Thompson
Elizabeth Click	Alan Levine	Susan Tullai-McGuinness
David Crampton	Deborah Lindell	Georgia Wiesner
Chris Cullis	Zheng-Rong Lu	David Wilson
Steven Cummins	Joseph Mansour	Elizabeth Woyczynski
Mary Davis	Laura McNally	Xin Yu
William Deal	Ray Muzic	Nicholas Ziats
Robin Dubin		

#### **Members Absent**

Hussein Assaf	G. Regina Nixon	Julie Redding
Lee Blazey	John Orlock	JB Silvers
Lisa Damato	Daniel Ornt	Sorin Teich
Alfredo Hernandez	Mary Quinn Griffin	George Vairaktarakis
Raymond Ku		

#### **Others Present**

Dan Anker	Lara Kalafatis	Jamie Ryan
Christine Ash	Bruce Loessin	Ginger Saha
Richard Bischoff	Ermin Melle	Chris Sheridan
John Clochesy	Marilyn Mobley	John Sideras
Donald Feke	Matthew Norcia	Lynn Singer
Carolyn Gregory	Dean Patterson	Christian Swol
Amy Hammett	Kaye Ridolfi	Colleen Trembl
Ralph Harvey	Joe Rifici	John Wheeler
Ken Johnson	Chuck Rozek	Jeff Wolcowitz

#### **Call to Order**

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

### **Approval of minutes**

The minutes of the Faculty Senate meeting of April 21, 2011 were approved as submitted.

### **Chair's announcements**

Prof. Gary Chottiner, chair, Faculty Senate thanked senators for their service on the Faculty Senate.

### **Changes to Health Care Benefits**

Mr. John Wheeler, senior vice president for administration, introduced Ms. Carolyn Gregory, vice president for human resources, who gave a presentation about Case Western Reserve's 2012 Medical Benefits Plan; the presentation is attached to these meeting minutes. In response to rising health care costs, the university will require faculty and staff in 2012 to pay an annual deductible and a 20% co-insurance with annual caps. Prof. Chottiner announced that a copy of the presentation will be posted on the faculty senate website and it will be included as a weblink in the faculty senate newsletter that will be emailed to the faculty that same week. Ms. Gregory met earlier in the month with the Faculty Senate Committee on Faculty Compensation and the Faculty Senate Executive Committee. October information sessions about changes to health care benefits for faculty and staff will be posted on the human resources benefits website.

### **Name change for Department of Geological Sciences**

Prof. Ralph Harvey introduced the proposal from the Department of Geological Sciences to change the name to the Department of Earth, Environmental and Planetary Sciences. The motion passed by the faculty in the College of Arts and Sciences and the department's proposal are attached to these minutes. The Faculty Senate voted to approve the new name; a resolution will be forwarded to the Board of Trustees for final approval.

### **Master of Science in Anesthesia in Washington DC**

Prof. Martin Snider, chair, Committee on Graduate Studies, introduced Prof. Matthew Norcia, executive medical director and Prof. Joseph Rifici, executive director of the Master of Science in Anesthesia program. The program has a satellite location in Houston, TX; they are seeking to add a second satellite location in Washington, DC. Their proposal and a letter of support from the dean of the Medical School are attached to these minutes. The Faculty Senate voted to approve the proposal; a resolution will be forward to the Board of Trustees for final approval.

### **Report from Development**

Mr. Bruce Loessin, senior vice president for university relations and development, introduced Ms. Kaye Ridolfi, associate vice president for institutional development and director of the university's capital campaign. Ms. Ridolfi presented a summary of the fundraising activities to date; the university raised a record amount of funds in fiscal year 2011. The university will make an updated official announcement regarding its fundraising activities at the BlueBash on October 13, 2011.

### **Report from the Executive Committee**

Prof. Robin Dubin said that at the Executive Committee approved the proposals from Department of Geological Sciences and the Master of Anesthesia program for review by the Faculty Senate. The committee also heard a report from the Faculty Senate Committee on Undergraduate Education.

**Report from the Interim Secretary of the Corporation**

Ms. Colleen Trembl, interim general counsel and secretary of the corporation, said the Board of Trustees heard reports from university administrators and approved resolutions for new endowments and new appointments for faculty.

After the meeting was adjourned at 5:00 p.m., Prof. Chottiner met informally with several professors who are serving their first year on the Faculty Senate to explain the Senate's charge and procedures.

