

STUDY COMMISSION
CASE INSTITUTE OF TECHNOLOGY-WESTERN RESERVE UNIVERSITY

2009 ADELBERT ROAD
CLEVELAND, OHIO 44106

TELEPHONE: 791-5575
AREA CODE 216

SECOND INTERIM REPORT OF THE CASE-W.R.U. STUDY COMMISSION

I. Recommendation

The Study Commission recommends to the Boards of Trustees of Case and W.R.U. that they forthwith declare their resolve to join the two institutions in a federated university, to be called Case-Western Reserve University, under a single governance. The two institutions should enter the federation as equal partners.

II. Why Not Separate and Independent Development?

The immediate stimulus to which this recommendation responds is the decision, announced by the Case and W.R.U. Boards on November 4, 1966, that the two institutions should have single departments of biology, physics, chemistry, and mathematics and join in the planning and development of a science complex, using land and facilities of both institutions. This decision, initiated by the two presidents, was warmly endorsed by the Commission as an important step toward the goal projected by the two Boards of Trustees when on September 19, 1966 they issued parallel statements committing themselves "to make every effort to bring into being a nationally recognized community of academic excellence" and calling for "the most imaginative use of our joint strengths" toward this end.

The decision to join forces in these four departments most decidedly promises imaginative use of joint strengths of the two institutions in the natural sciences. It does, however, lend urgency to the conclusion to which the Study Commission had already been coming, namely that attainment of the goal set forth by the two Boards in their September 19th statements will require single leadership of the Case-W.R.U. academic community.

When it began its inquiry, the Study Commission was open-minded as to whether or not cooperation between the two institutions could best develop while they remain institutionally separate or whether some form of organic connection between them is necessary. It has come to the conclusion, fortified by the decision to join strengths in the sciences, that, if the Case Institute of Technology and Western Reserve University continue as independent institutions, they will be unable to exploit fully their unique opportunity to join strengths to create one of the nation's outstanding academic communities. Continued separateness would, indeed, inevitably inhibit progress toward that goal. The Commission, therefore, has decided not to recommend that the two institutions continue as organically independent entities. Its main reasons follow:

(a) The Critical Choice

While recognizing that Case and Western Reserve have both been developing rapidly, the Study Commission has concluded that maximum progress toward the Trustees' objective will require a new institution-wide invigorating impetus.

The Commission welcomes the Trustees' determination, expressed in their statement of November 4, 1966, "to build excellence in all the academic fields appropriate to our institutions." This goal will require major efforts to strengthen programs in the humanities, the arts and the social sciences, as well as in the sciences and in the various professional schools. It will require a concern both for eminence in graduate education and advanced scholarship and for leadership in undergraduate education. The Commission is convinced that high quality in any part of an academic community demands that there be a total texture of quality throughout the community. The excellence and strength of professional schools, for example, depend upon excellence and strength throughout the entire academic environment. Our model of quality for the excellent Case-W.R.U. academic community of the future, therefore, is the great independent university exemplified by such institutions as Stanford, Cornell, and Johns Hopkins.

The future progress of both institutions will be much more difficult to achieve than has been the considerable progress they have already made. The ambition to achieve national recognition for excellence, as measured by the most stringent criteria, will demand unprecedented exertions, supported by the most effective

organization and the most efficient possible mobilization of resources, leadership and planning skills.

To meet the challenge of institutional excellence on the national scale, Case and Western Reserve must continue to grow in faculty size, in facilities and in resources. Particularly at the departmental level, the Commission has often confronted the problems of departments that need to grow in order to meet the challenge of their disciplines and to attain greater national stature. Creating single departments of chemistry, physics, and mathematics acknowledged this need in those fields. On the institutional level, uniting the resources available to each will result in a combined institution which will rank in size and resources with some of the nation's leading private universities. The process in the next several years of taking advantage of the combined strengths thus available will, the Commission is convinced, invigorate the effort of those concerned in this new university to attain levels of accomplishment worthy of the greatest universities. The Commission also believes their effort will have a high prospect of succeeding.

(b) The Problem of Management

The decision to join resources in physics, chemistry, mathematics and biology is the most significant and far-reaching step the two institutions have taken in the continuing and successful cooperation begun with the decision in 1958 to have a common academic calendar. This was followed by the decisions,

among others, to have single departments of geology and astronomy, to vest in Western Reserve all responsibility for instruction in foreign languages and to create the joint graduate program in philosophy.

The earlier steps, compiled in the statement "Achievements in Cooperation Between Case and Western Reserve" issued by the Commission on September 8, 1966 were, each in its own way, significant. These steps did not, however, penetrate to the core of the academic functioning of the two institutions as does the creation of the four new departments. The latter are both central in their importance and substantial in their magnitude. The Commission is convinced that a common framework is now needed to deal with the reverberations in academic programs, administrative and personnel policies and budgeting which result from the cooperative arrangements already entered into and which would result from desirable cooperative efforts in the future. Effective exploitation of the cooperation already achieved and to be achieved requires unified leadership of the academic enterprise. Moreover, both Case and W. R. U. already face major problems of capital expansion, plant development and equipment utilization--in sum, resources management. Unified leadership would permit more advantageous deployment of resources which are, or may become, available and would particularly contribute to a more efficient and inspiring physical environment for the intellectual enterprise. Substantial benefits could also result from unified administrative

and business staffs and structures. While some improvement might be achieved through cooperation in planning and management, this effort faces the same problem as does academic cooperation. It soon encounters the fundamental substructure of policy and goals. Cooperation is not enough, single leadership is needed.

