

# Planning for the Future of Case Western Reserve University

## Draft Mission/Vision

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Case Western Reserve University's mission is to be an international leader in transformative, innovative undergraduate, graduate, and professional education; in scholarship, creative endeavor, and research that lead to new knowledge addressing society's enduring questions and most pressing challenges; and in promotion of an inclusive culture and active, responsible citizenship.

In the years ahead, Case Western Reserve University will be a premier setting for discovery and learning directed both at understanding and interpreting the past and present, and at imagining and influencing the future. The University will enhance the characteristics of its programs that encompass in-depth expertise as well as broad exposure and the ability to integrate a wide array of disciplines, with close ties to local, national, and international partners. We see a University that:

- Nurtures a community of outstanding scholars who are highly collaborative and collegial, functioning in an atmosphere characterized by support, mentoring, and inclusion. This collaborative environment is facilitated by the compactness of our campus, our administrative structure, and our relationships with the community.
- Continuously strives to provide the highest quality education for our students, focusing on innovation, assessment, and active, multi-dimensional learning to drive intellectual and career development and to contribute to society. An important aspect of the University's profile is disciplinary breadth as represented in the humanities, arts, and social sciences.
- With a deep appreciation for all forms of inquiry, and with commitments to academic freedom and to providing effective, responsive administrative services, supports strong disciplines as well as interactions among these disciplines to address the complex questions and issues facing humanity.
- Pursues distinctive opportunities for learning and discovery – both formal and informal – that build on our special features, such as our excellent teaching and research, collaboration with our world class cultural, educational, health care, and scientific neighbors in University Circle, our proximity to key natural resources, and our international partnerships.

**Draft General Goals and Strategic Initiatives** (five-year assessable targets)

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Draft Goal I

***Enhance the University's educational programs and research, scholarship, and creative endeavors***

1. Align our programs to prepare our students for the challenges of the 21<sup>st</sup> century.
  - Develop a focused program involving collaboration among faculty, staff, and students to promote innovation and excellence in teaching and learning.
    - Help identify infrastructure and resources to support the level of activity which distinctiveness will require and excellence will demand, and to record and promote best practices.
    - Develop learning experiences across a spectrum of settings, formats, and structures, including but not limited to traditional courses.
    - To achieve this, either create a University-wide Center for the Learning Experience or invest these responsibilities in closely coordinated existing offices.
  - Develop programs of active, distinctive, “hands-on” inquiry for students, with the goal of providing significant research, community service, civic engagement, and international experiences for all students.
    - Effectively communicate the short- and long-term benefits of these learning experiences to prospective students.
  - Organize a coordinated set of courses and other learning experiences in ethics for students across the campus, ranging from exploratory courses for undergraduates and advanced scholarship for graduate and professional students to specific training for students who will be involved in research or who are preparing for specific professions.
  - Maximize student interactions with faculty and staff members, particularly in individual and small-group settings.
    - Prepare faculty and staff members to provide mentoring and advising support for students, and to identify and intervene with students who may struggle socially or academically.
  - Recruitment and development of outstanding doctoral students is a high priority for the entire University. Enhance the focus of coordination in the Office of Graduate Studies for issues affecting doctoral students, such as recruitment, mentoring, scholarship and fellowship support, and interdisciplinary education.

- Structure criteria for faculty promotion and tenure to emphasize innovation and excellence in teaching, mentoring, and participation in experiential learning approaches.
2. Make strategic investments in areas of scholarship, education, and research based on existing strengths and opportunities as well as anticipated challenges to the global community.
- Focus University-level attention on support for the academic priorities identified as most important by the College and the Schools. All units of the University will benefit from investments to strengthen scholarship in selected disciplines and interdisciplinary areas, thereby enhancing their impact within their own fields as well as their ability to collaborate with others. Strong programs make the best collaborators.
  - Create or strengthen strategic alliances in a small number of areas, each involving scholars in a variety of disciplines. Discussions continuing among the College and the Schools – and incomplete as of this writing – have thus far identified several potential focus areas for alliances in education, scholarship, and research. Three examples:
    - *Energy*: production, distribution, and use; issues of the environment and sustainability; micro-energy and technology for storage and delivery; public policy and legal issues.
    - *Human Health from the Individual to the Global Population*: molecular to community bases of health; innovation in delivery of health service and technology; assessing and monitoring human health; community and public health; behavioral and bio-behavioral health; health and welfare policy; health services; health law; preventive health.
    - *Culture, Creativity, and Design*: draw on resources in several academic units, in University Circle and elsewhere in the community, and internationally to focus on the development of organizations, artifacts, communities, services, systems, and materials.
- In addition, there is significant interest in enhancing interdisciplinary efforts among the College and the Schools in other areas, including: Informatics, Child Health and Development, Social Justice, and Infectious Diseases.
- Reduce budgetary and structural barriers to collaborative research and policy innovation to achieve these institutional alliances and strengthen scholarship in core disciplinary and interdisciplinary areas.
3. Establish a global presence for the University by developing a multi-pronged strategy for internationalization.