APPROVED  
by the  
FACULTY SENATE



ELIZABETH H. WOYCZYNSKI  
SECRETARY OF UNIVERSITY FACULTY



# **Update on 2012 Medical Benefit Plans Presentation to the Faculty Senate**

John Wheeler  
Carolyn Gregory  
Jamie Ryan  
September 28, 2011

# A National Issue...



**Health care costs will continue their brisk climb**



**Nation's Health Care Bill To Nearly Double By 2020**

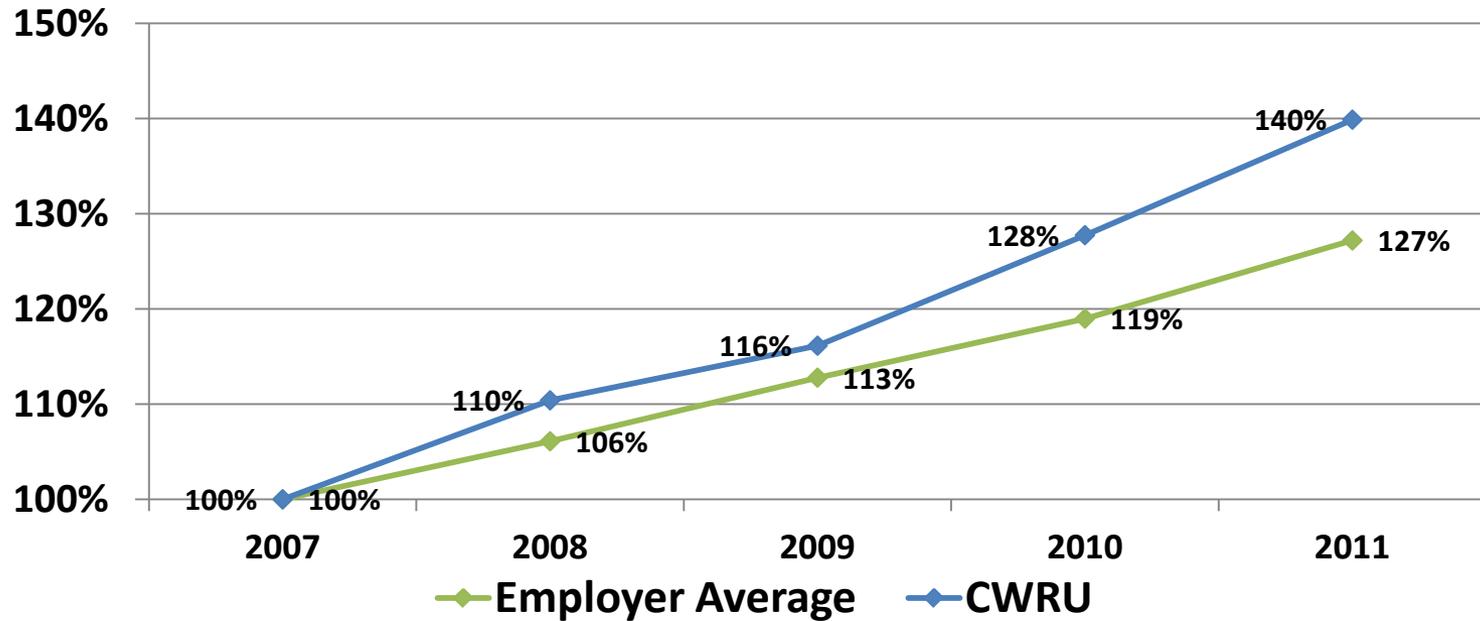


**Health-Care Costs Increasing for Americans**

**The New York Times**  
**The Medical Money Pit**

# ... felt keenly here

## Cumulative Health Benefit Cost Increases



From 2007 - 2011 our total claims costs climbed **more than 40 percent.**

The increase for all employers nationally : **27 percent.**

# Status quo is not sustainable

Year	Self-Insured Medical & Rx Paid Claims*	\$ increase over previous quadrennial	% increase over previous quadrennial
2007	\$22.0 million	--	
2011**	\$31.9 million	\$9.9 million	<b>45.0%</b>
2015**	\$46.0 million	\$14.1 million	<b>44.2%</b>

**\*Excludes other health insurance costs**

**\*\*Estimates provided by Oswald Companies**

# Other %-age Increases 2007-2011

Area	% increase
Sponsored Research	4.4
Consumer Price Index	8.1
Our Salaries (Faculty/Staff)	10.0
Higher Education Price Index	10.5
Our Undergraduate Tuition	13.7
<b>Health Care Claims Costs</b>	<b>45.0</b>

# Plus, “Cadillac” penalty looming

Effective 2018, **40 percent federal tax** on benefits deemed to be especially generous – that is, those where the annual value of coverage exceeds **\$10,200** for single participant or **\$27,500** for family

***Penalty applies per benefit recipient.***

***August, 2011: 88 percent of employers reported taking steps now to control costs in hopes of avoiding or limiting tax.***

## Impact:

Example: A plan with single coverage costs of \$11,200 = \$1,000 above the limit  
Tax is \$400 x # of employees with single coverage.

If 2,000 single coverage employees, ***tax = \$800,000***

# What we have done so far

Joined prescription drug  
purchasing coalition



Added Working Spouse Premium



Added High Deductible option

Closed most expensive medical plan to  
new entrants

# What we have done so far, part 2

Wellness programs



*“Exercise & Aging: Quality of Life at all Ages”*



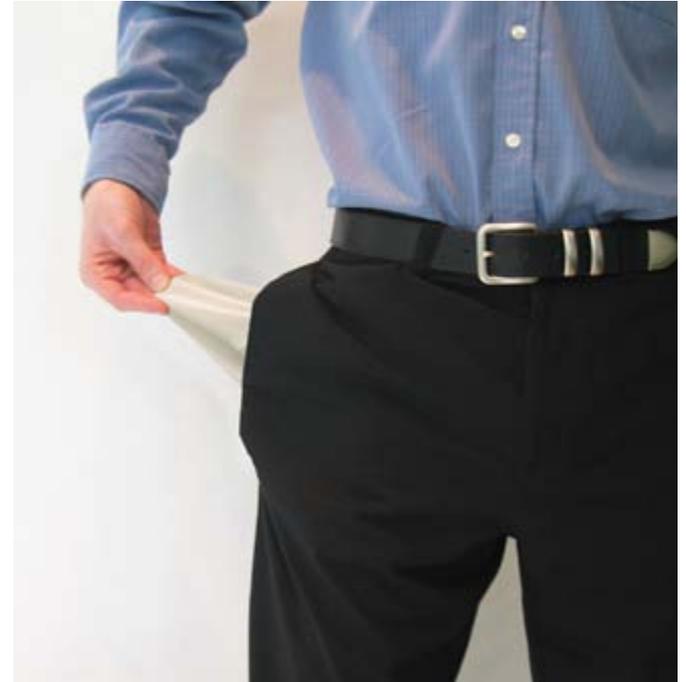
**Get "Fit for Life" Program**

# Fundamental Principles of Changes

## I. Participant Priorities\*

- Choice among providers
- Predictability of out-of-pocket costs
- Limits on expenses

(\*Based on spring HR information sessions and campus-wide survey of faculty and staff that drew 986 responses.)



