



## **Council of Colleges of Arts and Sciences**

### **CASE STUDIES 2016 EDITION**

Nothing highlights the dean's role as problem solver more than case studies. From a number of submissions, we have assembled a set of five case scenarios, posing a variety of challenges for the dean. You, along with the others assigned to your group, will have a chance to discuss and decide on solutions to each thorny situation. We hope you will find them to be worthy challenges to your decanal skills.

All registrants will be assigned to a specific case study session, which will be held on Thursday afternoon at 1:45. Please familiarize yourself with the cases prior to this time. Who are the key players, what are the key facts, and what are the critical issues? The case study session leader will take the group through the set and, after discussing each case, share the actual outcomes.

Thanks in advance for your interest and participation!

#### **Case Studies Selection Committee**

Sametria R. McFall, Chair

## CASE STUDY A: College of Arts & Sciences at Green University

In the ten years before these events, the College of Arts & Sciences at Green University incorporated a Department of International Studies (previously a free-standing, unranked graduate only School) and a Department of Political Sciences (a strong, ranked, undergraduate only unit, formerly in the School of Business). At the time of these events, both units have roughly the same number of undergraduate majors. The majority of International Studies faculty (including its chair) were political scientists; due to converging agendas, overlap in coverage, and the complementary nature of the units, discussions started about merging the two departments. The two departments agreed upon a blueprint under an interim dean; the blueprint stipulated that the merger would be final when a new, mutually acceptable chair was appointed. This document obtained the approval of the Faculty of the College, the Faculty Senate, and the President of Green U.

Among the tasks that newly appointed Dean Fearless Leader had to tackle, was the search for joint chair of Political Science/International Studies. A committee was appointed with two co-chairs (one from each soon-to-be-merged department), candidates were vetted and brought to campus, and a front runner was selected by the search committee and the departments.

Or so it seemed. Dynamics within International Studies changed when Professor T. Ruble moved from an administrative appointment back to her

department, and now had a role, a voice, and an opinion in the matter.

On the Political Sciences side, too, some fissures started to appear between the qualitatively- and the quantitatively-minded faculty. Soon after the selection of the chair candidate, a group of senior International Studies faculty members marched into Leader's office stating that that chair would be appointed (and the merger finalized) "over their dead bodies." Despite this, negotiations proceeded, but ultimately broke down. The Faculty Senate opined that a merger could not happen, given that no chair could be appointed, and sent the matter back for the College for reconsideration. The group from International Studies felt emboldened and vindicated, and the merger was off, following the letter of the merger.

Dean Leader was left with an interesting situation: as the departments were not merged, how could they (and the College) move forward? Furthermore, some faculty members felt betrayed by how the search ended, and chalk it up to the "newby" dean's inability to negotiate.

### Discussion Questions:

1. How should the College proceed past this impasse?
2. Would you advise a merger in the first place, if you were in Dean Leader's shoes?
3. How should a Dean determine, in any given situation, if merging units is advisable?
4. How should a Dean handle intellectual divisions within a department or a unit?

## CASE STUDY B: Harvesting Profits from Student Travel

The University of Northern South Central (Western Campus) is a regional comprehensive university enrolling 11,000 undergraduate and 2,500 graduate students. The College of Arts and Sciences is one of five academic colleges on campus, and houses 12 departments, one of which is the Department of Agriculture.

Dr. Farmall, Chair of the Department of Agriculture has come to the Dean of the College of Arts and Sciences, Dean Case with a problem. A faculty member within the Department of Agriculture, Dr. J. Deere, has for several years taken students on multi-week trips during the summer visiting a range of locations across the country as part of the Department's Agricultural History program. During the past summer, Dr. Deere and approximately 20 students traveled to and visited sites of agricultural significance between the Carolinas and Washington State.

The trip is valuable not just on its own merits, but also because of a connection to a commercial venture, Ag App. For several years Dr. Deere has worked with this company to help develop a smart phone application that purchasers may use to locate points of agricultural interest while traveling the country, and gain information and detail about them. Materials developed by students during the summer excursions are used by Ag App to update and improve the application. Dr. Deere has maintained for some time a partnership with Ag App. The company provides each year a grant buying out a portion of Dr. Deere's time from the University, and supplying funds for further development of the Agricultural History program.

