ATTENDANCE
Alyson Alber  Julia E. S. Grant  Sheila Pedigo
Daniel Anker  Donald Feke  Timothy Robson
Richard Bischoff  Hollie McGivern  Charles Rozek
Molly Berger  Mace Mentch (for Wendy Shapiro)  Lynn Singer
Fred Collopy  Dorothy Miller  Mano Singham
Patrick Crago  Marilyn Mobley  Patricia Underwood
Adrienne Dziak  Dean Patterson (for Glenn Nicholls)  Jeffrey Wolcowitz

UNABLE TO ATTEND
Sarah Andrews  James Hurley
Christine Ash  Glenn Nicholls  Wendy Shapiro
David Fleshler  Ronald Occhionero

GUESTS
Jean Gubbins

The meeting was called to order at 10:00 a.m. by Lynn Singer, Deputy Provost and Vice President for Academic Programs.

1. ANNOUNCEMENTS  

   - The CWRU LGBT Alumni & Friends Social will be held today, January 14, 2010, at 5PM at the Alumni House. Refreshments will be served. This social is for graduate and professional students only; undergraduates are not to attend.
   - A handout was distributed listing the members of the search committee for the Mandel Center for Nonprofit Organizations Director. Grover (Cleve) Gilmore, Dean of the Mandel School of Applied Social Sciences, is the chair of this committee. The position description will be sent out next week.
   - The position description for the University Librarian position was distributed. Timothy Robson, Interim Director of University Libraries, advised that there are many similar positions open across the country.

LYNN SINGER
ACADEMIC AFFAIRS COUNCIL MEETING

- A handout was distributed regarding the Faculty Senate Pilot Conciliation & Mediation Program. This new program, an 18-month experiment, is for faculty members only, and is a voluntary alternative to the current faculty grievance process. Wallace Gingerich, Professor in the Mandel School of Applied Social Sciences, has been designated as the Faculty Conciliator. The mediation will be handled by 5 ad hoc mediators. There was some discussion on the difference between a mediator and a conciliator. This new program does not cover sexual harassment, hostile environment, or faculty misconduct.
- The spread of the H1N1 virus across campus was not as severe as originally projected. There was a good turnout for vaccinations and there may be another drive within the next few months to circumvent another wave of outbreaks in the spring. There have been approximately 40 known cases, but more have probably gone unreported. The council was advised to keep the same sanitation precautions.

2. COACHE SURVEY RESULTS

Donald Feke, Vice Provost for Undergraduate Education, and Jean Gubbins, Director of Institutional Research, gave a PowerPoint presentation on the results of the COACHE survey, which is a tool to understand the experience of junior faculty members. The survey covered faculty members who have been at the university for 2-8 years and did not include clinical faculty members. There were several concerns regarding the university’s performance as compared to peer institutions, and there was some discussion on how to improve.

3. HLC PATHWAYS PROJECT

Donald Feke gave a presentation describing the HLC Pathways Project, which is a new accreditation process by the Higher Learning Commission. It seeks to provide an alternative for the current extremely time- and work-intensive accreditation process. CWRU has been invited to be a “Pioneer Institution,” one out of 14 schools to be invited and the only private, research-based institution in the project. The university has accepted. The university must decide on a quality improvement project to show that it is making strides to improve the university, and evidence must be submitted on a regular basis for the Assurance Review. The quality improvement project is to be decided on this spring.

4. UPDATE ON THE OFFICE OF GOVERNMENT & COMMUNITY RELATIONS

Adrienne Dziak, the Associate Vice President for Government and Community Relations, gave an overview of the office’s purpose and plans for the upcoming year. A handout outlining the overview was distributed. The office’s function is to serve as a watchdog for federal and state policy and legislative issues. Their main issues for 2010 are student aid reform; special projects including earmarks and funding for a raised, covered pedestrian walkway that will connect the main campus to the rest of University Circle (from Adelbert Road across Euclid Avenue); and closely watching the midterm elections. Statewide
elections are especially important this year because of the census and re-apportionment of funds in the state budget.

5. ENROLLMENT MANAGEMENT REPORT

Richard Bischoff, Vice President of Enrollment Management, announced that the deadline for freshman admission is 1/15/2010. To date, they have already exceeded last year’s application totals; currently they are 20% ahead of a year ago and have received almost 9,000 applications. He is crediting this increase to the aggressive campaign they launched in the fall, in which they doubled the amount of high schools visited by CWRU. Next week they will have a better idea of the actual number of applications.