# Fundamental Principles of Changes

## II. Institutional Priorities

- Slow rate of cost growth
- Eliminate obstacles to obtaining preventive care
- Maintain competitive benefits program (within greater Cleveland and higher education nationally)



# Options for CY 2012

## 1. No change

- University costs climb **10.4 percent = \$3.32M**

## *What is \$3.32 million?*

- **43** positions at \$60,000 each (\$17,700 benefits)
- **84%** of all Year 1 Interdisciplinary Alliance Investments
- **119%** of faculty raises in FY 2011

# Options for CY 2012

## 2. Apply cost increase only to monthly premium

	Current PPO Premium		2012 PPO Premium	
	Single	Family	Single	Family
Non-Exempt	\$61	\$359	\$150	\$635
Exempt < \$50K	\$71	\$417	\$161	\$698
Exempt \$50K - \$100K	\$74	\$431	\$163	\$714
Exempt > \$100K	\$79	\$460	\$169	\$746

# Options for CY 2012

## 3. Adapt Plan Design to

### - Slow rate of cost growth

a. Enhance benefits' sustainability

b. Take early steps to prepare to avoid "Cadillac" tax

### - Encourage use of preventive services

a. **Early detection saves lives** (Research: 5 steps – including breast and colorectal cancer screens - can avert 100,000 U.S. deaths per year)

b. **And money** (\$1 on immunizations saves \$5.30 on direct health care cost)

# We chose #3: Design Changes

BUT first, we kept some elements exactly the same.

## 1. 100 percent coverage of select preventive services, i.e.

- Blood pressure screening for adults
- Colorectal cancer screening for adults over age 50
- Breast cancer mammography screening for women over 40
- Immunization vaccines for children from birth to age 18

## 2. Employee share of premiums - avg 15% single/30% family

## 3. Co-payments for office visits and prescriptions

- \$20 Primary Care Physician/\$30 Specialty Care Physician
- \$15 generic/\$30 brand formulary/\$60 brand non-formulary

# We chose #3: Design Changes (con't)

BUT first, we kept some elements exactly the same.

## 4. Kaiser HMO

- Remains first dollar coverage after co-payments for services and prescriptions
- No co-payments for preventive services and hospitalizations

## 5. High Deductible option with Health Savings Account

# We chose #3: Design Changes (con't)

## The Actual Changes

### Eliminate most expensive option (MMO Traditional)

Relatively few users

Especially high costs for university and participants

### Add annual deductible\*:      **\$250 individual/\$500 family**

University is an outlier in providing first-dollar coverage other than copayments

*\* The deductible is the total amount per year that a participant pays before insurance begins to help cover costs.*

# We chose #3: Design Changes (con't)

**Add 20% co-insurance\* – with total annual caps:**

**For participants with salary below \$50K:**

*\$750 individual/\$1,500 family*

**For participants with salary \$50K and above:**

*\$1,500 individual/\$3,000 family*

*\* Co-insurance is the share of insurance costs that one party pays (i.e. a 20% co-insurance means that the participant pays 20% of expenses, while the employer pays the remaining 80%. Once the expenditure cap is reached, the participant pays 0% of individual expenses and the employer pays 100%.*

# How the New Plan Works

Each calendar year, participant pays 100% of medical costs (except for preventive services) until reaching the annual deductible total:

- Individual \$250
- Family \$500

Then, participant pays 20% of claim costs, until...

Employer pays 80% of claim costs until...

Participant's spending reaches coinsurance cap:

Salary below \$50K = \$750 individual/ \$1,500 family

Salary \$50k and above = \$1,500 individual/\$3,000 family

Employer then covers 100% of all costs (except copayments)

*Deductible and Co-Insurance are based on network discounted fees – not the charges billed by the service provider or facility*

# How the new Plan Works

## Scenario 1 - Employee with Single Coverage

- 3 office visits
- 1 maintenance prescription

Current PPO				
	Co-Pay	Deductible	Co-Insurance	Total
Medical	\$60	\$0	\$0	\$60
Rx	<u>\$120</u>	<u>\$0</u>	<u>\$0</u>	<u>\$120</u>
<b>Total</b>	<b>\$180</b>	<b>\$0</b>	<b>\$0</b>	<b>\$180</b>

New PPO				
	Co-Pay	Deductible	Co-Insurance	Total
Medical	\$60	\$0	\$0	\$60
Rx	<u>\$120</u>	<u>\$0</u>	<u>\$0</u>	<u>\$120</u>
<b>Total</b>	<b>\$180</b>	<b>\$0</b>	<b>\$0</b>	<b>\$180</b>

***Change in Out of Pocket Cost*** ***\$0***

# How the new PPO Plan Works

## Scenario 2 - Employee with Family Coverage

- 9 office visits: 8 to PCP, 1 to SCP
- 3 urgent care visits
- 12 generic prescriptions

	Current PPO			
	Co-Pay	Deductible	Co-Insurance	Total
Medical	\$305	\$0	\$0	\$305
Rx	<u>\$180</u>	<u>\$0</u>	<u>\$0</u>	<u>\$180</u>
<b>Total</b>	<b>\$485</b>	<b>\$0</b>	<b>\$0</b>	<b>\$485</b>

	New PPO			
	Co-Pay	Deductible	Co-Insurance	Total
Medical	\$170	\$500	\$22	\$692
Rx	<u>\$180</u>	<u>\$0</u>	<u>\$0</u>	<u>\$180</u>
<b>Total</b>	<b>\$350</b>	<b>\$500</b>	<b>\$22</b>	<b>\$872</b>