For the summer trips, Dr. Deere has normally made all travel arrangements, working until recently through the departmental administrative associate. About a year ago, Dr. Deere moved financial management of the activity to an off-campus organization associated with the University, but with no direct connection to the Department. The function of this organization is to collect student fees and distribute them as instructed by Dr. Deere.

As a result of last summer's trip, several students have contacted Dr. Farmall with questions and concerns:

- Each student pays a specific amount to participate in the trips. This fee covers the cost of tuition for the three-hour course associated with the trip, transportation, lodging and meals on the trip, as well as entrance fees and associated expenses related to sites visited while traveling. Students questioned whether they received proper value for the funds they committed to the trip. There appeared to be no accounting of the funds during or after the trip. Students noted that lodging and meals sometimes seemed to be substandard, but they learned that Dr. Deere used surplus funds from the trip to purchase equipment for use within the Department of Agriculture as well as for future Agricultural History trips;
- Students pointed out that Dr. Deere used departmental vehicles to transport beer and alcohol, and at times drank with the students during the evenings;
- At some point near the end of the trip, Dr. Deere's wife and children joined the group for the final few stops. Students believed that funds they provided to participate in the trip were used to cover transportation, lodging, meals and other costs of Dr. Deere's family members.

Dr. Farmall believes that the issues should be addressed, but is not certain how to proceed. She has come to Dean Case to try and develop a plan to deal with the student concerns.

### Discussion Questions:

1. What is the proper role of the department or the college in overseeing activities such as this?
2. Which other campus units (if any) should be engaged in examining the issues raised by these students?
3. Are there concerns with the use of an off-campus organization for management of financial resources associated with the trip?
4. What are the implications of the connection between these summer activities and Ag App? Does that organization bear any liability for concerns arising from the trip?
5. Do you have recommendations regarding Dean Case's next few steps?

## CASE STUDY C: The Writer Who Seldom Writes

Within the College of Arts and Humanities at Emerging State University, the Department of Communication is one of the larger programs in terms of enrollment. The Department includes concentrations in such areas as speech, public relations, journalism, and electronic media.

At the urging of the Governor and the State University Board of Trustees, ESU is engaged in a multi-year process designed to change its focus from that of a regional comprehensive institution to an emerging research intensive university. To that end, the President and Provost have redoubled their emphasis upon top-tier research and publication as well as grant acquisition in all departments and programs. The Provost in particular has pointed out several times a perceived weakness within the Department of Communication, believing that too few faculty members are engaged in substantive, objective research and publication.

The Chair of the Department, Dr. Resister has responded by pointing out the number of faculty members with terminal degrees, the research activity presently underway within the Department, and the potential for continued scholarly work through the coming years.

The Journalism program within the Department of Communication has normally been staffed by two tenured faculty members and several part-time adjunct faculty members. During the summer of 2015, one of the tenured faculty members opted to retire. The remaining tenured faculty member is likely to also retire within the next four to five years.

In seeking to replace the faculty member who has retired, Dr. Resister has suggested to Dean Middle, head of the College of Liberal Arts, that the most critical need within the Department is to find a practitioner, someone with recent direct experience in the field of Journalism. Dean Middle has countered that the needs of the institution and the College suggest that it is far more important to hire someone capable of elevating

the climate of scholarship within the program and the Department, most likely someone with a completed terminal degree in the field.

When the search for a new faculty member was initiated, the position description indicated that a terminal degree was preferred. The search committee interviewed three candidates for the position; one held a terminal degree while two had far greater experience within the profession. The committee's original recommendation, endorsed by Dr. Resister, was to extend an offer to one of the individuals without the terminal degree.

