

## POSITION AND CANDIDATE SPECIFICATION

### CASE WESTERN RESERVE UNIVERSITY PRESIDENT

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## POSITION SPECIFICATION

### Client Organization

Case Western Reserve University is the largest and most comprehensive private research university in Ohio. Located in Cleveland, the University was formed in 1967 through the federation of the Case Institute of Technology (founded in 1880) and Western Reserve College (founded in 1826). Its mission is to “serve society as a leading center for undergraduate, graduate, and professional education, for research that adds to society's store of knowledge and addresses its priorities, and for active, responsible world and community citizenship.”

### Academic Programs

The University's vision for the coming decade focuses on achievements and contributions in three areas: outstanding educational programs, excellence in research, and value to society. Since 2000, Case Western Reserve University has been engaged in improving its standing among the nation's leading research universities, an initiative that will contribute to the overall perception of the Cleveland area as well. Its goal is to position the institution to be better recognized by constituencies whose decisions are particularly important to its future, including prospective students at all levels, alumni, funders, the business community, government officials, and the media. The priority is to reinforce the initiatives that have been launched in the past several years and that have stretched the University's infrastructure and financial resources.

Case Western Reserve University comprises eight schools: the College of Arts and Sciences, the School of Dental Medicine, the Case 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. It enrolls approximately 9,600 students – about 40 percent in undergraduate programs, and the balance in graduate and professional programs. Approximately three-fourths of all students attend full-time. Case Western Reserve University draws most naturally from the state and the region, with approximately 52 percent of the students (undergraduate and graduate) coming from Ohio. The remaining 48 percent come from all 50 states, the District of Columbia, and nearly 80 countries. The distribution of major fields of study among 2006 bachelor's degrees was: Engineering (including Computer Science), 42 percent; Humanities, Arts, and Social Sciences, 32 percent; Sciences and Mathematics, 20 percent; Management (including Accounting), 11 percent; and Nursing, 4 percent.

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## Resources

Case Western Reserve University's operating budget for the 2005-06 fiscal year is \$800 million. Tuition and support for research and training are the two largest sources of revenue, accounting for 30 percent and 46 percent of the total, respectively. The University's endowment was valued at \$1.68 billion as of March 31, 2006, and its net worth is more than \$2 billion. Pooled endowments earned a total investment return of 19.1 percent and 11 percent, respectively, for the three-year and ten-year periods ending March 31, 2006. Giving by alumni and friends, as well as foundations and corporations, has traditionally been an important revenue source. This accounted for a total of \$87.2 million in cash gifts for the fiscal year ending June 30, 2005.

Case Western Reserve University launched its last capital campaign in 1989 with a goal of \$350 million. It successfully concluded the campaign in 1994 with an attainment of \$416.5 million.

Overall, awards to Case Western Reserve University for research and training rose nearly 50 percent from FY '01-05. In FY '05, awards from the federal government accounted for 84 percent of the \$376 million total, followed by foundations and associations (5 percent), industry (2 percent) and non-federal government (1 percent). The largest single source of federal support was the National Institutes of Health. Medicine accounted for 82 percent of the dollar amount, followed by Engineering at 10 percent, and Arts and Sciences at 4 percent. According to NSF, the University ranks 32<sup>nd</sup> among all universities and colleges in federal obligations for science and engineering research and development for the federal fiscal year 2003 (the most recent report). The University ranks 20<sup>th</sup> among all institutions and 13<sup>th</sup> among all medical schools in NIH awards for federal fiscal year 2004.

## University Community

The University's Board of Trustees, with 36 active members, is the institution's principal governing body. The Trustees are responsible for selecting the President, evaluating the President's performance, setting major institutional policies, approving appointments of faculty and key administrative officers, granting authorization to officers to make major commitments of funds and to introduce, modify, or eliminate academic programs, and for working to secure the institution's financial health. The President serves as an *ex officio* voting member of the Board of Trustees and all of its committees except for the Audit Committee.

The faculty is one of the University's great strengths – men and women who have gained national and international reputations in their fields and who contribute to the advancement of knowledge in important ways. Full-time faculty members number more than 2,500, including over 1,900 from the School of Medicine, supplemented by a similar number of part-time faculty. Approximately 95 percent of full-time faculty have been awarded a doctorate or equivalent terminal degree. About 44 percent of full-time faculty hold tenured or tenure-track appointments. The undergraduate student/faculty ratio is 8 to 1.

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The University employs a “management center” system in which the deans have significant responsibility for both the income and expense budgets for their programs. It has made for strong deans and strong schools, able to provide leadership in recruiting faculty, developing programs, raising funds, and controlling costs. While this approach has clear benefits, it also has costs. Specifically, it has limited the University’s ability to optimize and coordinate across schools and key functional areas such as development. The University is working to develop more flexible systems that minimize these limitations and provide for easier collaboration and will, on a selective basis, need to strengthen some common services.