***Change in Out of Pocket Cost*** ***\$387***

# How the new PPO Plan Works

## Scenario 3 - Employee with Employee + Spouse Coverage

- 5 office visits
- 2 hospital admissions
- 2 maintenance prescriptions: 1 generic, 1 brand

Current PPO				
	Co-Pay	Deductible	Co-Insurance	Total
Medical	\$600	\$0	\$0	\$600
Rx	<u>\$360</u>	<u>\$0</u>	<u>\$0</u>	<u>\$360</u>
<b>Total</b>	<b>\$960</b>	<b>\$0</b>	<b>\$0</b>	<b>\$960</b>

New PPO				
	Co-Pay	Deductible	Co-Insurance	Total
Medical	\$600	\$250	\$1,500	\$2,350
Rx	<u>\$360</u>	<u>\$0</u>	<u>\$0</u>	<u>\$360</u>
<b>Total</b>	<b>\$960</b>	<b>\$250</b>	<b>\$1,500</b>	<b>\$2,710</b>

***Change in Out of Pocket Cost*** ***\$1,750\****

***\*For Employees with Salary under \$50K: Out of Pocket Cost would be \$1,000***

# Participant Cost Sharing

	<b>Proposed Plan</b>	<b>Benchmarks</b>
<b>Employee Premiums</b>	15% Single 30% Family	23% Single 31% Family
<b>Out of Pocket Costs for Services</b>	16%	18%
<b>Total Participant Costs</b>	31% Single 46% Family	41% Single 49% Family

# Flexible Spending Account

*A personal savings account funded by your pre-tax contributions and used to pay qualified health care expenses.*

**Qualified expenses** include:

- Out-of-pocket health insurance costs – e.g., co-payments, deductibles and co-insurance

**Contribution limit** = \$5,000 in 2012

**“Use It or Lose It” Rule:** funds cannot be carried over to next year

**Grace Period:** gives you an extended period – from December 31 to March 15 – to incur qualified expenses

## Proposal to Change the Name of the Department of Geological Sciences

The Department of Geological Sciences proposes to change its name to the Department of Earth, Environmental and Planetary Sciences. There are several reasons that this proposed change is requested. First, the name more accurately characterizes the nature of the broad subject matter taught and the research conducted in the Department, and it more accurately reflects the long-term strategic plan of the Department. The Department faculty conduct research and teach courses in the core geological and geophysical science fields, in the planetary sciences and in the environmental sciences. The current name does not reflect this breadth. Even more noteworthy is that the Department houses the Environmental Studies program, but there is no obvious connection between that program and the Department by name. The Department strategic plan calls for development of the planetary and environmental programs to build upon and complement our existing strengths. The proposed name change is one step in the implementation of that plan.

Second, we believe that the current name does not encourage recruitment of students interested in environmental or planetary sciences. By changing the name to include these 'key' words it is our hope that the Department will have a greater visibility to prospective students which will increase recruitment of students to CWRU and to our Department. Finally, changing the name also reflects trends in the discipline. Departments are increasingly dropping the terms 'geology' or 'geological sciences' and including 'environmental' and 'planetary'. This will be discussed in more detail below.

From a historical perspective this is not the first time that the Department has changed its name. At the time of federation the Department of Geology and Geography (WRC) and the Department of Geology and Mineralogy (CIT) were merged into the Department of Geology (CWRU). Seven years later the name was again changed to 'Department of Earth Sciences', partly to reflect the 'non-geology' faculty that were members of the Department following the merger. Five years later, in 1979, it was felt that the new name was not sufficiently 'modern' and it was changed to 'Department of Geological Sciences'. That has been the Department name for the last 32 years.

A general survey of names of departments at comparison institutions (Table 1) shows that there is neither a standard name used by most departments nor are there many departments that have retained the terms 'geology' or 'geological sciences'. For example, of the 15 institutions listed in Table 1, only one has a department with the name 'Department of Geological Sciences' and only 7 have any form of 'geo' in their title, while 11 have the term 'earth' in the department name, 6 have the term 'environmental' in the department name and 5 have the term 'planetary' in the department name.

It will probably be necessary to change the Department code used for course numbering from GEOL to something else. The faculty have no strong preference, but offer two suggestions, EEPS and EARTH as possibilities.

At this time the faculty of the department do not anticipate any substantive changes to the degree programs, only a change in the name of the Department. The degree program names will need to be changed to reflect the new department name on the diplomas.

Table 1. Department names at comparable and peer institutions.

<b>Institution</b>	<b>Department Name</b>
Johns Hopkins University	Earth and Planetary Sciences
Rochester University	Earth and Environmental Sciences
University of Chicago	Geophysical Sciences
Washington University	Earth and Planetary Sciences
Columbia University	Earth and Environmental Science
Ohio State University	School of Earth Sciences
University of Michigan	Geological Sciences
Caltech	Geological and Planetary Sciences
Duke University	School of Environmental and Earth Sciences
	Earth and Ocean Sciences
Harvard University	Earth and Planetary Sciences
MIT	Earth, Atmospheric and Planetary Sciences
University of Pennsylvania	Earth and Environmental Sciences
Princeton University	Geosciences
Stanford University	Geological and Environmental Sciences
	Geophysics
	Environmental Earth Systems Science
Yale University	Geology and Geophysics



SCHOOL OF MEDICINE

CASE WESTERN RESERVE  
UNIVERSITY

Master of Science in Anesthesia Program

Lakeside 2533  
11100 Euclid Avenue  
Cleveland, Ohio 44106-5007

phone 216.844.8077  
fax 216.844.7349

[www.anesthesiaprogram.com](http://www.anesthesiaprogram.com)

June 8, 2011

Charles Rozek, Ph.D.  
Dean, School of Graduate Studies  
Nord Hall 605  
10900 Euclid Ave.  
Cleveland, OH 44106-7027

Dear Dean Rozek,

I am writing to you to request your permission to pursue the initiation of a satellite program in Washington, DC, for our Master of Science in Anesthesia (MSA) Program housed within our School of Graduate Studies.