Dean Middle visited with Dr. Resister and stressed again the critical importance of appointing someone capable of developing and pursuing a scholarly agenda, particularly in light of the anticipated retirement of the other tenured faculty member within the Department. In response, Dr. Resister indicated that his view, and that of the faculty within the Department, was that a primary function of the Dean is to represent to University administration the needs and perspectives of departmental faculty members. Nonetheless, Dean Middle indicated that, particularly given the position advertisement that indicated a preference for a terminal degree, it would be inappropriate and counterproductive to extend an offer to someone not holding that degree. Dr. Resister returned to the search committee, which reluctantly approved offering the position to the candidate possessing a terminal degree.

That candidate declined the offer in favor of an opportunity at another institution.

Dean Middle asked Dr. Resister and the committee to review once again the slate of applicants for the position, focusing upon those applicants with a completed terminal degree. The committee and department chair brought to campus an applicant with a terminal degree, and conducted a standard interview.

During this process, Dean Middle learned that the applicant had previously been denied tenure at a

smaller university with a more limited scholarly expectation; the reason for denial of tenure was a lack of research and publication. A review of the candidate's c.v. and a discussion with the candidate revealed that two journal articles had been produced during the past six years, both drawn from the candidate's dissertation, and both focusing on the same topic. While there appeared to be a book in process, once again taken from the dissertation, there was no evidence of other scholarly or research related activity. The search committee and Department chair, however were extremely enthusiastic about the applicant, given his extensive work as a practitioner within the field.

Dr. Resister has come to Dean Middle with a strong recommendation that this applicant be hired, since he clearly fills both departmental and institutional requirements.

#### **Discussion Questions:**

1. Are there limits to departmental autonomy in this election and appointment of new faculty members? What are those limits, and who is responsible for maintaining/enforcing them?
2. Should certain disciplines, by virtue of their inherent nature, be exempted from expectations to maintain a basic institutional level of scholarly or creative activity?
3. In situations such as this, where a department has made an effort -- albeit reluctantly -- to hire a faculty member with strong scholarly credentials, should the College or University recognize the challenge faced by the Department and approve the hiring of someone lacking substantial scholarly credentials?
4. With regard to selecting new faculty members, to whom does a Dean owe primary allegiance -- faculty members within the Department, or University administration attempting to establish higher scholarly expectations as standard practice for the entire institution?

## CASE STUDY D: Suddenly Last Summer [An Absurdly Short Play]\*

### The Main Characters

Dr. Eloise Meriwether -- Dean of the College of Fine & Communication Arts (CFCA)

Dr. Melton T. Berg – CSU President

Dr. Buddy Frost-- Communication Department Chair

Dr. Wendy O. NoNo – Provost

Miss Alice DeCline --Director of Development

The Professor – An anonymous donor

### The Given Circumstances

The College of Fine and Communication Arts (CoFCA) at Central State University enjoys a prominent reputation in the state for excellence in the arts. It has four departments: Art (NASAD accredited) 270 majors; Communication 150 majors (Communication Studies, Mass Communication); Music (NASM accredited) 180 majors. Theatre has “100 majors-and-counting.”

After 7 years, CSU is still in the silent phase of its first capital campaign, “It’s All About Family.” The campaign, headed by Miss Alice Dee Cline has earned 50% of its \$10 million goal. There is an ever-shrinking level of financial support for CSU from the state legislature, so it is increasingly dependent on tuition revenue from its 3,000 undergraduate students and 1,000 masters-level graduate students.

### The Previous Circumstances

Two years ago, just before Dr. Eloise Meriwether’s arrival as the Dean of CoFCA, Mass Communication received a restricted gift of \$250,000 from someone who wished to be known only as “The Professor.” CSU President Melton T. Berg envisioned it as an opportunity to expand the existing Mass Communication building. After years of complaints about sharing classrooms and office space with the Theatre, all Communication faculty might finally be united under one roof. Plans were begun for Communication Studies space in the \$2.5 million expansion project.

Upon Dean Meriwether’s arrival, Provost Wendy O. NoNo asked Meriwether to lead the Communication facility planning. She respectfully expressed concern about Alice DeCline’s fundraising track record and asked Meriwether to meet potential donors. She also briefed the dean about the dire conditions of the Theatre Department, housed in a building once used as a hospital in the Civil War.

