



Strategic Plan, 2008-2013

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Introduction

Case Western Reserve University is an institution with an impressive history and even greater potential.

Four decades ago our predecessors recognized the power of partnership in orchestrating the federation of Western Reserve University and the Case Institute of Technology. Since then, many faculty have seized opportunities available through collaboration. Too often, however, their accomplishments have emerged from ad hoc alliances and individual initiative.

With this strategic plan, we begin a new era at Case Western Reserve University – one where we commit to harnessing all of our strengths in a coordinated way.

Modern research universities share a common mission: to solve society's greatest challenges and answer its enduring questions. Yet each one brings unique assets, experiences and qualities to that task. The success of our strategic plan demands that we identify and appreciate the aspects of our institution that distinguish it from all others.

For the past nine months, hundreds of constituents have participated in a wide-ranging process designed to develop both an overarching university plan and individual ones at each of our schools. The effort has involved community leaders, alumni, students, staff and faculty - each of whom has shown enormous enthusiasm for the future of Case Western Reserve University. We take pride in our accomplishments, yet share the belief that we are capable of so much more. This document details precisely where we want to focus our considerable talents, and the progress we expect to achieve.

Case Western Reserve University is a comprehensive academic institution, and will continue to provide the breadth of programs essential to every great research university. In outlining distinct priorities, however, we demonstrate our discipline and commitment to new levels of excellence. Through concentrated efforts, we will realize unprecedented advances – both for our university, and for society at large.

Our four key strategic academic alliances are:

1. Energy and Environment
2. Human Health
3. Culture, Creativity and Design
4. Social Justice and Ethics

We selected these areas after a review of our existing academic strengths and areas of common interest and opportunity across the university. By elevating them, we commit to achieve prominence as an institution known for exemplary scholarship in these realms. In turn, we will become a campus that draws individuals with a passionate desire to contribute to progress in them. At the same time, we will enrich our core subjects and educational efforts. We will instill in our graduates an appreciation for learning, respect for the value of each individual and a dedication to excellence in whatever paths they choose.

The plan that follows describes our priorities in detail. Just as important, it provides context for the kind of community we seek to become. We will foster an environment where we:

1. nurture the potential of every constituent;
2. deepen and broaden our understanding of the world; and
3. demonstrate accountability and transparency in all that we do.

Our plan not only articulates these ideas and principles, but also describes concrete steps we will take to fulfill our goals. More, it details specific metrics we will use to measure our progress toward those objectives. We will report annually on our results.

Even as we move forward on these individual priorities, we must also remember that together they move us toward a single aspiration: **Case Western Reserve University will be recognized nationally as an eminent institution whose research and teaching change lives – and help shape the world.**

Our campus is already full of faculty renowned in their fields and revered by their students. By executing this plan, we will create an environment where collaboration contributes to discovery and understanding in extraordinary ways. Our scholarship will demand attention from peers, policymakers and prospective students. The energy and imagination in our teaching will prepare graduates to become leaders in an increasingly complex global society. We will, in short, become an institution that achieves the remarkable possibilities inherent in the 1967 federation, one with a powerful sense of purpose that inspires and captivates all of its constituents.

Mission

Case Western Reserve University *improves and enriches people's* lives through research that capitalizes on the power of collaboration, and education that dramatically engages our students.

We realize this goal through:

- Scholarship and creative endeavor that draws on all forms of inquiry.
- Learning that is active, creative and continuous.
- Promotion of an inclusive culture of global citizenship.

Vision

We aim to be recognized nationally as an institution that *imagines and influences the future*.

Toward that end, we will:

- Support the advancement of *thriving disciplines* as well as *new areas of interdisciplinary excellence*.
- *Provide students the knowledge, skills and experiences* necessary to become leaders in a world characterized by rapid change and increasing interdependence.
- Nurture a community of *exceptional scholars who are cooperative and collegial*, functioning in an *atmosphere distinguished by support, mentoring, and inclusion*.
- Pursue *distinctive opportunities* to build on our special features, including our *relationships with world-class health care, cultural, educational, and scientific institutions in University Circle and across greater Cleveland*.