As you may know, we have been educating anesthesiologist assistants (AAs) at Case Western Reserve University since 1971 and the MSA Program was transitioned from the baccalaureate degree to the Master of Science degree in 1987. AAs are mid-level anesthesia care practitioners who work to deliver anesthesia services under the supervision of a physician anesthesiologist. We have opened a satellite program in Houston, TX, in June of 2009 and that program is thriving.

We have a long standing history of quality education of AAs and our program is held in high esteem as we have assumed our place as the preeminent educators of anesthesiologist assistants in the country. We have been approached by members of the DC anesthesiology community to consider extending our network to Washington. Needless to say, Matt Norcia, MD, our Cleveland program's Executive Medical Director, and I were honored and intrigued by the endless potential of establishing this kind of relationship with healthcare facilities and physicians in our nation's capital. The past year has been spent researching many global issues related to feasibility both in Cleveland and in Washington. The people involved in this project feel that it has a huge upside and it is now time to approach the University for formal approval. If approved, we plan to matriculate the first class in June of 2012.

Based on the fact that we have yet to hire any on-site faculty and administrative team, the administrative and curriculum details at the micro level have yet to be determined. At the macro level, the degree offering from CWRU and the curriculum will be exactly the same as Cleveland and Houston. The method of delivery will most likely be a mix of on-site faculty (clinical and didactic) and distance learning with some (% not known yet) didactic courses taught by our Cleveland faculty. Incidentally, all of our current Cleveland didactic faculty are in agreement with this proposal, are employed by the Department of Anesthesiology and are appointed by the School of Medicine. All clinical instruction and simulator instruction (about 70% of the entire curriculum) will be done on-site in Washington. The simulator and operating room clinical resources are ripe and abundant in Washington. I estimate that approximately 10% of the curriculum (40% of the didactic curriculum) will be taught via internet streaming video and CWRU Media Vision by Cleveland faculty. I will know more about the percentages as we commence to identify and hire Washington faculty pending approval of this proposal.

Matt Norcia and I have assumed the positions of Executive Medical Director and Executive Program Director respectively and we will have direct oversight of the Washington program as well as the entire network both now and into the future. We will remain in our rolls within the Cleveland program. We will hire an on-site Washington Medical Director and Program Director and we see our executive rolls diminishing over time as the Washington program grows and develops a robust culture consistent with our Cleveland mission and vision.

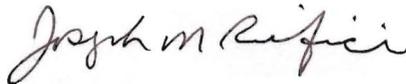
June 8, 2011

For the first several years of the program, Dr. Norcia and I will be directly involved with the admissions process and we will conduct the interview process, gradually integrating the Washington administrative team. Again, we see our roll in the admissions process diminishing with time once we are confident that the Washington administrative team is consistently matriculating applicants of the highest caliber.

The Washington team will be directly responsible for advising students and to track student performance in the classroom and in the operating room. Dr. Norcia and I will closely advise the Washington team on our Cleveland methods and our colleagues in Washington will have access to our Cleveland on-line clinical performance evaluation system and our clinical case log database to help facilitate this process.

I hope that I have adequately explained our proposal to you. Please do not hesitate to contact me at my office, 216.844.3161, or by e-mail, [joseph.rifici@UHhospitals.org](mailto:joseph.rifici@UHhospitals.org), if I can be of any assistance. Thank you for your consideration.

Sincerely,



Joseph M. Rifici, AA-C, M.Ed.  
Executive Program Director, Master of Science in Anesthesia Program  
Assistant Professor of Anesthesiology  
Case Western Reserve University School of Medicine

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.  
Dean  
Vice President for Medical Affairs  
Office of the Dean

10900 Euclid Avenue  
Cleveland, Ohio 44106-4915  
Visitors and Deliveries  
Biomedical Research Bldg. - Rm. 113  
Phone 216.368.2825  
Fax 216.368.2820  
<http://casemed.case.edu>

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.