Dean Meriwether held meetings to develop a master floor plan for Communication and met potential donors. She also recruited a volunteer task force of department faculty to research and recommend a facility that would meet the needs of Theatre and the college. The task force recommended a multipurpose arts venue.

By her second year, Dean Meriwether had confirmed Provost NoNo’s concerns about the lack of progress on the fundraising campaign. Meriwether asked the Communication faculty to consider locating new studios and a news center in the expanded space to attract donors. They agreed to do so reluctantly, and Provost NoNo and President Berg shifted Communication Studies classrooms to a second phase renovation until funds are available. Communication Studies faculty members grumbled later about administrators not respecting their opinions.

Meantime, after studying the task force recommendation, President Berg announced at Convocation that he dreamed of building a \$15 million arts center at CSU. Before the semester ended, Dean Meriwether hosted a retreat to develop a programming plan with the architects, the administration, and the college faculty.

Communication’s groundbreaking ceremonies were held in last month but The Professor is clearly not happy.

## The Scene

*Dean Meriwether's office. Summer. We see the historic Theatre building washed in hot sunlight through the windows. A blower dully hums through a sagging HVAC vent.*

*Dean Meriwether sits at her desk in the breeze of a tiny personal fan. The phone rings.*

DEAN MERIWETHER:

"Dean's Office. . . Oh, hi, Ms. DeCline. . . Have I heard what rumor?" A knock at the door. "Come in. . . ." Provost NoNo enters. "I'll call you right back." Hangs up the phone.

PROVOST NONO:

"May I chat with you just a moment?"

DEAN MERIWETHER:

"Sure. . . ."

*An awkward moment.*

PROVOST NONO:

"You must tell no one. I think you should know. President Berg has accepted the presidency of another institution, effective July 1. A public announcement will be made tomorrow. Shhhh."

*Provost NoNo excuses herself, exits.*

*Dean Meriwether stares vacantly at the open doorway, quietly regretting having not read some leadership book about an iceberg melting. Chairperson Frost and The Professor arrive in the outer office for their appointment to discuss next steps.*

BLACKOUT

## Discussion Questions:

1. What should the dean say to the two visitors?
2. What should she do after they leave?

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## CASE STUDY E: Cozy University

Cozy University has implemented a third-year review process in which faculty in their third year of full time employment create a dossier of their achievements to date. This is modeled after Cozy's promotion and tenure process. The Dean of the School reviews the dossier with a committee of two other faculty to provide feedback to faculty on their progress. Faculty with poor third year reviews can be asked to leave the university.

Dr. Bluster is in his third year teaching Sociology at Cozy University. He is popular with students and has enough service to Cozy to pass the third year review. He has conducted no research in his first two years, but is planning a project about the efficacy of First-Year Experience classes in maintaining retention through to graduation.

The Third Year Review Committee provides Dr. Bluster with feedback indicating that there must be some progress with a "focused agenda of research by the end of the third year in order to remain on the faculty". They are not certain how this project on student retention fits a Sociology research agenda. They ask for clarification on this point. Dr. Bluster is given a Provisional Pass on Third Year Review and is required to give an update about research progress in February.

In February, Dr. Bluster reports to Dean DoRight that he has held meetings with the First Year Experience people on campus, but they are not interested in this research. He proposed a study asking students whether they preferred the First Year Experience to be led by faculty or by graduate students. The First Year Experience coordinators do not want to make a change in the way the program is staffed and have declined Dr. Bluster's request to conduct his research in their area. Dean DoRight recommends that Dr. Bluster consider

research in a more traditional area of Sociology or look for other schools who might be interested in the project as proposed. Dr. Bluster agrees to consider these options.

Two weeks later, Dr. Bluster submits a research proposal for the Dean's signature and for Institutional Research Board (IRB) approval for the original project. When Dean DoRight inquires, Dr. Bluster reports that there was another meeting in the interval since their last conversation and the First Year Experience people are now on board. He reports that his research will comprise a portion of the assessment of the First Year Experience program and that this made the difference in allowing the research to move forward.

