

**A Newsletter for Faculty from
Provost and University Vice President John L. Anderson**

Dear Colleagues,

Much has happened this semester at Case. With the focus on the financial situation and the resignation of President Hundert, it's easy to overlook the many good things that have been accomplished through the hard work of our faculty and staff. As we move forward, we must build on the positives just as we learn from the challenges we're facing.

As you know, Dr. Gregory Eastwood has been named interim president effective June 2, 2006. President Hundert has moved up the start of his sabbatical to that date. Dr. Eastwood is retiring from his position of president of SUNY Upstate Medical University in New York. He has been a member of Case's Board of Trustees since 2003, and has been co-chair of the Academic Affairs and Student Life Committee of the board. I look forward to working with him over the next year.

The two most pressing matters before us at this time are the budget for next year (fiscal year 2007, beginning July 1, 2006) and the planning effort to move us programmatically and financially onto stronger ground. I'll address these in this newsletter.

The Budget

Our revenues have not risen to the level we forecasted three years ago, so that our planned deficit has grown larger than intended. A correction is necessary as we prepare the FY07 budget.

The Office of University Planning and Budget is leading the creation of a multiyear financial plan for Case. The development of this plan indicates that recovering the financial strength of the university must begin with balancing the budget for the next fiscal year. The central administration will absorb 40 percent of the cuts in expenses needed to achieve this balance. In deciding on these cuts, mission-critical functions, especially those in enrollment, student affairs, and library, have been preserved. The four schools that have been receiving Vision Investment funding (CAS, CSE, SOM, WSOM) are challenged to bring their budgets for next year into balance without the use of Vision funds. The proposed cuts in expenditures for these schools are being assessed with respect to the impact on our core mission and on the gains we have made through these investments over the past three years. The decisions facing these schools are daunting, but they and the university will be stronger after balance is achieved. We have met with all the deans regarding their budgets, and follow-up meetings are occurring now. We are also working with the Faculty Senate and its budget committee to seek their input into the difficult choices that must be made.

On the revenue side, the university will focus on key areas of income. The development offices will emphasize two areas: annual giving and scholarships. Both forms of fundraising go to the bottom lines of the schools. For the four schools that offer undergraduate degrees, the primary objective is to solicit and acquire undergraduate scholarships, both endowed and term-limited. Of course, we are always open to the donors' wishes, which in many cases will not be scholarships, but we will place scholarships as the highest priority.

A second source of income is undergraduate tuition. We need to bring in a class for fall 2006 that hits our target of 1,050 students at a discount rate that is below the class that entered in 2005. We are on track to do this. I ask that all of us in the Case community pull together in this recruitment effort

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to ensure that we meet our goal. Finally, we need to step up our efforts at fundraising for research, including proposals to foundations. These steps to increase our revenues will greatly aid us in getting back to a strong budget position across the university.

Planning for the Future

We have been engaged in a planning process for more than a year, a period in which the university has experienced some extraordinary challenges, as I have already mentioned. The past two months have been particularly turbulent. Earlier in the planning process, we were focused on developing a classic strategic plan for the university, one with extensive detail and defined metrics that would help us track progress over the next five years. By last fall, that process had begun to weaken, and so we named a new steering committee in late 2005 to pick it up and move it forward.

Given the current budgetary issues and leadership changes, however, we are now aiming to complete a more fundamental document, one that defines the institution's purpose and direction and can help guide decision making during this transition. I expect that once a permanent successor to President Hundert is selected, she or he will lead a formal strategic

planning effort, a plan that I anticipate will build on the kind of foundation we will lay this spring and summer. With the steering committee bolstered by additional members appointed to represent their constituencies, I expect that it will complete its current task by late summer or very early fall.

Faculty participation in this planning effort is important, even though it will not involve the widespread forums that normally characterize a more traditional strategic planning process. With the help of the Faculty Senate, we have added a faculty member to the steering committee from each constituent faculty, and we will ask these faculty to maintain close communications with other faculty leaders in their unit of the university as the committee conducts its work. I hope that we can take a statement of institutional direction and priorities to the Board of Trustees for its review and approval in October. This is an extension of the timeline we were hoping to follow to complete a strategic plan, and it reflects our recognition that further study and discussion are needed.

We welcome your thoughts on the planning process. Visit <http://www.case.edu/provost/asp/>.

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The Glass Is More than Half Full

Remember that the university is what we make it. We control our aspirations and goals, as well as the morale. In this time of budget cuts, I urge you to consider the many positive improvements to the university that have occurred over the past several years. From the hiring of exceptional faculty across all of the schools and colleges to the performance of our endowment, and from our nationally ranked technology commercialization operation to the size, strength, and vitality of our undergraduate student body, the list of achievements to build on is noteworthy. Without underestimating the challenges in front of us, we should adopt the spirit of "can do" – because we can do it.

Sincerely,

A handwritten signature in cursive script that reads "John".

John L. Anderson
Provost and University Vice President

For More Information

Undergraduate Admission Applications

<http://admission.case.edu/db.htm>

Faculty Senate

<http://www.case.edu/president/facsen>

University Planning Process

<http://www.case.edu/provost/asp/>