**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  
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%

**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.

# **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



	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

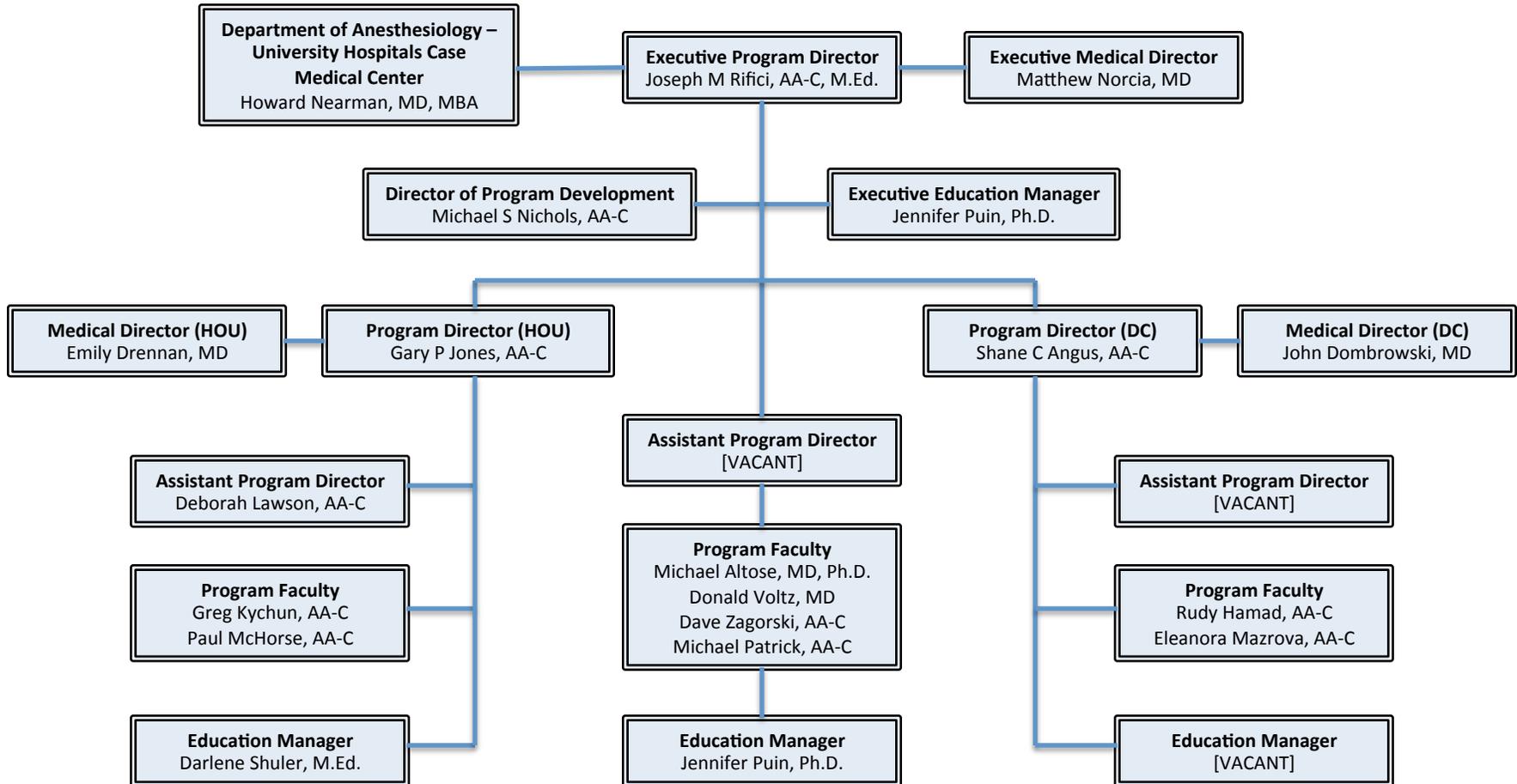
# Case Western - Test Fit

820 1st Street, NE  
Washington, DC

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



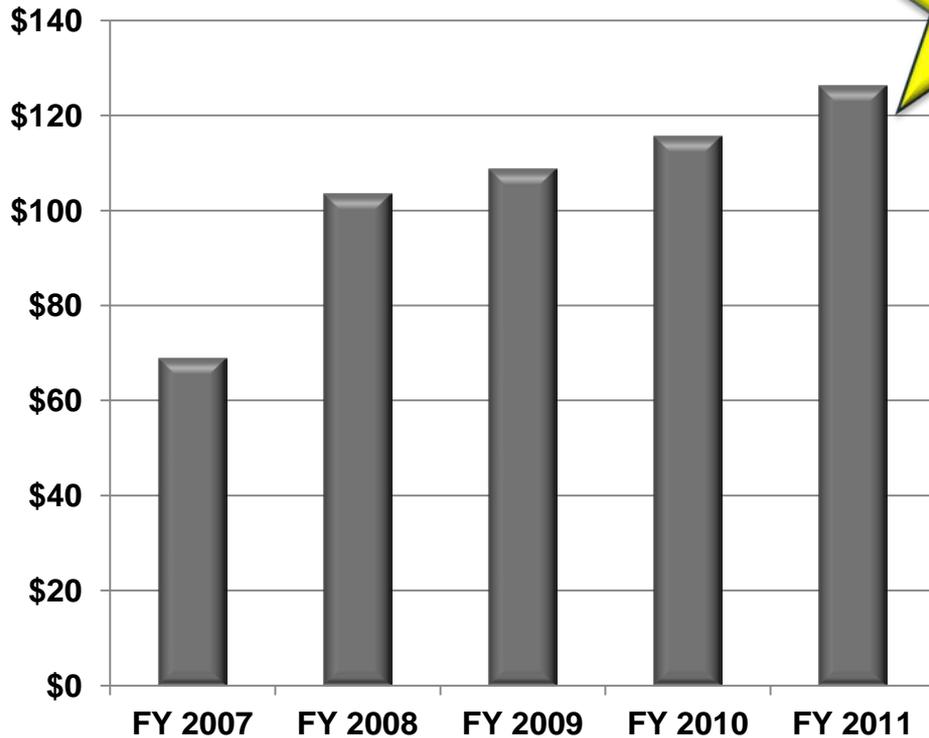
T:\2010\03\_CaseWest\Design\Drawings\020 - 1st Floor\020 - 1st Floor.dwg  
 James: 820 1st Street - Lower Level