- Create disciplinary and trans-disciplinary programs of research and education that address global challenges.
  - Develop an international scholars program, focusing on
    - Enrollment of outstanding students from other nations, including developing countries.
    - Opportunities for CWRU students to prepare for their roles as global citizens through participation in courses with national and international partners and work with groups in other countries.
    - Systematic efforts to engage international students more effectively with domestic students and with relevant ethnic and nationality groups in the community.
    - Addressing the need for language competency for students preparing to travel to regions where their native language is not spoken.
  - Engage in international collaboration by launching and coordinating selected consortia with other institutions in the region as well as overseas, to be identified and organized in a manner consistent with the University's strategic goals, opportunities and financial support.
    - Launch at least two such consortia during the planning period.
  - Charge Enrollment Management with responsibility for coordinating across the academic units to establish relationships with appropriate agencies in selected countries to increase international student recruitment.
4. Retain and recruit outstanding faculty, staff, and students. Faculty salaries must be addressed quickly, along with graduate student and postdoctoral stipends, tuition support, and health care coverage, to maintain competitiveness in recruitment.
- Seek endowment support for named fellowships for graduate students, including improved stipend levels, and scholarships for undergraduate students.
    - Ensure that donors to these funds have opportunities to interact with the students their gifts support.
  - Seek endowment support to defray the high cost of professional education for exceptional students.
  - Become more selective in student admission by increasing the numbers of qualified applicants and by increasing the yield rate among admitted applicants.
  - In the recruitment and retention of faculty and senior staff, give particular attention to increasing the number of under-represented minority group members and women.

- Develop a multi-year, incremental approach to achieve competitive faculty salaries. Take a similar approach to addressing staff salaries.
  - Enhance the new faculty orientation and development program and the senior leadership program through UCITE, and develop a leadership program for new department chairs.
5. Strengthen support for faculty development and research to provide a “state of the art” resource to address the unique situations of scholars in disciplines across the campus.
- Either expand the portfolio of the University Center for Innovation in Teaching and Education (UCITE) or create an office of faculty support.
  - Focus on timely, high-value information and assistance for scholars.
  - Ensure that University-level and School-based support is service-oriented.
  - Maintain and consider expanding support for high performance research computing capabilities.
  - Address space constraints in campus libraries and other issues of scholarly communication, including the acquisition of traditional holdings as well as digital publications.
  - Assess and make plans to meet facilities needs for teaching and research laboratories and core facilities.

Draft Goal II

***Develop a vibrant and diverse university community***

1. Promote a policy of diversity for excellence, intended both to enfranchise under-represented groups and to maximize the richness of thought, culture, and problem solving perspectives among our community of scholars.
  - Expand the recruitment and appointment of minority and women faculty and administrators, groups that are under-represented at the University.
    - Build on the successful initiatives associated with our NSF academic careers program in engineering and the sciences, but extend this effort to disciplines beyond the STEM areas.
  - Strengthen University-level leadership mechanisms for promoting and monitoring diversity across the institution.
    - Expand the duties of an existing senior administrative position to encompass this area, or create and fill the position of Vice President for Inclusion.

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- Recognize the special circumstances affecting the recruitment and retention of under-represented minorities as well as first-generation and low-income students, and enhance programs and services to address these issues.
  - Enhance the Case-Fisk Partnership.
    - Sponsor student, faculty, and staff exchange activities
    - Participate in the race relations institute at Fisk.
    - Consider development of a curriculum in African American Studies.
2. Create a campus culture that celebrates success and ensures a high quality of life and personal satisfaction for all members of the University community.
- Identify and develop faculty for leadership roles in their disciplines and in other arenas, with parallel programs to prepare staff members for leadership positions.
  - Strengthen the links between academic programs and the elements of campus life for students, including residence halls, student events, and other co-curricular activities.
  - Be competitive with peer institutions with respect to faculty and staff compensation.
  - Develop a child care facility to meet the needs of faculty, staff, and student families.
  - Build on the ADVANCE Institutional Transformation Program, with its emphasis on women and minority faculty, to develop a climate of equity, transparency, participation, and accountability across campus.
  - Improve campus life and student services by adapting elements of the “Case Way” and coordinating them with related services.
  - Build on and support emerging campus traditions that contribute to a stronger sense of community.
3. Initiate and strongly promote a formal program across the campus for the mentoring of faculty, staff, and students by their more senior colleagues, or by off-campus mentors as appropriate.
- Include the assessment of mentoring activities in the annual review processes for senior faculty and administrators. Tie faculty promotion, tenure, and salary decisions more closely to mentoring.
  - Identify target national societies and mentor faculty, staff, and students toward attaining membership in them.
  - Select targeted, high-profile opportunities to develop concentrations of scholarly excellence, and mentor faculty to take leadership roles in seeking support for and