After receiving the Dean's signature and permission of the IRB, Dr. Bluster launches a questionnaire via Survey Monkey to students in the First Year Experience program. The survey launches late on a Sunday night.

Monday morning, the Director of the First Year Experience Program is in Dean DoRight's office complaining about the survey. She denies giving permission for the research. She denies having a second meeting with Dr. Bluster. She insists that the survey be ended at once.

### **Discussion Questions:**

1. What are the ethical considerations regarding Dr. Bluster's behavior?
2. What is Dean DoRight's role in approving IRB applications? In policing faculty ethics?
3. Should Dr. Bluster been given a provisional pass on the Third Year Review?
4. How far outside of someone's discipline should research be allowed to go? Who monitors that drift?





2016 ANNUAL MEETING

## CASE STUDY GROUP ASSIGNMENTS by Last Name

### Group # Name (Last, First)

15	Abell, Martha	1	Barrett, Laura	19	Broeder, Jennifer	4	Clark, Catherine
9	Adams, Ginny	9	Barrios, Francisco	12	Brooks, Randy	8	Clayton, Maureen
23	Adams, Edward	17	Basinger, Dana	1	Brown, Steven	10	Collins, Charles
14	Aguirre, Robert	8	Baski, Alison	11	Brown, Kendrick	5	Connolly, Laura
8	Astrup, Joseph	9	Batey, Angela	20	Brown, Banita	9	Connors, David
21	Alberti, John	19	Beckman, Daniel	10	Bruess, Gregory	6	Cook, Stephen
3	Aleksander, Jason	6	Belfield, Kevin	9	Buckner, Janine	2	Corcoran, Kevin
18	Alexander, Ross	15	Bell, Marla	22	Butler, R. Larry	7	Cowart, Monica
14	Alexander, Joseph	1	Bell, James	23	Bynum, Leroy	10	Crabtree, Robbin
15	Anderson, Sharon	14	Bell-Jordan, Katrina	21	Byrne, Roger	17	Craig, Raymond
14	Anderson, Mark	22	Berbrier, Mitch	14	Cagle, Randy	6	Crauder, Bruce
22	Anderson, Donovan	4	Berreau, Lisa	19	Cairo, Michael	5	Croson, Rachel
5	Arndt, J. Chris	21	Black, Katherine	8	Callaway, Rhonda	17	Davis, Tricia
11	Arterburn, Matt	15	Bodwin, Jeffrey	19	Campbell, Catherine	5	Dean, Karol
19	Asamoah, Yaw	7	Bogan, Yolanda	10	Canessa, Rosaline	3	Delavina, Emelinda
21	Atterton, Peter	1	Bond-Maupin, Lisa	11	Cannon, Mercy	5	Delle, James
23	Aubrey, Karen	2	Bookwalter, Robert	13	Carlson, Matthew	22	DenBeste, Michelle
21	Auerbach, Michael	12	Boone, Richard	16	Caron, Tim	20	Denham, Mark
15	Avila, Mitch	22	Bouchard, Norma	5	Casey, J. Warren	10	Dettmer, Helena
20	Bachas, Leonidas	18	Bowman, Jonathan	9	Chakrabarti, Amit	11	Detweiler, Jane
19	Bahr, Matthew	1	Bowman, David	19	Chapman, Honora	13	Din, Neena
17	Baldwin, Stan	20	Breaux, David	5	Chaudhary, Jaideep	7	Doherty, Leanne
16	Ballard, Dennis	11	Breese, Steven	2	Chubb, Andrew	17	Dominguez, Aaron
17	Ballman, Terry	5	Breyfogle, M. Lynn	20	Chulos, Chris	11	Dorff, Robert
4	Barker, Gary	2	Bridgewater, Laura	21	Clark, Elizabeth	2	Dorman, Teresa
1	Barnes, Michael	17	Bridgmon, Phillip	3	Clark, Christina	5	Dorr, Lisa
18	Barreneche, Gabriel	1	Briziarelli, Susan	10	Clark, Charles	13	Drummond, Andrew