# UNIVERSITY CAMPAIGN PLANNING UPDATE

# Attainment Comparison Report – August 2010 to August 2011

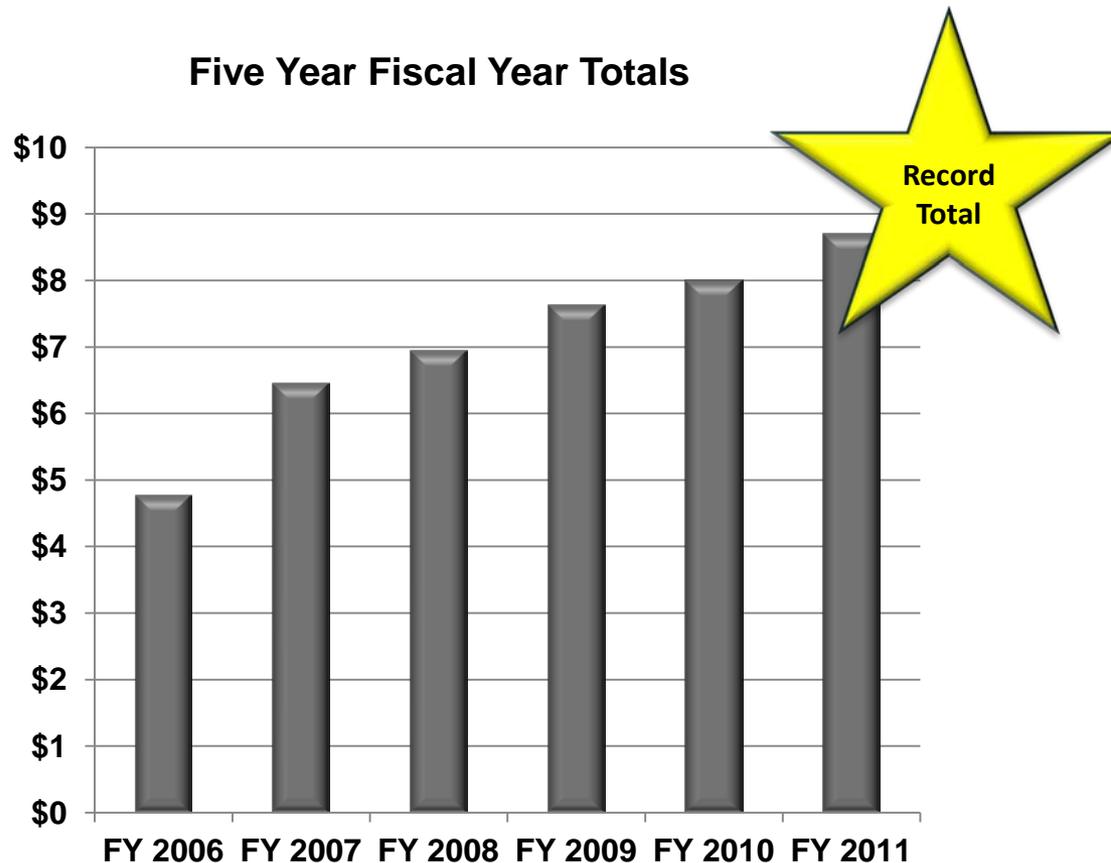
Five Year Fiscal Year Totals

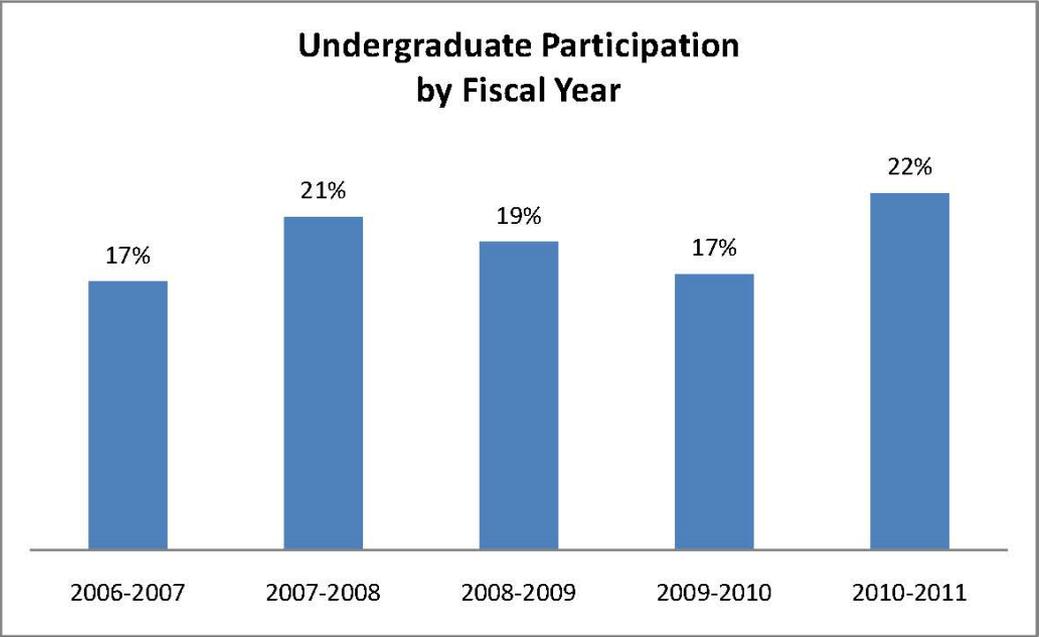


August

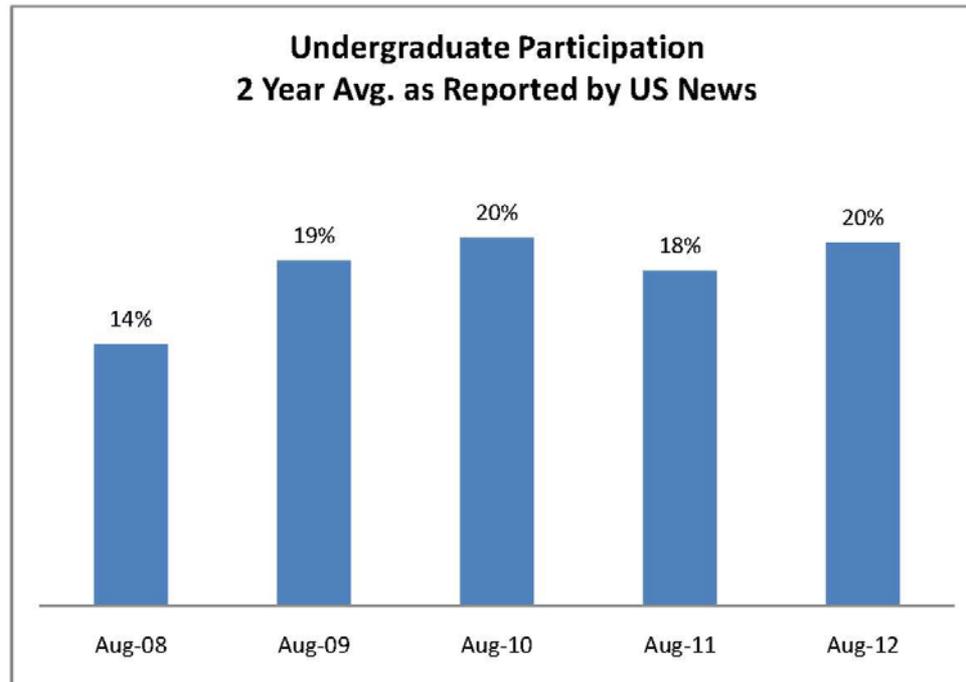


# Annual Fund Comparison Report – FY2006 to FY2011





**Undergraduate Participation  
2 Year Avg. as Reported by US News**



**Progress Towards Goal by School**

07/01/2007 - 08/31/2011

	<b>Campaign Goal</b>	<b>Overall Total</b>	<b>Overall % Achieved</b>	<b>Balance</b>
<b>College of Arts and Sciences</b>	\$170,000,000	\$93,643,826	55.08%	\$76,356,174
<b>Case School of Engineering</b>	\$170,000,000	\$87,772,192	51.63%	\$82,227,808
<b>School of Dental Medicine</b>	\$30,000,000	\$25,051,032	83.50%	\$4,948,968
<b>School of Law</b>	\$32,000,000	\$13,225,684	41.33%	\$18,774,316
<b>School of Medicine</b>	\$350,000,000	\$205,457,462	58.70%	\$144,542,538
<b>Weatherhead Sch. of Management</b>	\$60,000,000	\$23,822,570	39.70%	\$36,177,430
<b>School of Nursing</b>	\$35,000,000	\$15,109,010	43.17%	\$19,890,990
<b>Mandel Sch. of Applied Social Sciences</b>	\$30,000,000	\$19,860,865	66.20%	\$10,139,135
<b>University General</b>	\$123,000,000	\$116,191,096	94.46%	\$6,808,904

# The Impact of Capital Campaigns

<b>Comparative Averages</b>	<b>FY2004-2007</b>	<b>FY2008-2011</b>	<b>% CHANGE</b>
<b>Average Attainment</b>	\$80.9M	\$113.4M	+40.2%
<b>Average Cash</b>	\$73.8M	\$84.3M	+14.2%
<b>Average Gift</b>	\$3,707	\$6,084	+64.1%
<b>Cumulative Totals</b>	<b>FY2004-2007</b>	<b>FY2008-2011</b>	<b>% CHANGE</b>
<b>Dollars for Endowment</b>	\$82.9M	\$154.6M	+86.5%
<b>No. of Endowments</b>	238	279	+17.2%
<b>Dollars for Scholarships</b>	\$54.9M	\$74.4M	+35.5%
<b>No. of Professorships</b>	10	20	+100.0%
<b>Dollars of Gifts \$1M +</b>	\$109.4M	\$204.7M	+87.1%

# Public Launch

- LEVERAGE
  - Coordinate the CWRU public launch event with built in programming, investment and participation.
- SHOWCASE
  - Showcase CWRU impact thru our alumni, students and faculty.
- CELEBRATE
