

FUNDAMENTAL QUESTIONS FOR DELIBERATION IN THE STRATEGIC PLANNING PROCESS
Information from the discussion on December 3, 2007 at MSASS Steering Committee Meeting
Bullet points are not mutually exclusive and they are not organized by priority.

1. WHAT WOULD YOU LIKE THE UNIVERSITY TO BE IN FIVE TO TEN YEARS?

- A university recognized nationally for excellence
- A university known for its diversity of students and faculty
- A university that operates through authentic inter-collaboration – the university has structures and programs that facilitate a trans-disciplinary focus in faculty hires, research, training, curriculum development and student recruitment.
- Recognition that university is part of NE Ohio’s economic engine and economy – how do we interact more effectively with the community and have an impact on the community? – i.e. the example of the progress in using minority suppliers at CWRU
- Improve rankings in all schools
- Strong recognition for all strengths at University – promote S.W. and nursing’s achievements at Case – not just an engineering school and strong bio-medical sciences.
- More stable university image – recognize all strengths at Case – inclusive of successes in all schools.
- A university that uses its strengths to address regional issues as well as city problems: such as the relationship between poverty & education and a focus on the health and wellbeing of Cleveland’s children.
- A university that has the ability to recruit top graduate students and post-doctoral students.
- A university that has developed a “halo effect” for achievement in areas other than engineering and medical training. When CWRU faculty and students travel, they are recognized as belonging to a strong, vibrant university with a national reputation that is broader than just engineering /medicine .
- A university that has developed its resources and strengths to address real world problems. Case Western Reserve University becomes the ‘bench to practice’ university-know for real world applications of knowledge-development and science.
- Case Western Reserve University more fully uses the resources of University Circle as the base to provide world class environment – Case Western Reserve University and University Circle organizations create an exciting place to live, work and educate.
- A university that recognizes and provides greater equality among schools; small budgets now have less physical space across programs and fewer services
- A university with broad and clearly recognizable connections with community. These community connections improve the university’s ability to create and strengthen relationships with emerging leaders as well as with established leaders and resources
- A university that has a centrally located, easily accessible center for training, performance and collaboration for both the university community and the community at large.

- A university that has transcended the legacy of the “every tub on its own bottom” – to one that concentrates and enhances trans-disciplinary efforts

2. WHAT WILL BE NECESSARY FOR THE UNIVERSITY TO DO TO BE SUCCESSFUL IN REACHING THAT VISION?

- Diversity in hiring
- Need inter-professional, inter-disciplinary expertise to solve bench to practice
- Identify what Case can do for Cleveland and vice versa
- Libraries need to be leading institution for resources and learning – 21st century – digitalize Case - Libraries – have to be leading centers, create learning assets, have a smaller collection but increase access, increase staff, increase elec. Different needs for different faculties – focus needs to be on digital Case (increase casts of OhioLink), will need to catch up on volumes, library used by all and owned by none, digital case is now VERY slow – resources poor, vision isn’t the problem, resources are problematic
- Get research out there for access to others
- Diversity in hiring – Transdisciplinary efforts in the departmental procedures and funding – have to manage these trans-disciplinary appointments – new people
- Articulate value of Case to Cleveland partnership. What can Case do for Cleveland and vice versa

3. WHAT ARE THE THREE TO SEVEN MOST IMPORTANT STRATEGIC ISSUES FOR THE UNIVERSITY TO CONSIDER IN THE STRATEGIC PLANNING PROCESS?

- Community steering committee to re-engage with community – consider regional perspective, but not forget about Cleveland
- Central training center – bridges University and community
- Methodological center for research courses
- Stand alone models have work to the destruction of the University
- Joint appointments, PRI, duplication within
- Joint appointments are necessary in major research university
- Creation of a diverse student and faculty body
- Central center – performing arts, method training
- Perception as a diverse faculty and study body – strength – change this image to reflect diversity, grow diversity
- Regional experience – but need to include a strong city

4. WHAT WOULD YOU LIKE MSASS TO BE IN FIVE TO TEN YEARS?

- Increase federal and state funding so that MSASS ranks among the top 10 schools receiving federal/state funding