6	Duffy, Stephen	2	Gano-Phillips, Susan	4	Hanks, Nanette	10	Jones, Scott
21	Dundas, Robert	12	Garcia, Mario	8	Hanks, Cheryl	9	Jones, Robin
11	Durand, Alain-Philippe	6	Gasparich, Gail	4	Harris, Nancy	19	Jones, Christopher
14	Dysleski, Lisa	1	Gates, Pamela	8	Harris, HollyAnn	23	Kaczvinsky, Donald
1	Eich, Jennifer	2	Geisler, Marc	10	Hartlaub, Mark	12	Kalk, Bruce
6	Elwell, Jeffery	9	Gerhard, Gesine	10	Hartley, Laura	10	Kantardjeff, Katherine
11	Engisch, Kathrin	17	Gesteland, Becky	9	Heavey, Chris	2	Karafa, J. Andy
11	Ennis, Daniel	6	Ghahramani, Saeed	8	Heisel, Alan	14	Kaufmann, Ronald
3	Epps, Adrian	23	Gibau, Gina	22	Hershock, Martin	21	Kaus, Cheryl
9	Ermatinger, James	15	Gillespie, Marcus	9	Hess, Vickie	1	Kavran, Elizabeth
21	Esser, Jon	19	Gisiger, Ashley	7	Hetherington, Eric	9	Keathley, Rosanne
13	Ettlich, Sherry	9	Gonzalez, Chris	23	Hethorn, Janet	7	Keay, Brian
13	Evans, Jocelyn	6	Gonzalez-Meler, Miquel	16	Hey, Jeanne	7	Kedrowski, Karen
15	Fagen, Jeffrey	18	Good, Todd	5	Hill, Sandra	16	Keegan, Bridget
15	Faller, Greg	9	Goodstein, Richard	3	Hill, Janeen	20	Keenan, Claudine
7	Farrar, Margaret	13	Gorsline, Denise	3	Hitt, Anne	10	Keene, Jennifer
14	Feinman, Ilene	20	Goza, Franklin	4	Holdeman, David	8	Keller, Jennifer
16	Ferne, Valerio	20	Gracey, Dorothy	11	Holland, Laurel	20	Keller, George
17	Finkelstein, Richard	15	Gray, Susan	21	Hollingsworth, Mark	15	Kellison, Kimberly
18	Fisk, Rosemary	19	Greenwald, Richard	21	Holmes, Martha	5	Kersten, Andrew
4	Fister, Cherie	6	Gregg, Ellen	18	Honaker, Lisa	12	Keyte, Jeff
23	Fleming, Stephen	4	Guajardo, Nicole	14	Houf, Michael	17	Kilgore, Kimberly
18	Fleming, Kirsten	22	Gubkin, Liora	14	Ilyasova, Alex	7	Kilpinen, Jon
4	Flint, RaShonda	13	Guerrero, Dolores	11	Jackson, Debra	18	King-Meadows, Tyson
1	Fontaine, Sheryl	21	Gunzenhauser, Bonnie	4	Jacobs, Walter	21	Kingsbury, Bruce
7	Forgette, Rich	21	Gutierrez, Nancy	20	Jahnke, Tamara	23	Kiss, John
1	Friedman, Robert	21	Hachten, Elizabeth	10	Jasinski, Jana	16	Koehler, Brian
17	Frink, Brian	7	Haddad, Emily	14	Jaunaraajs, Anna	19	Konz, Jeff
19	Fritch, John	6	Haik, Kristi	19	Jayasuriya, Maryse	7	Kornelson, Keri
4	Fuentes, Montserrat	20	Hale, Jerold	8	Jeitschko, Thomas	1	Krahling, Mark
1	Fulton, DoVeanna	16	Haley, Mary Ann	3	Jellen, Rick	23	Kramer, Andrew
3	Funda, Evelyn	19	Hall, Timothy	20	Jimenez-Sandoval, Saul	20	Krasas, Jackie
9	Funderburk, Jeffrey	19	Hall, Frank	11	Johnson, Michael	11	Krull, Catherine
14	Gaillard, Anne	19	Hall, Donald	4	Johnson, Marie	12	Kukreja, Anil
7	Gajdosik-Nivens, Delana	16	Hall, Bryan	5	Johnson, Brad	12	Kurotani, Sawa
5	Galligan, Laura	4	Hankins, Paul	6	Johnston, Dawn	1	Kuzma, Lynn