managing such centers.

4. Invest in making the campus more exciting and vibrant.
  - Develop new and improved facilities to meet such key priorities as accommodations for faculty, staff, research and creative endeavors, classrooms, student life, and alumni activities.
    - Develop a new University center.
    - Proceed with development of the Uptown Project.
    - Continue the development of the North Residential Village..
  - Integrate considerations of sustainability into all campus planning.

#### Draft Goal III

#### ***Engage and expand the University's links with the community to form valuable and meaningful relationships***

1. Develop integrated programs with leading institutions in University Circle and beyond, creating synergistic partnerships that will serve as national models of inter-institutional collaboration and community engagement.
  - Review the performance of current collaborations in University Circle and, in discussion with other participating institutions, determine whether changes are desirable to strengthen the role of these partnerships in education and research and to increase their visibility and impact.
2. Increase involvement in Cleveland and the region, resulting in greater visibility, recognition, and impact.
  - Develop a systematic approach for involving community, civic, business, and other organizations and their leaders in campus events and discussions.
  - Strengthen the University's presence in selected community, regional, and international activities, focusing on appropriate institutional representation and involvement.
3. Engage alumni as lifelong learners and active participants with the University community in mutually beneficial relationships.
  - Pilot continuing education offerings in new areas in response to expressions of interest from alumni and other groups.
  - Expand the role of alumni as external mentors for students, faculty, and staff, as potential partners in research through their organizations, for enhancing student

learning experiences, as members of the Alumni Admissions Program, and as role models for engaging students as future alumni.

- Track alumni careers to assess outcomes of educational programs and services.

Draft Goal IV

***Ensure the long-term financial health of the University***

1. Embark on a capital campaign with emphasis on student support, professorships, and other key priorities.
2. Implement a resource allocation process to support strategic priorities while promoting transparency and ensuring accountability.
  - Introduce an improved allocation system by 2010-11 that adopts key elements of the “Responsibility-Center Management” approach.
  - Identify opportunities to reallocate currently budgeted resources to make early investments in areas designated as top priorities in the strategic plan.
3. Seek and develop innovative sources of revenue that build on and support the University’s academic strengths and to take advantage of opportunities.
4. Implement best business practices across the campus to promote greater effectiveness and efficiency and to improve stewardship and accountability for all resources.
  - Adopt best-of-class practices in hiring and compensation and in purchasing.
  - Strengthen program and performance assessment tools and staffing.
  - Streamline grant proposal approval procedures for all research.

Draft Goal V

***Enhance institutional assessment to facilitate responses to needs and opportunities***

1. Define and employ performance benchmarks and indicators to measure progress in the following areas:
  - Goals and strategic initiatives
  - Learning outcomes, mentoring, and advising
  - Internal “customer” satisfaction scores for administrative services

2. Implement an information system platform and a more robust institutional research capability to inform and monitor institutional assessment.
3. Address factors influencing rankings to the extent that they intersect with institutionally defined metrics for quality and performance.

## **Draft Core Values**

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### ***Quality, intellectual growth, and innovation***

- Highest standards in selection of students, faculty, and staff and in and evaluating performance
- Collaboration as a standard approach to learning and discovery
- Creativity as a hallmark of the University's activities
- Effective and constructive mentorship for faculty, staff, and students
- Transformative impact on our students

### ***Inclusive community***

- Diversity in the pursuit of excellence
- Civility, combined with the free exchange of ideas
- Culture of appreciation for colleagues and students
- Commitment to meeting the service needs of all
- Civic engagement as a fundamental element of the learning experience

### ***Integrity and transparency***

- Commitment to academic freedom
- Ethical behavior in all aspects of University life
- Commitment to shared governance
- Collective responsibility, linked with informed leadership

### ***Effective stewardship***

- Financial resources planning
- Human capital

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- Commitment to sustainability with respect to facilities, natural resources, and the environment
- Forward-looking curricula