

Forward
T H I N K I N G

OUR STRATEGIC PLAN FOR
CASE WESTERN RESERVE UNIVERSITY
2008-2013



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

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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 and students have seized opportunities available through collaboration. Too often, however, their achievements 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. Each one brings unique assets and experiences 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 for the College and each School. The effort has involved community leaders, alumni, students, staff and faculty – all of whom have 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 provide the breadth of outstanding programs essential to every great research university. In outlining distinct priorities, however, we demonstrate our commitment to new forms 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 across the University. By elevating them, we commit to achieve prominence as an institution known for exemplary scholarship in these realms. 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 in which 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 principles, but also describes the specific steps we will take to fulfill all of our goals. Moreover, it details specific metrics we will use to chart our progress. We will report annually on our results.

From this moment forward, every major new initiative and expenditure will face a threshold question: Does it advance our strategic plan? By committing to these ideas, we acknowledge a basic reality: No university, no matter how wealthy, can be all things to all people. Instead, we will invest strategically in those realms where we are most likely to achieve distinction, even as we fulfill our essential mission. This focus will enable us to move far more quickly toward those imperatives we as a community have decided are most important, and in so doing, raise our academic stature overall.

Case Western Reserve University must be one of a handful of top urban research universities in the United States, and considered among the best institutions of higher education in the world.

By following this plan, we will measurably advance the University. Five years hence, Case Western Reserve University will enroll students of measurably higher quality and attract significantly larger research investments. Our constituents will report markedly improved levels of satisfaction with all manner of campus support and services. Our alumni will participate more actively in the life of the University. And we will realize concrete gains in relevant measures of academic quality both for the University and its individual schools and departments.

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 dynamism 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 every member of our community.

Barbara R. Snyder
President

mission

Case Western Reserve University improves people's lives through preeminent research, education and creative endeavor.

We realize this goal through:

- Scholarship that capitalizes on the power of collaboration.
- Learning that is active, creative and continuous.
- Promotion of an inclusive culture of global citizenship.

vision

We aspire to be recognized internationally as an institution that **imagines and influences the future.**

Toward that end, we will:

- Support advancement of select academic fields as well as **new areas of interdisciplinary excellence.**
- **Provide students with the knowledge, skills and experiences** necessary to become leaders in a world of rapid change and increasing interdependence.
- Nurture a community of **scholars who are cooperative, collegial** and committed to **mentoring and inclusion.**
- Build on 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 and diversity

- Civility and the free exchange of ideas
- Civic and international engagement
- Appreciation for the 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 research and discovery

We will establish powerful alliances and enrich our core strengths.

Focus University-level attention on select interdisciplinary priorities.

Energy and Environment: These two realms are critical to the future of our nation and world, and Case Western Reserve University is uniquely positioned to provide leadership in each. Expanding on our past success in fuel cell technologies, our Great Lakes Institute for Energy Innovation is exploring creation of the first-ever freshwater wind power project, and also aims to advance knowledge regarding more effective ways to store and distribute energy when and where it is needed. The newly created institute already has attracted significant philanthropic and government interest. Similarly, our faculty are advancing international understanding of the connections between environment and society, starting with the efforts of our Center for Business as an Agent of World Benefit and extending across several Schools and the College. Working together, faculty will identify key solutions to some of our most pressing challenges in power and sustainability, even as they enhance our understanding of their cultural, political and economic dimensions.

Human Health: We offer nationally recognized programs in the health sciences and related disciplines. 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. We will explore the nature of innovation, generating novel approaches that reframe our world view. Activities range from the study of culture, creativity, and design to the practical exercise of skills in these areas, especially in developing solutions to major issues.

Social Justice and Ethics: Faculty members across the University already are engaged in research related to questions of social justice, as seen, for example, 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.

Along with these four strategic alliances, other strong areas of potential University collaboration include: **Informatics, Origins, Infectious Disease, and Child Development.** In addition, work on **Sustainability** can contribute to all of these alliances. Finally, we will work to enhance and expand existing initiatives encouraging **Entrepreneurship** across the University.

To advance these efforts we will:

- Launch initiatives in each of the four alliances.
- Encourage other interdisciplinary activities, in particular for the additional suggested areas.

Support advancement of specific College and School priorities.

- Develop University-level strategies to help the College and Schools achieve select objectives identified in their plans.

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, particularly in the strategic alliance areas.

2. Align educational programs to prepare students for the 21st century

Our undergraduates will develop expertise in at least one field, and acquire familiarity with other disciplines.

In particular we will:

Encourage 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 opportunities for active and 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 to develop shared learning opportunities in ethics.
- Encourage the Inamori Center director, in consultation with faculty, to identify a major ethics issue each year and suggest ways faculty, students and staff can address it campuswide.

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.

3. Enhance the international character of the University

Case Western Reserve University enrolls students from more than 70 countries across the globe. Our effectiveness as a modern research university, however, demands that we expand our efforts. Accordingly, we will:

Create disciplinary and interdisciplinary programs that address global challenges.

- Explore collaboration with other institutions in the United States and overseas.
- Identify and promote international opportunities in each of our strategic alliances.

Develop an international scholars program.

- Provide every student the opportunity for a significant international experience.
- Support development of courses on international topics, as well as development of language and cultural competency for students before travel.

Promote enrollment of high-quality students from other nations, including developing countries.

- Establish Internationalization Scholarships.

ACADEMIC EXCELLENCE



GOAL II

Develop a strong, vibrant and diverse University community.

1. Recruit, retain, and develop outstanding students

We will enroll a diverse group of highly qualified undergraduate, graduate and professional students and provide them outstanding 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.

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.
- Increase all forms of financial assistance 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.

Improve support for all students.

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

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.

2. Promote diversity

Enfranchise underrepresented groups, maximizing the richness of 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.
- Encourage diversity by promoting innovative courses and activities.
- Enhance programming for interfaith activities.

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.

Strengthen the University's resources to support the work of faculty and staff.

- Improve administrative services crucial to teaching, research, and scholarship.
- Expand research assistance for faculty, including methodological and statistical consultation, proposal-writing assistance and identification of funding opportunities.
- Upgrade computing capabilities, including expanding support for high-performance research computing.
- Enhance campus libraries' ability to support research and education.
- Develop a child care facility.

IMPACT



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.

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 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 endeavor to meet criteria required for certification from LEED (Leadership in Energy and Environmental Design).

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.

COMMUNITY



GOAL III

Expand and deepen the University's relationships with the larger community.

1. Better engage alumni

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 graduates 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.

2. Develop and improve integrated programs with leading University Circle institutions

The University has the unique opportunity to draw on the resources of 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 life of the University.

3. 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.

4. Strengthen relationships with stakeholders at the state, federal and international 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 support.

Work with state leaders to build a better understanding of the value of Case Western Reserve University to Ohio and the Great Lakes region.

- Develop an explicit, coherent strategy for regular outreach as well as targeted efforts to advance specific initiatives.

Identify leaders within the U.S. and abroad with expertise in globalization, and seek their guidance regarding initiatives and programs the University should explore overseas.

INTEGRITY AND TRANSPARENCY



GOAL IV

Strengthen institutional resources to support the University's 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.

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.
- Develop a University-wide process improvement initiative.

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 a "Responsibility Center Management" model.

- Examine opportunities to reallocate funds to advance University goals.
- Establish equitable fund flows and administrative structures to encourage interdisciplinary activities.

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.

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.

Enhance efforts to market and publicize the University's successes.

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.

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