6. OTHER BUSINESS

- Lynn Singer announced that the KSL Library has signed a Memorandum of Agreement with the Western Reserve Historical Society. It is a one year pilot project by Timothy Robson. Timothy elaborated on the announcement, explaining that some of their goals are digitization of materials, advanced planning, and implementing better facilitation.

- Patricia Underwood, Associate Dean for Undergraduate Programs and Associate Professor in the School of Nursing, raised a question regarding a piece in the news about the CWRU Kindle project. Mace Mentch, Assessment Specialist in Instructional Technology & Academic Computing, clarified the news story, explaining that the National Federation of the Blind complained to the U.S. Department of Justice about the use of the Kindle and other electronic reading devices at CWRU and other college campuses, stating that the devices were inaccessible to visually impaired students because the menus are not voice-accessible. The U.S. Department of Justice investigated the university and it was mandated that the Kindle not be promoted by the university until it was fully accessible to visually impaired students. Mace announced that he is in the process of writing a white paper on the results of the Kindle project.

The meeting adjourned at 11:30 A.M.
Minutes by Hollie McGivern.

NEXT MEETING:
Thursday, February 11, 2010
10:00 A.M. to 11:30 A.M.
Crawford Hall, Inamori Center, Room 09A

Upcoming agenda items:
Enrollment Management – Richard Bischoff
ACADEMIC AFFAIRS COUNCIL MEETING
Thursday, January 14, 2010
10:00-11:30 a.m.
Adelbert Hall, Toepfer Room 202
AGENDA

1. Announcements
   All

2. COACHE Survey Results
   Donald Feke/Jean Gubbins

3. HLC Pathways Project
   Donald Feke

4. Update on the Office of Government and Community Relations
   Adrienne Dziak

5. Enrollment Management Report
   Rick Bischoff

6. Other Business
   All

Next Meeting:
Thursday, February 11, 2010
10-11:30am
Adelbert Hall, Room 101
Hi All.

Please Plan to Join Us and Help Us Spread the Word to All*

CWRU LGBT&A Alumni & Friends Near and Far

The LGBT&A Committee of Case Western Reserve University invites you and a partner/guest to attend our

Winter Gathering from 5 - 7pm at the Alumni House, 11310 Juniper Rd., Cleveland 44106
Thursday, January 14, 2010

for an informal social and an update on our emerging new center and alumni network opportunities.

Sponsored by the LGBT&A Committee and its faculty, staff & student members
Office of the President and Provost
Office of Alumni Affairs and
University Counseling Services of Student Affairs
http://www.case.edu/provost/lgbt/events/

* do you know an alumnus or alumna who we can reach-out to invite them to get connected with our efforts? Please feel free to pass this along; I or members of our LGBT&A committee would like to get to know them and welcome them to our new alumni affiliate group.
SEARCH ADVISORY COMMITTEE
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DIRECTOR SEARCH
CASE WESTERN RESERVE UNIVERSITY

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University Librarian

Case Western Reserve University (CWRU) invites nominations and applications for the position of University Librarian. The University Librarian is a member of the President’s and Provost’s Councils and reports to the Deputy Provost/Vice President for Academic Affairs. The University Librarian leads the Kelvin Smith Library (KSL) that serves a central role in CWRU’s future plans for enhancing essential support for learning, research, and scholarship.

To fill this vital position the University seeks a dynamic leader who possesses a clear and forward looking understanding of the role of university libraries in enhancing the core mission of higher education and who has a successful record introducing innovative and effective technology in library services, building collections, and supporting and facilitating innovative research and pedagogical endeavors.

CWRU has a number of programs and plans that place it in an enviable position in the face of financial pressures affecting research universities across the nation. The University already has statewide and local partnerships to expand access to scholarly information; it is developing plans to build a philanthropic base of support for its libraries; and it will continue enhancing scholarly communication through innovative use of technology and services from library staff for faculty, staff, and students. The new University Librarian will have the opportunity to build on past successes to create a national model library program in which print, digital, and multi media materials are used to foster learning and scholarship.