Core Values

Academic excellence and impact

- Eminence in teaching and research
- Scholarship that changes lives and deepens understanding
- Creativity and innovation as hallmarks of our efforts

Inclusiveness

- Civility and the free exchange of ideas
- Civic and international engagement
- Appreciation for the distinct perspectives and talents of each individual

Integrity and transparency

- Academic freedom and responsibility
- Ethical behavior
- Shared governance

Effective stewardship

- Strong, ongoing financial planning
- Emphasis on sustainability
- Systems that support attainment of our mission

Goal I *Advance our academic programs to increase the University's impact.*

1. **Enhance activities in research and discovery.** We will build powerful alliances and enrich our core strengths.

- Focus university-level attention on select interdisciplinary priorities.

Energy and Environment: Case Western Reserve University will capitalize on existing strengths in production, distribution and use of energy, even as it develops new areas of expertise. Recent energy initiatives already have attracted significant government and philanthropic support, and are fostering faculty collaborations across many disciplines. We will build on this momentum and tie it to growing campus programs related to sustainability. We also will enhance efforts that explore cultural, legal and economic dimensions of these topics.

Human Health: The University boasts several nationally recognized programs in the health sciences and other disciplines related to health. By emphasizing this priority, we will encourage more dynamic and ambitious partnerships, leading to breakthrough discoveries, innovative technology, more effective health care delivery and progress in addressing community and population health needs.

Culture, Creativity, and Design: The ideas that inspire us as individuals and connect us as a society arise from many disciplines, among them the arts, humanities, sciences, management, and technology. We will explore the nature of innovation across these fields, generating novel approaches that reframe our world view. Activities range from the study of culture, creativity, and design to the practical exercise of these abilities, notably in pursuing sustainable solutions to major issues. This alliance would encourage deeper connections with University Circle institutions and other Northeast Ohio organizations.

Social Justice and Ethics: Faculty members across the university are deeply engaged in research related to questions of social justice, as seen in the work of the Inamori International Center for Ethics and Excellence. By linking these topics and identifying them as a university priority, we expect to accelerate efforts to understand the ways that social systems affect individuals and society - and to explore ways to improve them.

Other important efforts among the College and the Schools that could interact with these suggested strategic alliances include: **Informatics**, **Origins**, **Infectious Disease**, and **Child Development**. In addition, **Sustainability** is woven through each of these alliances.

To launch these alliances, we will:

- Create and maintain programmatic initiatives in each of the four areas.
- Explore opportunities to enhance interdisciplinary activities in other areas, in particular for the additional suggested alliances.
- Support advancement of select college and school priorities.
- Promote enhanced collaboration in research and teaching.
 - Identify and eliminate existing barriers.
 - Develop a financial model that encourages cooperation.
- Increase space for teaching and research to accommodate needs in these four areas.

Potential Metrics

- † Trends in funding and research publications for strategic alliances
- † Market share of federal research funds
- † Books, Journal impact, citation indices, and other publications
- † Research-related faculty honors and awards
- † Coverage of research and scholarship in major media

2. Align educational programs to prepare students for the 21st century. Our students will develop deep expertise in at least one field, and acquire broad familiarity with other disciplines. This approach will provide them the skills and experiences necessary to adapt and understand a world likely to be far different than the one they perceive today.

In particular we will:

- Encourage appreciation of the lifelong habits of mind that lead to understanding
 - Inspire students to view education as more than the acquisition of skills and credentials, but rather preparation for engaged, thoughtful participation in all aspects of their lives.
 - Eliminate administrative and financial barriers to ease students' exploration of multiple subjects.

- Teach students to acquire, evaluate, and apply knowledge.
 - Provide every undergraduate an opportunity for active, experiential learning, which can include research, community service, civic engagement, or international experiences.
 - Develop a Center on the Learning Experience to coordinate and enhance activities.

- Organize learning experiences in ethics for all students.
 - Charge the Inamori International Center for Ethics and Excellence with developing a shared program of learning experiences in ethics.
 - Specify a major ethics issue each year and encourage faculty, students and staff to address it. Approaches could include classroom discussions, campus workshops, guest lectures and symposia.

- Emphasize innovation and excellence in teaching and mentoring.
 - Structure criteria for faculty promotion and tenure to ensure consideration of innovation and excellence in teaching and mentoring.
 - Better prepare faculty and staff who advise students.