Performance Indicator: 2-4 grants submitted each year over the next 5 years

Resources needed: R&T committee identifies grants/proposals and provides leads to appropriate faculty; faculty provided-release-time or other incentives to submit/produce grant proposals; review team to assess proposals prior to submission

- Establish a social work clinic to provide training to students and tangible services to clients, particularly those residing in neighboring communities
 - Performance indicator: free standing clinic is established on campus
 - Would have to be launched with other schools – what is educationally unique? Trans-disciplinary, (Prior projects (human services design lab model, poverty center work, GITT)– Hartford, Geriatric Interdisciplinary Team Training – cutting edge issues (trauma, military), foreclosures – WHAT ISSUES ARE IMPORTANT?
 - Resources needed: faculty and staff need to oversee clinic; collaborative relationships with community agencies; transdisciplinary team (e.g. dentistry, nursing)
- Who are we as a school? – need to focus on this – research only, scholarship, teaching – our budget is primarily tuition - teaching and scholarship should be priority
- Let go of rankings – build our goals around our strengths: a. who we are, b. what can we do to survive, c. how we can build on our strengths → research as centrality? Central place of research
- Publications/Scholarships/Teaching To Do: group support for research, mentoring for new faculty, more focused way to use resources to face increasing competition
- Attract senior faculty with proven research records and federal funding
- Attract junior faculty with chairs, etc.
- Plan and execute a comprehensive fundraising campaign in support of our research goals including a new building fund
- Upgrade our research space

5. WHAT WILL MSASS NEED TO DO TO BE SUCCESSFUL IN REACHING THAT VISION?

- Rethink and restructure workloads
- More national in our recruitment of students
- Hiring research faculty means less time on teaching
- Field education challenges – agencies less able to provide instruction - Signature pedagogy in social work -How to strengthen field models – different faculty categories How to integrate field and classroom processes- 20% in community → field & teaching both for field advisors- Creative partnerships in field faculty
- Different categories of faculty
- Vision on translation → bench to practice, applications of research, rethink and restructure workloads (increase flexibility and creative use of resources), update curriculum – continually improve, how can we move forward?
- Teaching faculty v. research faculty, non-tenure v. tenure – tension with 25% non-tenure, teaching faculty – increase control, acculturation – adjuncts not involved in

teaching culture -25% limit on non tenure track faculty is an artificial one, limits us – how build a faculty that meets our goals?

- Build a faculty to achieve disparate goals
- Increase junior faculty by 3-5
- Develop internal proposal review teams as part of the R&T committee in order to strengthen grant applications
- Yearly evaluation of curriculum goals and external indicators (e.g. licensure pass rates)
- Seek seed money to establish clinic, identify one particular area of need (e.g. access to healthcare)

Content from Meeting with consultants (5 December 2007)

- It will be important to review the previous Strategic Plan (2003-2008) and identify which objectives/goals/priorities should be retained in the new plan
- Curriculum changes and improvements must be integrated into the seeking of additional research dollars
- University and internal incentives must be established for transdisciplinary, interdisciplinary, and multidisciplinary efforts
- The goal/objective of further strengthening our International Education Program to include establishing connections/links with other similar programs on campus and in the community
- A coordinated plan/process is needed to link the services/programs being offered in the community by MSASS, Nursing, & Dentistry
- What is the comparative advantage of MSASS vis a vis other schools of social work?
- A common theme needs to be articulated so that the entire university can agree (e.g., Healthy Communities)
- The size of the faculty (tenure-track, non-tenure track and special faculty) must be increased
- Revisiting of the 25% policy
- Increase physical space in order to facilitate research activities as well as enhance collaboration between MSASS and other departments/schools

As the goals/objectives are drafted, we should ask the question, “so what for each one of the goals/objective” in order to expand on a clear and viable rationale.

Initial Goals:

- 1) Increase federal/state funding for research;
- 2) Enhance and build local collaborations for international education;
- 3) Increase physical space to enhance and facilitate research and teaching mission;
- 4) Increase faculty across categories; and
- 5) Strengthen curriculum in order to attract a national and diverse student body