23	Lachance, Michael	12	McCall, Katherine	5	Mueller, Richard	16	Pottle, Russ
17	LaPolt, Philip	8	McCarthy, Anne	8	Mullins, Larry	17	Powell, Pauline
15	lastname, firstname	23	McCloud, Michelle	22	Muppidi, Sundeeep	4	Pratte, John
16	Lawson, Andrew	20	McConaughay, Kelly	10	Murasko, Donna	2	Preston, Sarah
11	Lee, Theresa	20	McCormick, Rob	17	Murray, Rebecca	11	Price, Lisa
1	Lees, Doug	9	McCormick, Peter	18	Muscat, Bernadette	9	Prickett, Robert
12	Leger, Thierry	4	McGarry, Lisa	15	Myers, Perla	20	Pugliesi, Karen
11	Lejuez, Carl	23	McGill, Diana	11	Nardone, Carroll	18	Pursley, Robyn
22	Leonard, Laurel	13	McGinnis, Michael	19	Nash, Julie	8	Quigley, Dan
2	Levesque, Paul	10	McGowan, Chris	14	Nell, Sharon	23	Rae, Nicol
7	Levine, Iris	21	McGuire, Michael	12	Nelson, Gersham	15	Raskind, Wayne
7	Lewis, Bobbi Kay	14	McMichael, Andrew	23	Nicklin, Jessica	21	Rebaza-Vasquez, Jorge
13	Li, Chien-pin	11	McQueen, Nancy	15	Njogu, Wamucii	14	Reese-Weber, Marla
22	Link, Eric	15	Mehan, Uppinder	16	Norton, Noelle	3	Reid, Julie
13	Lising, Ian	1	Menon, Shaily	8	Oakes, Mark	18	Rhiel, Mary
23	Lockhart, Darrell	20	Mermann-Jozwiak, E.	6	O'Connor, Daniel	2	Rhodes, Simon
6	Long, Shawn	6	Merrill, Donald	5	Oehlert, Gary	3	Rice, Daryl
12	Long, Kim	19	Messina, Nancy	1	Ogle, Rich	2	Richardson, Pamela
14	Lord, Keith	16	Mhlanga, Florah	14	Ostlund, DeLys	14	Ricker, Curtis
13	Ludowise, Christine	4	Midha, Chand	22	Otieno, Tom	14	Riesenber, Katelynn
23	Lutz, Paula	12	Mielke, James	13	Parry, Sally	8	Rigg, Lesley
22	Ma, Yinfa	6	Mike, James	16	Pascarella, John	3	Rivera, Carmen
4	Mabry, Anne	17	Millen, Jonathan	13	Patten, Ryan	15	Roberson, Susan
22	Mackin, Gail	3	Miller, Scott	10	Patzlaff, Kris	5	Robertson, Jeff
12	Mactavish, Bruce	18	Miller, Richard	23	Paynton, Scott	18	Roe, Shirley
22	Madden, Kathleen	16	Miller, Jessica	3	Pearson, Christopher	8	Roessler, Brian
6	Maher, Susan	7	Miller, Brian	11	Perez, Orlando	18	Romero, Aldemaro
3	Mallinckrodt, Brent	2	Mirivel, Julien	10	Petersen, Karen	10	Roper, Emily
5	Manke, Beth	13	Moddelmog, Debra	22	Peterson, Cynthia	18	Rosen, Sara
7	Matthews, Matt	15	Moeller, Marie	16	Picnich, Susan	8	Rosenburg, R. B.
2	Mattingly, Keith	22	Moen, Matthew	5	Pierce, James	15	Rosenstiel, Todd
16	Matty, David	19	Mohamed, A. Rafik	10	Plaza, Dwaine	2	Rundquist, Bradley
6	Maune, Dietrich	17	Moiseff, Andrew	7	Pollack, Emanuel	2	Ryden, David
18	Mayhall, Laura	7	Momayezi, Nasser	4	Porter, James	13	Sacco, Lynn
17	McBrayer, Lance	9	Moody, Linda	22	Porter-Utley, Kristen	10	Sadlek, Gregory
23	McCall, Madhavi	12	Moore, Todd	15	Potter, Lawrence	18	Salhi, Hamoud