  - Provide opportunity to recognize our strongest volunteers, donors and CWRU community to announce this important milestone and energize our campaign.

# Forward Thinking

The Campaign for Case Western Reserve University



revel in the  
unexpected

10.13.2011

**BlueBash: A special kickoff  
to Alumni Weekend**

7 p.m. Interactive showcase and dessert reception

7:45 p.m. Special announcement and concert

Veale Convocation, Recreation and Athletic Center  
2138 Adelbert Road

Creative blue attire optional

For tickets and registration visit [case.edu/bluebash](http://case.edu/bluebash),  
call 800.866.6280 or email [bluebash@case.edu](mailto:bluebash@case.edu)



CASE WESTERN RESERVE  
UNIVERSITY EST. 1826

See **Goo Goo Dolls**  
at the Veale Center

# BlueBash

Thursday **10.13.2011**



**FREE** tickets for students,  
faculty and staff at  
[case.edu/bluebash](http://case.edu/bluebash)

*Goo Goo  
Dolls*

- 6:45 p.m.** Doors open
- 7 p.m.** Dessert reception and interactive showcase highlighting the innovations of our faculty, students and alumni
- 7:45 p.m.** Announcement by President Barbara R. Snyder, followed by Goo Goo Dolls in concert, presented by University Program Board

Generously underwritten by: Bon Appetit, Event Source, Medical Mutual, RCS, University Program Board and University Tickets (as of 8/24/11)



revel in the unexpected  
10.13.2011

## BlueBash: A special kickoff to Alumni Weekend

6:45 Doors Open

7 p.m. - Dessert reception and interactive showcase highlighting the innovations of our faculty, staff and students

7:45 p.m. - Announcement by President Barbara R. Snyder, followed by a concert (national artist TBA)

Veale Convocation, Recreation and Athletic Center 2138 Adelbert Road ([see map](#))

For more information, please call 800.866.6280 or email [bluebash@case.edu](mailto:bluebash@case.edu)

Generously underwritten by: Bon Appetit, Event Source, Medical Mutual, RCS, University Program Board and University Tickets

[Register now](#) ▶

# Next Steps

- Broaden our base through:
  - National and international alumni engagement
  - Annual Fund growth
  - Special gifts
  - Internal campaign