## Environment

Case Western Reserve University has substantially completed the main elements of an ambitious, 20-year master plan launched in 1990 that have produced significant improvements for the campus. A second, equally ambitious master plan developed in 2000 has already led to an impressive upgrading of undergraduate housing and will re-configure the boundaries, shape, and sight lines of the campus to optimize the inherent aesthetic values of University Circle. The plan has the potential to fulfill an extraordinary vision.

Case Western Reserve University sits squarely in the middle of University Circle, an extraordinary park area where, beginning in the late 19<sup>th</sup> century, community leaders consciously clustered the finest cultural and academic institutions in the region. Among its more than 40 immediate institutional neighbors are the Cleveland Orchestra, thought by many to be the world’s leading symphony; the Cleveland Museum of Art, with world-renowned collections; University Hospitals of Cleveland, the primary teaching hospital for the University; and the Cleveland Play House. The Cleveland Clinic, with whom the University also collaborates on education and research, is located immediately adjacent to University Circle.

## **Position Summary**

As the chief executive officer of Case Western Reserve University, the President works in close consultation with the Board of Trustees and with a wide range of internal and external constituencies to provide overall leadership and direction for the University. The President is expected to foster and build upon the existing traditions and strengths of the University. He/She will also provide the personal and professional leadership to chart and guide its future course. The President is expected to nurture both the human and financial resources of the University and to advance the institution’s role and standing within the regional, national, and international communities of research and higher education.

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The agenda of Case Western Reserve University's next President will include:

- Raising the stature of the University by improving the undergraduate experience, increasing the University's share of national research funding, and stabilizing the faculty;
- Evaluating resources and institutional strengths, setting aspirational but achievable goals, developing highly specified plans for realizing those goals, and consistently communicating those goals and progress toward them to key constituencies;
- Building a high performance, committed, customer service-oriented senior leadership team that is focused and works collaboratively to deliver results;
- Engaging members of the Case Western Reserve University community in the University's success, creating a sense of ownership, camaraderie and shared destiny;
- Creating a culture based on accountability, credibility and clear expectations;
- Building a world class development function, preparing for and ultimately leading a major capital campaign;
- Increasing ethnic and gender diversity across the University;
- Building the University's brand; and
- Creating meaningful relationships and restoring trust with key constituencies including alumni, faculty, students, and community leaders.

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## **CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA**

### **Ideal Experience**

The successful candidate will have excellent academic credentials and a track record of increasing responsibility and successful leadership in world-class academic institutions, where research and teaching are highly valued. Specifically, he/she will have an experience base that includes:

- Building teams, organizations and cultures;
- Translating strategies into well-grounded realities;
- Driving academic excellence across multiple disciplines;
- Delivering impact in resource-constrained environments;
- Meaningful exposure to academic medicine;
- Managing significant budgets and building financial resources;
- Building relationships internally and externally;
- Engaging directly and successfully in fundraising activities;
- Creating an environment in which diversity is valued and cultural and ideological differences are openly expressed and celebrated;
- Balancing the goals of professional schools and academic research, as well as undergraduate and graduate studies;
- Serving as a spokesperson and communicating a vision;
- Raising the profile of an institution; and
- Working effectively with a board.

### **Critical Competencies for Success**

- **Results Orientation:** With a senior leadership team that has spent the last several years focused on strategic visioning, reorient them toward data-driven priority setting, fiscal discipline and execution. Build a focused, high performing administrative organization that has the confidence of the board, faculty, students, alumni, and institutional partners by creating a culture of accountability where information sharing, crisp decision-making, teamwork and open communication are rewarded; and by setting and consistently communicating a clear set of priorities and performance expectations.
- **Engagement:** In an environment where several key constituencies have come to feel disaffected and/or somewhat isolated, proactively pursue an agenda of outreach and relationship-building. Achieve this by demonstrating active listening and communication skills both in one-on-one and group settings; representing the University in a

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compelling way, creating a sense of institutional pride and common purpose among all of the University's constituency groups; and leveraging relationships for the benefit of the institution – its mission, reputation and financial strength.

- **Motivator:** In an organization with significant academic resources and an overly modest self-image, the new President will inspire the University to embrace and celebrate its distinctive strengths and areas of excellence and to invest in expanding upon those, creating a palpable sense of institutional pride. Accomplish this through proactive communication – internally and externally – about achievements, priorities, and progress. Provide strong leadership as the University competes for financial resources and academic talent. Create mechanisms for all members of the Case Western Reserve University community to contribute to and celebrate in its success.

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