Possible Metrics

- † Number of and enrollment in interdisciplinary educational programs across Schools and the College.
- † Number of and enrollment in cross-listed courses among Schools and College that provide credit for participation an interdisciplinary major or double major.
- † NSSE results for percent of seniors who report that their experience at this institution contributed to their knowledge, skills, and personal development with regard to developing a personal code of values and ethics.
- † NSSE benchmark for Active and Collaborative Learning
- † Alumni surveys of educational outcomes at milestone points

3. **Enhance the international character of the University.** Case Western Reserve University enrolls students from more than 70 countries and engages in research and teaching with faculty colleagues across the globe. Our effectiveness as a modern research university, however, demands that we expand our efforts considerably.

- Create disciplinary and interdisciplinary programs that address global challenges.
 - Explore opportunities for collaboration with other institutions in the United States and overseas.
 - Identify and promote international programs in each of our strategic alliances.

- Develop an international scholars program.
 - Provide every student the opportunity for a significant international experience.
 - Offer University-wide courses on international topics that will carry academic credit for all students.

- Promote enrollment of high-quality students from other nations, including developing countries.
 - Establish 2- to 4-year Internationalization Scholarships.

Possible Metrics

- † Participation in study abroad or other international experiences (for faculty and students)
- † Trends in international enrollment
- † Share of research projects that involve international partners
- † NSSE results for percent of seniors who report having participated in: a research project with a faculty member outside of course or program requirements; community service or volunteer work; study abroad

Goal II *Develop a strong, vibrant and diverse academic community*

1. **Recruit, retain, and develop outstanding students.** We will enroll a diverse group of highly qualified students and provide them extraordinary support and mentoring.

- Seek endowment support for scholarships for undergraduate students
 - Substantially expand funding for merit awards.
 - Enhance initiatives to attract and support low-income, first-generation, disabled and other students from underrepresented groups.

Possible Metrics

- † Entering student credentials (SAT scores, class rank)
 - † Applications, selectivity, and yield by program and level
 - † Retention and graduation rates
 - † Trends in unfunded financial aid
 - † Numeric and percentage growth in enrollment of students from low-income, first-generation and other underrepresented groups.
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- Attract and assist exceptional graduate students.
 - Seek endowment support for graduate fellowships, with emphasis on fields participating in the strategic alliances and those identified as top priorities by the College and the Schools.
 - Improve stipend levels and financial assistance for health care to allow the university to be competitive in graduate student recruitment.
 - Identify and mentor students to compete for nationally funded pre-doctoral fellowships early in their first year on campus.

Possible Metrics

- † Changes in total endowment support for graduate fellowships overall and by field
- † Total number of pre-doctoral fellowships awarded to our graduate students
- † Completion rates for doctoral students by discipline
- † Doctoral student placements.
- † Competitiveness of graduate stipends

- Improve student support.
 - Enhance mentoring with an emphasis on post-graduation plans.
 - Strengthen orientation and advising programs for entering students.

Possible Metrics

- † NSSE results for percent of freshmen and seniors who report that the institution emphasized providing the support needed for academic success
- Enrich student life, including programming in residence halls, and other co-curricular activities.
 - Strengthen links between academic programs and student life.
 - Explore the value of strategic investment in athletics, focusing on how competitive success enhances the overall campus experience.

Possible Metrics

- † NSSE results for percent of students who report that the university emphasizes providing the support needed to succeed academically
- † NSSE results for percent of students who report that the university emphasizes providing the support needed to thrive socially
- † NSSE results for percent of students who report that the university emphasizes attending campus events and activities

2. **Promote diversity.** Enfranchise underrepresented groups, maximizing the richness of thought, culture, and perspectives within the campus community.

- Expand recruitment and retention of underrepresented faculty, staff, administrators, and students.
 - Fill the position of Vice President for Inclusion, Diversity and Equal Opportunity.
 - Strengthen University-level programs for promoting and monitoring diversity.

- Sustain and broaden the ADVANCE Institutional Transformation Program, with its emphasis on women and minority faculty.
- Deepen partnerships with external programs with similar goals.
- Encourage diversity by promoting innovative courses and activities, such as the Ethnic Studies program and an emerging undergraduate minor in diversity.
- Enhance programming for interfaith activities.

Possible Metrics

- † Number of women and minorities in leadership roles (ADVANCE data)
- † Number of women and minority faculty hired but not retained, by rank and by College/School
- † Percent of women faculty by rank; percent of minority faculty by rank
- † Percent of women students by level; percent of minority students by level
- † Undergraduate retention and graduation rates for minority students compared to overall retention and graduation rates

3. Recognize and reward excellence among faculty and staff, and recruit outstanding colleagues. Attracting talented individuals is essential to our success and stature.