5	Sally, Lynn	1	Snyder, Lawrence	12	Vela, Eddie	We apologize for omitting anyone.
7	San Miguel, Claudia	10	Sobolik, Kristin	3	Vinson, Ben	
20	Sandberg, Brian	12	Soldatenko, Michael	8	Visser, Sandra	If you have registered on site or you do not see your name listed here, please feel free to join any room with open seats.
11	Sandstrom, Kent	21	Somerville, Charles	6	Voss, Karl	
12	Sanford, Glenn	23	Sonnema, Roy	4	Wade, J. Earl	
12	Santos, Adolfo	3	Specht, Neva	5	Waldner, Lisa	
3	Sargeant, Lynn	18	Sprenger, Scott	7	Wallace, David	
1	Scarlatta, Gabriella	21	Stampino, Maria	13	Walsh, Jennifer	
2	Schaner, Betty	10	Stephens, Robert	19	Walsh, David	
21	Schendel, Ellen	13	Stephenson, Laura	20	Walston, Timothy	
7	Schneider, Matthew	22	Stevens, Cheryl	19	Wayment, Heidi	
14	Schneider, Barbara	4	Stewart, Robert	22	Webb, Dixie	
10	Schoepflin, Rennie	9	Stokes-DuPass, Nicole	23	Webb, Cathleen	
20	Schram, Pamela	8	Stoneking, Carole	12	Weber, Christina	
5	Schroeder, Sandra	3	Storrs, Debbie	5	Wensley, Roy	
3	Schutten, Mary	9	Styron, Kelli	16	Westphal-Johnson, N.	
22	Scott-Johnson, Pamela	1	Sueyoshi, Amy	10	Wheatley, Alison	
5	Sedycias, Joao	16	Sztainberg, Marcelo	8	White, Kelvin	
9	Seely, Bruce	22	Tankersley, Richard	9	Wikle, Thomas	
13	Sekelsky, Michael	13	Tavener, Simon	16	Wilcox, Onimi	
8	Senerchia, Rory	2	Taylor, Marcy	8	Wilferth, Joe	
9	Shabanowitz, Brian	12	Taylor, Jaime	16	Wilkins, Kenneth	
4	Sharma, Venkat	6	Taylor, Danille	23	Williams, Jane	
18	Sherrell, Marcus	10	Terry, Patricia	10	Wilson, Carlton	
22	Sherrier, Mary Beth	18	Texter, Lynne	6	Winterhalter, Teresa	
17	Shields, Vonnie	1	Thompson, Richard	12	Winters, Bobby	
2	Shields, Vickie	13	Thuswaldner, Gregor	17	Wolfe, Michael	
19	Silfen Glasberg, Davita	17	Tilburg, Charles	11	Wolff Murphy, Susan	
9	Simon, James	16	Tilton, Abigail	15	Wyckoff, John	
15	Simpson, Greg	23	Toyoda, A. Maria	20	Yoon, Katherine	
6	Sirkin, Mark	22	Travis, David	17	Yousif, Bassam	
3	Slagell, Amy	4	Tribunella, Eric	2	Yu, Hongtao	
8	Slowinski, Kris	2	Tuchinsky, Adam	19	Zeidel, Robert	
6	Smith, Robert	3	Tutt, Kevin	21	Zeigler, Sara	
7	Smith, Mark	22	Vainio-Mattila, Arja	2	Zeman, Janice	
14	Smith, Kevin	18	Vanko, David	11	Zerbe, Noah	