

The College of Arts and Sciences Strategic Plan Report 1 January 18, 2008

Overview

In the College of Arts and Sciences, academic strategic planning is led by the College Strategic Planning Steering Committee (CSPSC) and seven Task Forces. The CSPSC consists of the members of the College of Arts and Sciences Budget Committee, augmented by additional faculty who together provide representation of the range of disciplines in the College. The CSPSC is working from the academic strategic plans of the Departments, Programs, and Centers; benchmarking data compiled by the Departments, Programs, and Centers comparing themselves to self-identified aspirational peers; the reports of the Task Forces; and with faculty input through forums and other communications, to produce the College of Arts and Sciences Academic Strategic Plan.

Introduction

The goal of the College of Arts and Sciences over the next 20 years is to contribute to making Case Western Reserve University a destination university for students and faculty and a clear leader in research. Our standard is for the College to have a reputation for excellence that would place us in the top tier of our aspirational peer group, the University Athletic Association¹ institutions plus Johns Hopkins, both in attractiveness to potential undergraduates and the quality and productivity of our research enterprise. This would include significant increases in revenues, size of faculty, size of student body, revenue per student, diversity of both student body and faculty, and research. It is a bold goal that would recognize the best traditions and history of our component institutions, and position us for pursuit of greater eminence. In order to achieve these aspirations, we have to make both the education and research offerings of the College stronger across the board, while building a selection of individual programs that stand out on the national horizon. For many years the University has starved some portions of the institution with resulting negative effects, as the evidence clearly shows, on our national reputation and attractiveness. Yet it is only possible to build a particularly stellar enterprise in a few areas at a time. Our task during this strategic planning process is to identify the most promising areas in which to achieve internationally recognized excellence, as well as to identify the necessary investments to achieve credibility in the areas where we should not expect, in ten years, to build greatness. Rather than choose between “deepening” and “broadening” we must target extra investments to build especially high profile departments and institutes, which will have national and international prominence, but we must also strengthen across the board. We expect to build on some of the strengths that have already been

¹ The University Athletic Association has eight members: Brandeis University, Carnegie Mellon University, Case Western Reserve University, Emory University, New York University, University of Chicago, University of Rochester, and Washington University in St. Louis.

developed, both in terms of strong departments and where departments in College have promising linkages to other parts of the university or to University Circle institutions. But our planning process must consider other possibilities as well, especially so as to ensure that the package of high-profile programs represent the university *as a whole* in a way that is most useful.

Between December 23, 2007 and January 8, 2008, each Task Force held its first meeting and/or corresponded through email exchanges to select a chair and to address Step 1 of the charge given to it. Working from the task force deliberations, we submit the following Step 1 aspirations on each topic:

Research We see the College having markedly greater prominence in its national and international leadership in research. The College should be known for cutting-edge research in a broad range of programs and be noted for its inclusion of both graduate and undergraduate students in its research efforts. More programs will be nationally and internationally eminent.

Graduate Education The College will offer distinguished graduate programs across the range of disciplines. It will attract and retain graduate students of a quality comparable to that of other first-rank US educational establishments and in a number appropriate to each departmental or interdisciplinary graduate program. The institutional support for graduate education will be a secure long-term commitment that recognizes the central role of graduate education at a research university.

Undergraduate Admissions, Education, and Life The College will have a national, high-ranking reputation for undergraduate education that recognizes the value and innovation of our curriculum. This will enable us to attract and support a larger student body, drawn from a substantially larger application pool. The larger pool of applicants will permit the university to shape its classes with particular attention to issues of diversity (in its various aspects: ethnic, racial, gender, religious, economic) and to the liberal arts/sciences mix. We will have a campus experience that our students describe as fun, exciting, active, intellectually stimulating and collegial; that will make coming to CWRU a top choice for desirable students; and that will attract high-caliber faculty for undergraduate education.

Interdisciplinary and Collaborative Programs Within twenty years, the College and the University will be a recognized leader and innovator in forming world-class collaborations of faculty and students spanning diverse disciplines and institutions to address timely questions in research and education. Faculty will be empowered to create new relationships among disciplines, schools, and institutions, locally and globally.

Central Administration Support for Research, Teaching and Service

Central Administration shall in all aspects be primarily motivated by its mission to promote the academic goals of the College and Schools. The relationship between the College and Central Administration shall be characterized by transparency, efficiency,

flexibility and mutual support.

Faculty Recruitment, Retention, Development, Diversity, and Morale

As the heart of Case Western Reserve University's educational mission, the College will recruit, retain, and develop a faculty that is recognized nationally and internationally for its research and artistic production and will be recognized world-wide for its excellence in arts, social science, humanities, and natural science research and education. The faculty of the College shall at a minimum reflect the gender and racial/ethnic diversity of disciplinary recruitment pools; shall be compensated with salaries competitive with our aspirational peer institutions; and shall be treated with equity (appropriate to the discipline) in start-up packages, summer salaries, work spaces, and all other areas of non-salaried compensation. Departments and programs across the disciplines of arts, humanities, social sciences, and natural sciences shall consist of a sufficient number of faculty members to provide critical mass to retain top faculty, support cutting edge research, sustain graduate programs and research groups, and provide top-quality undergraduate education in all fields.

Infrastructure

We envision that within twenty years the College and University will have a campus that can provide a world-class educational experience for an expanded undergraduate and graduate student body. This campus will accommodate an undergraduate program that attracts greater proportions of students interested in the social sciences, humanities and arts than we do today. Facilities for research and teaching in all fields will equal the best in the world. The infrastructure expansion and modernization should also be crafted to create a vibrant residential and commercial community. This will require substantial expansion of research lab capacity; of office and classroom space; and of facilities for the fine and performing arts. The expansion must occur in stages, with some measures taken far before the 20-year time horizon. It will require much greater integration of areas both east and west of East Boulevard into one university community.

Summary Statement

The College has thus elaborated a set of bold aspirational goals and a set of essential foundation goals in seven overlapping and mutually-reinforcing areas over the foreseeable future. In order to achieve these goals, the College needs to embed them in the emerging, overarching plan of the University and to feature them prominently in the forthcoming capital campaigns. The College needs now to move to Step 2 in its process: identifying concrete goals, articulating rationales, providing evidence, identifying strategic initiatives, creating a timetable and system of measurement, identifying potential partners within and outside the University, and establishing a list of priorities.