Case Western Reserve University

Case Western Reserve University is one of the most comprehensive research universities in the country. Located in Cleveland, the University was formed in 1967 through the federation of the Case Institute on Technology, founded in 1880, and Western Reserve College, founded in 1826.
CWRU is distinguished by its strengths in education, research, service, and experiential learning. Research awards from all sources were $418.9 million; Federal agencies accounted for about 82 percent of awards with the largest single source of support being the National Institutes of Health.

The University enrolls over 4,200 undergraduate students and over 5,500 graduate students across a wide range of disciplines comprising eight schools including the College of Arts and Sciences, the School of Dental Medicine, the CWRU School of Engineering, the School of Law, the Weatherhead School of Management, the School of Medicine, the Bolton School of Nursing, and the Mandel School of Applied Social Sciences. CWRU employs over 2,600 faculty members and over 3,000 staff members.

Case Western Reserve University is located in University Circle, a 550-acre, park-like concentration of approximately 50 cultural, medical, educational, religious, and social service institutions located at the eastern edge of the city center. Cleveland offers a high quality of life and relatively low housing prices.

Barbara R. Snyder became president of Case Western Reserve University in 2007 and in her first two years in office the University she eliminated a multi-million deficit three years ahead of schedule, set new fundraising records, and completed the University’s a strategic plan to guide CWRU’s policy decisions and resource allocation. The plan, Forward Thinking, calls on the University to build on existing strengths through interdisciplinary partnerships.

The University strategic plan includes four key strategic goals that are supported by KSL – the goals include:

1. Advancing CWRU’s academic programs to increase the University’s impact;
2. Developing a strong, vibrant, and diverse University community;
3. Expanding and deepening the University’s relationships with the larger community; and
4. Strengthening institutional resources to support the University’s mission.

**Libraries at CWRU**

Opened in 1996, Kelvin Smith Library is the main library supporting the teaching and research of Case Western Reserve University with emphasis given to the College of Arts and Sciences, the CWRU School of Engineering, and the Weatherhead School of Management. KSL is a rich campus resource that
includes traditional collections and journals as well as advanced technology services and programs.

KSL holds close to two million volumes of books and over two million microform units. KSL also provides technology services such as the online public catalog and circulation systems to the other campus libraries as well as to affiliate libraries.

KSL’s extensive activities span a broad array of special programs and collections:

- Digital Case is the University's digital library, institutional repository, and digital archive. The University stores, disseminates, and preserves the intellectual output of CWRU faculty, departments, and research centers in digital formats (both "born digital" items as well as materials of historical interest that have been digitized) in this program (See [http://library.case.edu/digitalCWRU/about.aspx](http://library.case.edu/digitalCWRU/about.aspx) for more information.)

- The Freedman Center Digital Library, Language Learning, and Multimedia Services Center is a partnership between KSL and the College of Arts and Sciences. For the College the Freedman Center is evidence of the College's commitment to the evolution of education and the integration of information technologies in its curriculum and research practices. For KSL, the Freedman Center is the culmination of a ten-year vision for a center that provides faculty, students, and staff with the ability to utilize both analog and hardcopy information sources in digital works, presentations, and research. (See for more information see [http://library.case.edu/ksl/freedmancenter/](http://library.case.edu/ksl/freedmancenter/))

- Engineering Reading Room, a departmental reading room with a small print collection of current engineering related periodicals and reference resources.

- The Special Collections Research Center houses rare and unique books, manuscripts, and special collections. The Center’s holdings include significant collections of American and continental literature and history of the 18th and 19th centuries, the history of the book and book arts from the 15th to the 21st century, as well as notable titles in the fine arts, science, and technology travel and exploration. Several unique manuscript collections documenting Cleveland’s international influence in technology and urban planning include the archives and papers of inventor Charles Brush, the Warner & Swasey Company, maker of telescopes and precision machine tools, and urban planner Ernest Bohn and the Scherer Collection, the private library of the prominent German philologist, Wilhelm Scherer (1841-1886). Other collections of special interest are original works by Cleveland composers Marcel Dick and Donald Erb, autograph collections of American
and British personalities, and prints and posters created by Cleveland artists during the WPA era.

(See http://library.case.edu/ksl/collections/special/index.html.)

- Kulas Music Library, a satellite library of the Kelvin Smith Library, housing collections in the area of music including music scores, books, sound and video recordings, microforms and music periodicals.
- The Astronomy Library, also a satellite library of the Kelvin Smith Library has a collection of 3000 books, 4000 bound periodical volumes, and 480 linear feet of observatory publications.
- University Archives, preserves, maintains, and provide access to the the University’s historical records. Materials in the Archives document the University’s development and serve as a convenient source of reliable information about University programs, people, policies, and property.