- Provide competitive compensation to faculty and staff.
 - Develop and implement a multi-year plan to improve faculty and staff compensation.
 - Monitor compensation to ensure that the University retains high-performing faculty and staff.
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- Strengthen the University's resources to support the work of faculty and staff.
 - Streamline administrative services crucial to teaching, research, and scholarship, including grants administration, human resources, purchasing, and financial management.
 - Enhance research assistance for faculty, including methodological and statistical consultation and training, proposal-writing assistance and identification of start-up and ongoing funding opportunities.
 - Enhance computing capabilities, including expanding support for high-performance research computing for faculty.
 - Enhance the ability of campus libraries to support research and education and address issues of scholarly communication.

- Develop a child care facility.
- Offer high-quality mentoring and career development support for faculty and staff.
 - Link faculty promotion, tenure, and salary decisions as well as staff promotions and compensation to mentoring efforts.
 - Include an assessment of mentoring activities in annual reviews for senior faculty and administrators.
 - Ensure that each College and School has a faculty development program and encourage coordination among them.
 - Charge senior faculty and administrators to help junior colleagues gain entrance to targeted groups, particularly the National Academy of Science, the National Academy of Engineering, and the Institute of Medicine.
 - Create a program of leadership development for faculty and staff.

Possible Metrics

- † Rank of faculty salaries among AAU peers (by field and rank)
- † Faculty honors and awards, including number elected to the National Academies
- † Faculty and staff satisfaction with research, teaching and technology support as measured by climate surveys
- † Faculty and staff satisfaction with mentoring as measured by climate surveys
- † Staff compensation compared to peers or to region, depending on staff market

4. Make the campus more vibrant. A dynamic university campus contributes to the experiences of its students, faculty and staff.

- Develop new and improved facilities to meet key priorities.
 - Build a University Center.
 - Encourage development of the Uptown Project and its exciting housing, retail, and entertainment options.
 - Continue development of the North Residential Village.
 - Improve campus facilities for the performing arts.
 - Integrate considerations of sustainability into all campus planning, ensuring that new campus building projects are LEED-compliant.

- Ensure that student attitudes and interests are reflected in the design of new programs and facilities.
 - Track student preferences through surveys and focus groups.
 - Ensure that students serve on advisory groups involved in developing new campus programs and facilities.

- Support and expand emerging campus traditions that contribute to a stronger sense of community.
 - Bring greater visibility to such events as Hudson Relays, SpringFest, “Match Day,” Research ShowCASE, the Undergraduate Research Symposium, and the Inamori Ethics Prize ceremony.
 - Reinforce campus support for athletic programs and artistic performances and exhibits.
 - Celebrate faculty, staff, student, and alumni achievements.

Possible Metrics

- † Selected outcome survey results (e.g., satisfaction with sense of community on campus)
- † Progress toward development of key facilities priorities

Goal III *Expand and deepen the University’s relationships with the larger community*

1. **Develop and improve integrated programs with leading University Circle institutions.**
 No other university has our opportunities to draw on the resources of the preeminent cultural, scientific, educational, and health care institutions that are our immediate neighbors.
 - Review the performance of current partnerships and explore ways to make them even more powerful.
 - Develop a systematic plan to involve leaders of the University Circle institutions in the University.

Possible Metrics

- † Number of partnerships with other Circle institutions (with emphasis on targeted fields)
- † Number of joint appointments

2. Increase involvement in Cleveland and Northeast Ohio. Cleveland is one of the nation's major cities, with opportunities and challenges that relate well to many of our educational and research programs.

- Explore opportunities that enhance our educational and research efforts.
 - Develop a systematic approach for involving community organizations and individuals in campus events and discussions.
 - Build on existing partnerships such as OneCommunity to support innovation.