(c) Faculty Recruitment

Attainment of the Trustees' goals depends on the excellence of the faculty as much as on anything else. Difficulties in recruitment are apparent under the present arrangements. The decision on the four new departments will help meet this problem in those areas. It is the Commission's belief that recruitment of top-flight faculty throughout this academic community would be given a great stimulus by the elimination of the presently confusing juxtaposition of independent institutions and, equally, by enlarging the fellowship of scholars. It is significant that recruitment efforts have been most successful in areas where a major constellation of recognized scholars already exists, such as in the health-related sciences. Graduate student quality also will improve as the faculty is more uniformly strengthened.

(d) Resources

Both institutions have an impressive record of support for research in recent years. However, substantial growth is necessary in endowment and long-term support for the development of plant and facilities. The Commission doubts that these needs will be met adequately if the existing arrangements are continued. Important outside communities are awaiting implementation of the Trustees' call for "the most imaginative use of our joint strengths".

The Commission has reason to hope that a commitment to create a federated university would generate widespread enthusiasm and inspire the vastly enlarged flow of help needed to fulfill its promise.

III. Why Federate?

Having decided, for the reasons given above, that it should recommend some form of organic connection between Case and Western Reserve, the Commission had to ask what that form should be. One possibility would be a complete merger of the two institutions, perhaps involving absorption of Case, as the smaller, into Western Reserve which is the larger. The Commission rejected that alternative. It rejected merger because it concluded that it should find a more creative pattern that would encourage imaginative efforts to preserve the important values, the historic traditions, the strengths and the potentialities for contribution not only of the Case Institute of Technology but also of the several component parts of Western Reserve University. Federation seemed to meet this need. Moreover, it is a natural pattern for organizing university communities of diverse but mutually supporting scholarly enterprises. It would both permit the necessary unification of leadership and combination of resources and allow for the maintenance of that degree of autonomy and identity of the several components that would preserve and continue the already significant academic attainment of the past. Moreover, federation might have the further advantage of providing a framework within which closer relationships might naturally develop between the academic community and the other University Circle Institutions.

IV. What Should be Done?

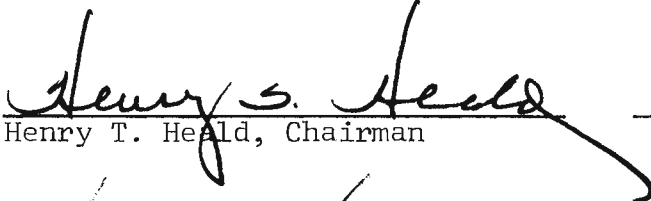
The Commission believes that to implement its recommendation for a federated university will require a process, a series of significant actions, not a single act. The process should involve the Boards of Trustees, the administrations, and the faculties of the two institutions. Not all the necessary new arrangements can come to fruition simultaneously.


The first and most urgent requirement is for central leadership, by which we mean a single Trustee structure and a single administrative structure comprising a president as chief executive officer and a chancellor to allow for concentrated attention to the numerous and important decisions of policy which the Trustees will have to make during the process of carrying out the decision to federate. We, therefore, recommend that the Boards of Trustees move as rapidly as possible after declaring their resolve to create a federated university to bring into being the single Trustee structure and to provide for the election of the president and chancellor of the federated university. We recommend that these and other essential steps be accomplished, if possible, in the calendar year 1967, hopefully as soon as the turn of the fiscal year of the two institutions, namely, June 30, 1967.

Consequently the Commission recommends that the Trustees of the two institutions request the Joint Trustee Committee to proceed as a matter of priority, with the advice of the two Presidents as appropriate, to make recommendations to the two Boards on these questions.

The Commission also recommends that the business, administrative and planning functions of the two institutions be consolidated. It, therefore, recommends to the two Boards that they request the two Presidents to consider how this task can be efficiently carried out with a view to its earliest feasible accomplishment.

Finally, the Commission recommends that a common organization of academic functions should be developed preserving to the extent compatible with the federal structure and the goal of excellence the existing pattern of academic functions and responsibilities. Therefore, the Commission recommends that the two Boards of Trustees request the two Presidents in continued cooperation, and with the fullest participation of the Faculties, to examine how the patterns of teaching, research, and faculty organization should be developed in order to realize the potentialities for combined strength arising from the decision to federate.


Henry T. Heald, Chairman


Charles Cole


Harold Hazen


Milton Katz


David Shepard

November 22, 1966

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