KSL also has established a partnership with The Cleveland Public Library to offer current literature, magazines, and audio books to the CWRU community; this program is housed in the KSL building and through this program the community has access to the Public Library’s full holdings.

In addition to the programs administered by KSL, KSL’s library leaders work with their colleagues across the campus to coordinate services provided by several libraries housed within and reporting to the medical, law, and social science schools. These libraries include the following school specific programs.

- The Cleveland Health Sciences Library was formed in 1966 by an agreement between the Cleveland Medical Library Association and Case Western Reserve University. The Health Sciences Library collections total over 420,000 volumes and 1,700 journal subscriptions.
- The Judge Ben C. Green Law Library contains more than 300,000 volumes.
- The Lillian F. and Milford J. Harris Library, established in 1916, includes approximately 40,000 books and pamphlets, 325 journal titles and 700 media items. It supports the curriculum of the Mandel School of Applied Social Sciences as well as faculty and doctoral research interests.

(See Appendix A for budgets and staffing for CWRU libraries.)

As noted above, external alliances and affiliations are an important component of library resources at CWRU and significantly augment the collections and journals available to the CWRU community – to fully utilize the resources of the greater Cleveland area KSL has established exchange and resource sharing relationships with nine institutions located near or in the University Circle area. (See Appendix B for a list of these library affiliations.)
OhioLINK

The reach of KSL and other CWRU libraries is extended by the Ohio Library and Information Network (OhioLINK), a state-sponsored consortium of Ohio university and college libraries and the State Library of Ohio. CWRU is a founding member of OhioLINK and leverages its materials funds with those of other OhioLINK institutions to provide resources that otherwise would not be affordable.

OhioLINK’s membership includes 16 public universities, 23 community/technical colleges, 50 private colleges, and the State Library of Ohio. Together, OhioLINK and its member libraries provide access to 4.76 million book, 12,000 electronic journals, 140 electronic research databases, and 40,000 e-books.

The Position and The Opportunities

The University Librarian has primary responsibility for overall leadership of the Kelvin Smith Library including strategic planning, budgeting and financial management, human resources, automation and information technology, and development of collections, services, and programs.

Historically KSL has been a campus leader for on-line public cataloguing, open access to digital and multimedia resources, and supporting research, scholarship, and learning. In addition to supporting the scholarly needs of a diverse faculty community, the University Librarian will have responsibility for strategic investments in collections, technology, and service to support the University’s alliance areas.

An especially important opportunity for the University Librarian is supporting scholarship through the effective use of digital, print, and multimedia resources that will benefit undergraduates, graduate students, and faculty. Embedding the library more deeply in educational and research endeavors across campus, using advanced technology where appropriate will create an important model for libraries at nationally ranked research universities.

These efforts will have numerous salutary effects, including:

…Undergraduate students will find new learning opportunities from increasing the number of learning centric spaces on campus where students can access research and information for course and research assignments and work collaboratively in small groups on course assignments and problem solving.

…Mastery of information acquisition and analysis is becoming an increasingly important part of graduate education (for both academic and professional
careers) and KSL will develop programs to augment formal course requirements on information sources, access, and analysis.

.... Similarly the library has the opportunity to expand and accelerate outreach to faculty in order to better partner with faculty in creating new knowledge through research and scholarship as well as supporting and facilitating faculty research and scholarship.

The University Librarian also will have the responsibility for coordinating library planning across campus to assure the university community that: the most advanced library resources are available to all students and faculty; CWRU achieves the optimum use of operating budgets and new investments in the multiple libraries on campus; library resources are fully deployed to enhance teaching, research, and scholarship; and the libraries become key academic units in creation of new knowledge and scholarly communication.

To support many of these initiatives the new University Librarian will be KSL’s lead fund raiser to expand the philanthropic base for CWRU's libraries and work across campus with his/her counterparts to develop a distinct and compelling proposition for gifts to the libraries. The University’s Office of Development will support these efforts using its established systems, donor base, and outreach programs.

