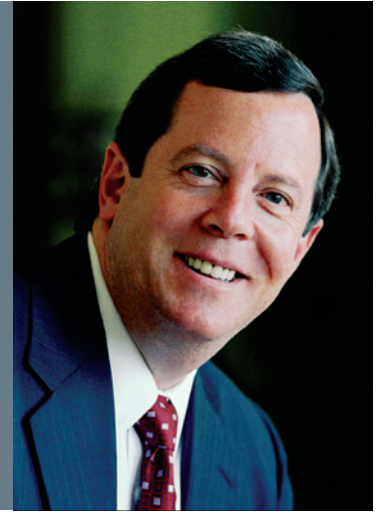


ADELBERT 216



Distinction, Momentum, Challenge

As Case continues to move toward the achievement of our vision, to become the most powerful learning environment, we do so with the incredible support and efforts of our faculty, staff, students, alumni, and friends. Your accomplishments and dedication foster an environment for collaboration, discovery, and growth.

It is particularly challenging to make these kinds of advances during this time when we and our peer institutions across the country are operating against a backdrop of declining federal research funding, downward trends in charitable giving to universities, and even attacks on science itself. Case resolves to meet all these challenges and continue to sustain academic excellence. Our efforts are grounded in the university's long-range Academic Strategic plans, which will build our comprehensive curriculum and draw distinction to our core programs in areas as diverse as biomedical engineering, advanced materials, entrepreneurship, public health, ethics, and cognitive science.

Through this plan, we have established a model for strategic investment that requires decision makers to examine four specific criteria before committing university resources. These criteria include improving the human condition and the environment; elevating the university's stature; building on our comparative advantages and interdisciplinary potential; and attracting or reallocating resources.

Meeting the fiscal challenge also means making necessary decisions in the short term. In September, after reexamining our revenue predictions, we announced a budget reduction of \$17 million, or two percent of the university's budget for 2006. I was inspired by our faculty, staff, deans, and administrators who assisted with suggestions, opportunities, and ultimately an approved plan to implement this cost-cutting initiative, with savings

primarily found through prioritizing major projects, creating operating efficiencies, and reducing non-salary expenses. Our commitment to the Vision Investment, our students, our faculty, and our alumni are all able to continue, and I feel we are actually stronger as a result of the way this plan came together.

We believe we can continue to build on the momentum that has been growing. Our investments are paying off with a renewed feeling of excitement that can be felt on campus. Our spirited home football games now include the new tradition of blue-painted bodies, hand-tooled Spartan tin regalia, and night games with fireworks. As SAGES moves the learning experience from the classroom to the real world, our students now enjoy a SAGES café, where coffee and information are served daily.

Life at Case now includes high-tech technology in our classrooms and library, and a new sports bar on campus where nerd, jock, and artist unite. As we expand our campus boundaries, we look to the former Mt. Sinai property, which we are transforming into a vibrant community—called the West Quad—for healthcare professionals, and natural and social scientists focused on leading-edge research, and serving humanity.

Our vision calls for Case to create a uniquely transformative learning environment. More than ever in these tight times for all research universities, our success depends not only on the institution's fiscal responsibility, but on our donors, and the value of every gift. I invite you to join us and contribute to the excitement and the vision here at Case! ☒

EDWARD M. HUNDERT, M.D., PRESIDENT

president-one@case.edu

PHOTOGRAPH BY GABRIEL AMADEUS COONEY