

**1. What would you like the University to be in five to ten years?**

The University should aspire to be a nationally recognized center of excellence for learning and research. This excellence will be identified locally, nationally and internationally by the sustained accomplishments in research and education and the excellence of its students and faculty. The university should have a momentum of sustainable growth built on the importance of research, discovery and the dissemination of new knowledge as essential features of its mission.

**2. What will be necessary for the University to be successful in reaching this vision?**

The University needs to establish a climate that rewards academic success. This will require more transparency, facilitation and responsibility across the whole community.

Academic success requires new investment from existing resources ("endowment investment") and increased competitiveness for new grants and philanthropic donations ("fresh money") in order to provide world-class facilities and cutting edge technology in teaching, administration and research.

A financial campaign that allows the University to develop and maintain targeted growth in priority areas that impact the national reputation; recruitment capabilities of students and faculty; investment in the university infrastructure - buildings, core facilities, communication networks; and partnership with our local community:

There needs to be large-scale investment in state of the art core facilities for all aspects of university life that cuts across school domains. Improved facilities will facilitate the attraction and retention of outstanding faculty and students.

It will be necessary to have University-wide research and educational programs that are both recognized centers of excellence in specific fields ("core strengths") and interdisciplinary programs incorporating a cross section of the faculty of the institution ("emerging opportunities"). The leaders of the University need to work together to identify areas of investment and implement programs that will contribute to a national reputation for excellence and create a integrated approach to interschool interactions, by removing barriers to cross-disciplinary teaching, research and other scholarly pursuits.

The University will need to attract and retain national and international thought leaders at all levels to the faculty and attract the most qualified undergraduate and postgraduate students. There need to be faculty incentives to achieve ongoing excellence, and faculty success should be rewarded with recognition and continued investment in their efforts. Programs designed to retain the best faculty and groom the next generation of internationally recognized experts in their field need to be developed and implemented. The number and size of endowed chairs that will be necessary to attract and retain excellent faculty need to be increased.

As an important community leader in Cleveland, the University needs to better engage and have the explicit backing of local business and political leadership to support the University's growth as well as to give back to the community.

**3. What are the three to seven most important strategic issues for the University to consider in the strategic planning process?**

Issue 1: Create an effective administrative structure that is transparent and flexible and that gains the confidence of the faculty and the donor community. The trust of the faculty in administrative leadership and a shared vision or 'mission' for the University need to be restored.

Issue 2: Create a learning and research environment that is both desirable and has a proven capability to generate leaders in their fields.

Issue 3: Become more competitive in emerging academic disciplines; better integration of existing areas of excellence into a campus wide network is needed.

Issue 4: Rebuild and expand the physical infrastructure that is necessary (and currently lacking) to facilitate achieving excellence in research and education.

Issue 5: Financial stability in the context of a growth oriented vision and plan.

Issue 6: Retain the best faculty and groom the next generation of internationally recognized experts in their field.

**4. What would you like the SOM to be in five to ten years?**

The School of Medicine aspires to be a top ranking research-intensive School of Medicine that has as its most notable feature programs that foster the next generation of leaders in all aspects of biomedical research from basic research to clinical research.

The SOM needs to maintain and further develop nationally recognized medical and graduate education programs that attract the most qualified students. The SOM also needs to capitalize on the recent award of the CTSA in order to develop as a center of excellence in translational research and interdisciplinary learning. This should be accomplished by expanding multidisciplinary biomedical research programs that capitalize on the existing strengths of the School of Medicine. In addition, the Medical School has to become a center of academic excellence in specific key areas of biomedical research, where by virtue of its national reputation in these areas it becomes the "target school".

The SOM should strive to develop a reputation for excellence, innovation, good management, fiscal stability, and collegiality among the faculty, centers and departments.

**5. What will the SOM need to do to be successful in reaching the vision of becoming a top ranking research intensive SOM?**

Have the financial means, intellectual environment, and physical infrastructure to attract and retain top-tier faculty that have national and international stature in their field.

Participate in interdisciplinary research efforts within and outside the SOM as well as programs at a national and international level.

Have more responsive and collaborative SOM and University administrative support for research that is devoted to a shared vision of excellence.

Attract the top ranked incoming Medical Students and generate students that are the most sought after in subsequent placement.

Attract the brightest and best graduate students in sufficient numbers to drive the research programs in the school.

Develop a financial plan for maintaining and expanding a vigorous graduate education.

Develop effective cross discipline research programs that can compete with the best in class for external resources.

Increase the breadth of financial support through increased endowment and a concerted effort in philanthropic investment.

Establish an efficient and effective IT and tech transfer program that will allow the SOM to form effective partnerships with Biotech and pharmaceutical companies. The SOM needs to be an institution with which commercial biomedical companies want to do business.