Qualifications

The next University Librarian should bring a keen understanding of collections building as well as the optimal use of new technologies in university libraries and an ability to effectively use traditional and innovative media to support learning, research, and scholarship. This individual will have held a senior library position in a nationally ranked university and be ready to contribute to CWRU's success at the strategic and operational levels. The best candidates will have a strong national standing among academic librarians at leading universities.

The successful candidate will have many of the following experiences, capabilities, and personal attributes.

- Successful leadership record in a complex academic environment at comprehensive, nationally ranked research universities;
- Success leading and managing managers and staff;
- Success in recruiting, leading, and retaining a diverse workforce;
- Success managing significant changes which involve and touch on multiple stakeholder groups;
- Prior successful experience serving multiple constituencies and providing user centric programs and services;
- Demonstrated success in meeting program and budget goals;
- Ability to lead through influence and persuasion and the ability to speak for the university wide library community with its various reporting lines;
- Strong collaboration skills; and
- High-energy leader and selfless contributor.

An earned doctorate and MLS are preferred as is active participation in professional organizations.

Please send applications and nominations to:

Nicholas Brill  
Brill Neumann Associates, Inc.  
Boston, MA  
CWRUUL@brillneumann.com

Please visit the CWRU website www.case.edu for additional information about the University. In employment as in education, Case Western Reserve University is committed to equal opportunity and affirmative action.
Appendix A

Annual Budgets and Staffing for CWRU Libraries

- Kelvin Smith Library KSL -- Operating budget totals $7.4 million; 59 professional and support staff.

- Health Sciences Library – Operating budget totals $2.8 million; 17 staff.

- Judge Ben C. Green Law – Operating budget of approximately $1.3 million; 23 staff.

- Lillian F. and Milford J. Harris Library Mandel – Operating budget of $446,000; six staff.
Appendix B

External Alliances and Affiliations

- The Ingalls Library at the Cleveland Museum of Art;
- The Jessica Gund Memorial Library at the Cleveland Institute of Art;
- The Western Reserve Historical Society Library at the Western Reserve Historical Society;
- The Eleanor Squire Library at the Cleveland Botanical Garden;
- The Cleveland Clinic Alumni Library at the Cleveland Clinic Foundation;
- The Robinson Music Library at the Cleveland Institute of Music;
- The Harold Clark Library at the Cleveland Museum of Natural History;
- The Archives of the Cleveland Orchestra at The Cleveland Orchestra; and
- The Aaron Garber Library at the Siegal College of Judaic Studies.
Pilot Conciliation and Mediation Program

Purpose:
1. Provide alternative to the grievance process for faculty members to resolve academic and personnel practice conflicts.
2. Supplement the advising and conciliation functions of the Faculty Personnel committee.

Scope:
1. Any academic or personnel practice conflict
2. Exclusions: sexual harassment; discrimination; faculty misconduct (Chap. 3. IV Faculty Handbook)

Services to be provided:
1. Problem identification & formulation
2. Provide information about avenues available for resolution – including grievance process
3. Individual consultation
4. Facilitated dialogue (conciliation)
5. Mediation (internal)
6. Referral to outside mediation

What is Mediation?
1. Interests based process (contrasts with rights based grievance process) – what are the respective interests/needs of the parties, and how can they be addressed in a mutually acceptable way
2. Participation of both parties is voluntary
3. The mediator is neutral – has no power to make or enforce a resolution
4. A confidential process (protected by Ohio Revised Code 2710.01). The substance of the process may not be disclosed to others. Participants may not be required to testify about the process in subsequent legal proceedings. Only the names of participants, dates of mediation, and whether a conflict was resolved may be disclosed. Any voluntary, signed agreement arising out of mediation may be used in subsequent proceedings, and only for purposes of showing that a party failed to live up to the terms.

Staffing
1. Part-time faculty conciliation counselor appointed by the Provost
2. Several outside professional mediators available on as-needed basis
3. Limited staff assistance (primarily to answer the phone and arrange appointments)
4. Advisory committee to advise on procedures and long range planning

Implementation Plan
1. Finalize contract before end of January, 2010
2. Set up office
3. Create web site and informational brochure
4. Announce opening of service to faculty and administration by end of February, 2010
5. Arrange informational meetings with Faculty Senate; Deans; Department Chairs, constituent and/or departmental faculties, Office of Faculty Diversity; Senate Personnel Committee)

W. Gingerich
1/13/2010
Results from 2009 COACHE Survey

Jean Gubbins  
*Director of Institutional Research*
Donald Feke  
*Vice Provost for Undergraduate Education*