Possible Metrics

- † Technology transfer (invention disclosures, start-ups.)
- † Measures of regional economic impact

3. Strengthen relationships with stakeholders at the state and federal level.

- Forge closer ties to research-related staff at national agencies and in Congress
 - Ensure faculty become aware early of pending opportunities.
 - Assist faculty in developing proposals and navigating the process to secure approvals.
- Work with state leaders to build a better understanding of the value of Case Western Reserve University to Ohio.
 - Develop an explicit, coherent strategy for regular outreach as well as targeted efforts to advance specific initiatives.
 - † Number of university faculty serving on federal and state advisory panels.
 - † University success in securing state grants and funding opportunities available to institutions of higher education (e.g. Third Frontier, capital bill, etc.)
 - † Faculty satisfaction with support for learning of, competing for, and securing grants as measured by climate surveys.

4. Engage alumni more effectively. We seek to bring our graduates into closer, mutually beneficial relationships with one another and our campus community.

- Encourage alumni to participate more fully in the University's activities.
 - Reinforce the role of the University Alumni Association as the voice for alumni in institution-wide issues
 - Pilot continuing education offerings in consultation with the Lifelong Learning Committee of the University Alumni Association.
 - Make accessible a database that links alumni to each other and campus users.

- Increase alumni participation in a broader range of roles at the University:
 - Engage alumni as potential partners in research, and as informal mentors to students.
 - Appoint alumni as members of committees and advisory groups involved with the life of the University
 - Encourage service in the Alumni Admissions Program, and as ambassadors for the University through well-organized, effective chapters.

Possible Metrics

- † Percent of alumni who give
- † Total alumni gifts
- † Alumni satisfaction surveys

Goal IV *Strengthen institutional resources to support our mission*

Realizing our goals requires significant improvements in our ability to assess our academic programs, track our finances and provide high-quality service to students, staff, faculty and alumni.

1. Define performance indicators, and strengthen systems for monitoring outcomes.

- Improve evaluation of learning outcomes.
 - Provide opportunities for faculty skilled in using assessment in their teaching to share information and approaches with colleagues.
 - Coordinate periodic reviews of the general education components of the curriculum.

- Survey alumni to reflect upon their on-campus experiences and their long-term impact.
- Augment capacity in Institutional Research to enable broader and more aggressive evaluation of trends within the University and in its environment.
 - Increase staff as necessary to respond to strategic initiatives.
 - Make institutional information and analyses more widely available and accessible.

Possible Metrics

- † Number of programs and courses with integrated assessment mechanisms.
- † Usage of Web-based Institutional Research information.
- † Alumni survey results

2. Improve internal “customer” satisfaction with administrative services.

- Create an administrative review process to evaluate each service function. Include faculty, staff and students in these efforts.
- Expand efforts to assess and enhance satisfaction with services across the campus.
- Create programs to address identified needs among support staff.
- Develop a University-wide process improvement initiative.

Possible Metrics

- † Customer satisfaction scores
- † Impact of learning outcome data on program design and improvement

3. Improve resource allocation. In a decentralized institution, allocation processes must be transparent, understandable and coherent.

- Revise the existing system to support strategic priorities and ensure accountability.
 - Consider the applicability of elements of a “Responsibility-Center Management” approach.
 - Examine opportunities to reallocate funds to advance University goals.

- Establish equitable fund flows and administrative structures to encourage interdisciplinary activities.

Possible Metrics

- † Share of resources directed toward priorities
- † Financial measures, e.g., net assets, debt-to-equity ratios, etc.

4. Identify innovative sources of revenue

- Explore opportunities for partnerships with industry
 - Consult with alumni and others in industry to determine effective approaches to organizing and offering workshops, seminars, and other programs.
 - Review institutional policies to encourage productive industry relationships.

Possible Metric

- † Amount of industry-funded research by school.
- † Amount of industry/corporate philanthropy.

5. Implement best operational practices. We will work across the campus to promote greater effectiveness and efficiency and to improve stewardship and accountability for all resources.

- Adopt best-of-class hiring, compensation, purchasing, and financial management systems.
- Streamline research grants administration.
- Continue improvements in the University-wide information technology platform.
- Strengthen the climate of equity, transparency, and accountability.
 - Establish new policies to address conflicts of interest and conflicts of commitment.
 - Improve policies and procedures for business activities (purchasing, reimbursements, etc.)
 - Enhance availability of information related to budgets, planning and institutional policies.

Possible metrics

- † Satisfaction rates in user surveys

- † Facilities condition index scores
- † Rate of staff turnover.

6. Initiate a major capital campaign, with emphasis on student support, professorships, and other key priorities.

Possible Metrics

- † Percent of budget supported by endowment.
- † Trends in private giving by source.