Academic Affairs Council Meeting  
January 14, 2009
COACHE Survey (The Collaborative on Academic Careers in Higher Education, Harvard School of Education)

• Goal is to improve the recruitment, career path and retention of early career faculty.
• Focus is on the experience of junior faculty in five key areas:
  • Clarity and reasonableness of tenure process and review
  • Workload and support for teaching and research
  • Integration and balance of work and home responsibilities
  • Climate, culture, and collegiality on campus
  • Global satisfaction
• Provides a diagnostic and management tool.
COACHE Survey  (The Collaborative on Academic Careers in Higher Education, Harvard School of Education)

- Junior faculty from the College of Arts and Sciences, Case School of Engineering, School of Law, Weatherhead School of Management, and the basic biomedical sciences departments of the School of Medicine were invited to participate.
- 141 faculty invited (59 women; 81 men; 42 faculty of color).
- Case’s response rate: 55% (N=77 including 61% women; 50% men; 55% faculty of color).
- Majority of respondents from SOM and CAS.
- Case’s selected “peer group” consisted of Dartmouth, Duke, Tufts, Tulane, and University of Chicago.
COACHE Survey - selected results

- Tenure – responses “fairly clear” or “very clear”
  - tenure process – 74%
  - tenure criteria – 70%
  - body of evidence for a tenure decision – 65%
  - sense of whether tenure would/would not be received – 63%
  - received consistent messages about tenure – 59%
COACHE Survey - selected results

- Nature of work – responses “satisfied” or “very satisfied”
  - discretion over content of courses – 85%
  - number of students taught – 82%
  - quality of undergraduates – 77%
  - degree of influence over courses – 76%
  - quality of facilities – 65%
  - number of courses – 64%
  - quality of graduate students – 53%
  - teaching services – 52%
  - number of hours worked per week – 51%
  - computing services – 42%
  - research services – 37%
  - expectations for external funding – 30%
COACHE Survey - selected results

- Policies and Practices – evaluated as “importance for success” (I) and “effective at CWRU” (E)
  - formal mentoring (I = 71%; E = 31%)
  - informal mentoring (I = 90%; E = 58%)
  - formal performance reviews (I = 81%; E = 44%)
  - assistance in obtaining external funds (I = 79%; E = 43%)
  - travel funds for conference or research (I = 83%; E = 35%)
  - personal leave during pre-tenure period (I = 62%; E = 38%)
  - upper limit on committee assignments (I = 88%; E = 45%)
  - upper limit on teaching (I = 96%; E = 45%)
  - childcare (I = 73%; E = 4%)
  - part-time tenure track (I = 32%; E = 4%)
COACHE Survey  -selected results

- Climate, Culture, and Collegiality – “satisfied” or “very satisfied”
  - fairness with which their work is evaluated - 65%
  - intellectual vitality of pre-tenured faculty - 64%
  - personal interaction with pre-tenure faculty - 63%
  - opportunities to participate in department governance - 63%
  - opportunities to participate in institutional governance - 61%
  - opportunities to collaborate with tenured faculty - 61%
  - how well they fit in their department - 59%
  - personal interaction with tenured faculty - 55%
  - interest taken by tenured faculty in their development - 54%
  - intellectual vitality of tenured faculty - 45%
  - compensation and benefits - 42%
  - balance between work and personal time - 37%
- 80% men, but only 72% women though CWRU was collegial
COACHE Survey - selected results

• Global Satisfaction
  • with department as a place to work – 58%
  • with the institution as a place to work – 45%
  • plans after tenure:
    – stay for whole career – 7%
    – foreseeable future – 47%
    – stay no more than 5 years – 15%
    – no answer – 31%
  • would choose again to work at CWRU – 58%
    agreed; 26% disagreed.
  • rate the university as a place for non-tenured faculty:
    – good or great – 54%
    – bad or awful – 11%
Top six items rated as the **best aspects** about working at CWRU by all segments of junior faculty

- Cost of living; quality of colleagues; opportunities to collaborate; quality of undergraduates; support of colleagues; sense of fit

Some differences by gender were noted:

- Women faculty included academic freedom and teaching load as top items
Top five items rated as the **worst aspects** about working at CWRU by all segments of junior faculty

- absence of others like me; lack of childcare facilities; quality of graduate students; geographic location; compensation

Some differences by race and gender were noted:

- Women faculty included “lack of fit” and “lack of support for professional development on their list of worsts.
- Faculty of color included “unrelenting pressure to perform” and “too many service/committee assignments” on their list of worsts.
Institutional Profile, by Thematic Cluster

- **Tenure**
  - Better than peers: 0%
  - About the same as peers: 100%
  - Worse than peers: 0%

- **Nature of Work**
  - Better than peers: 0%
  - About the same as peers: 50%
  - Worse than peers: 50%

- **Policies & Practices**
  - Better than peers: 0%
  - About the same as peers: 80%
  - Worse than peers: 20%

- **Climate, Culture, and Collegiality**
  - Better than peers: 0%
  - About the same as peers: 60%
  - Worse than peers: 40%

- **Global Satisfaction**
  - Better than peers: 0%
  - About the same as peers: 80%
  - Worse than peers: 20%
COACHE Survey - 2006 summary results (vs. Brown, Dartmouth, Northeastern, Stanford, Tufts)
HLC Pathways Project
(CWRU’s Institutional Level Accreditation)

Donald Feke
Vice Provost for Undergraduate Education

Academic Affairs Council Meeting
January 14, 2010
## CWRU’s Institutional Level Accreditation

- Is granted by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools
- Maintenance of accreditation status is important because
  - It certifies that CWRU complies to minimum standards for institutions of higher learning
  - It enables CWRU to award federally based financial aid
  - It affords certain privileges to our students (e.g., the ability to transfer course credits)
The Accreditation Process

• CWRU annually submits institutional data (on academic programs and financial status) to the HLC.
• The HLC performs a major reevaluation for continued accreditation on a ten-year cycle; CWRU’s last evaluation occurred in 2005, and our accreditation status is in effect until mid-2015.
• Standard preparation for the reaccreditation includes:
  • Completion of a lengthy self-study which includes analysis of CWRU activities and plans relative to five broad criteria set by NCA
  • Hosting a site visit from the HLC (which includes ~50 meetings over a three-day period) and the development of a Resource Room containing collections of examples of evidence and supporting documents
Preparations

<table>
<thead>
<tr>
<th>• Accreditation Steering Committee</th>
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<tbody>
<tr>
<td>• ~ 2 years, to guide the self-study process</td>
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<tr>
<td>• Accreditation Subcommittees (4)</td>
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<tr>
<td>• ~ 1 year, to study special emphasis areas</td>
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<tr>
<td>• Publicity and engagement of the campus and external community in the accreditation process</td>
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HLC Pathways Project

• The HLC seeks to make the accreditation process more efficient and have more value for the institution
• The HLC is required to maintain its dual mandate for quality assurance and quality improvement
• A new accreditation process is being planned (for implementation as an option in 2013-14)
• CWRU has been invited to be a “Pioneer Institution” in the HLC’s pathways project.
  • one of 14 schools invited
  • the only private, research-oriented school to be invited
  • based on the strength of our 2005 application for reaccreditation
HLC Pathways Project

• CWRU has accepted the HLC’s invitation to participate in the Pathways Project
  • Benefits
    – CWRU has the opportunity to influence the new accreditation process
    – CWRU can be seen as a leader in accreditation reform
    – For CWRU, the new accreditation path is likely to require less overall effort than the standard process
    – The HLC agrees to “hold harmless” CWRU for a good-faith effort in the Pathways Project
  • Costs
    – CWRU needs to be disciplined in submitting evidence for the Assurance Review
    – CWRU personnel participate in meetings at the HLC (at least twice per year)
CASE WESTERN RESERVE UNIVERSITY
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OVERVIEW

FEDERAL RELATIONS
- Annual appropriations – research, development, student aid
- Special project requests (earmarks)
- Transportation Act reauthorization
- American Recovery and Reinvestment Act
- Relationship development – Capitol Hill, federal agencies
- Other policy and legislative issues – climate change, energy, endowments, Bayh-Dole, conflict of interest, among others
- Special programs, events
- Outlook in 2010

STATE RELATIONS
- Biennial Operating Budget Bill (odd years)
- Biennial Capital Budget Bill (even years)
- Third Frontier Initiative
- Relationship development – General Assembly, state agencies
- Other policy and legislative issues – vaccinations, stem cell research, energy, among others
- Special programs, events
- Outlook in 2010