Finance and Administration

Monthly Staff Meeting
Agenda

- Welcome
- Rationale for Holding a Monthly Meeting
- Overview of the Vision
- Panel Discussion
Fiscal Year 2004 Statement of Operations

**FY04 Budgeted Revenues**
$621.9 Million

- Tuition, $191.6, 31%
- Endowment, $77.3, 12%
- Tuition, $191.6, 31%
- Gifts, $37.3, 6%
- R&T (Direct), $199.0, 32%
- Other, $24.3, 4%
- Auxiliaries, $24.9, 4%
- Overhead, $67.5, 11%

**FY04 Budgeted Expenditures**
$660.7 Million

- Medical, $279.7, 42%
- WSOM, $45.1, 7%
- FPB, $15.7, 2%
- CSE, $62.3, 10%
- UGEN Other, $65.4, 10%
- Vision Investment Plan, $40.4, 6%
- Other, $24.3, 4%
- Law, $24.4, 4%
- MSASS, $15.4, 2%
- Dental, $16.6, 3%
- Gifts, $37.3, 6%
- Overhead, $67.5, 11%
- Tuition, $191.6, 31%
- Endowment, $77.3, 12%
- Other, $24.3, 4%
- Auxiliaries, $24.9, 4%
- Overhead, $67.5, 11%

CASE WESTERN RESERVE UNIVERSITY
Fiscal Year 2004 Vision Investment

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Working Capital Draw</td>
<td>$22,668</td>
<td>56%</td>
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<tr>
<td>Reserves</td>
<td>$3,108</td>
<td>8%</td>
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<tr>
<td>Endowment Fee (50 bp)</td>
<td>$4,800</td>
<td>12%</td>
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<tr>
<td>New Gifts</td>
<td>$4,990</td>
<td>12%</td>
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<td>Reallocation</td>
<td>$2,000</td>
<td>5%</td>
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<tr>
<td>Tuition &amp; Enrollment</td>
<td>$2,800</td>
<td>7%</td>
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Fiscal Year 2004 – 2008 Vision Investment

**Investment Areas: FY04-08**

- Undergraduate Education, $23.0, 13%
- Provost’s Opportunity Fund, $9.0, 5%
- UG Admissions, $5.0, 3%
- University Advancement *, $35.5, 20%
- WSOM, $7.5, 4%
- Medical Education, $7.5, 4%
- Educational Experiences, $12.0, 7%
- Partnerships, $9.4, 5%
- Centers of Excellence, $22.5, 12%
- Academic Medical Center *, $50.0, 27%

**Sources of Funds: FY04-FY08**

- Reserves, $11.0, 6%
- Endowment Fee, $23.1, 13%
- New, Expendable Gifts, $27.2, 15%
- Reallocation, $30.0, 17%
- Tuition and Enrollment Growth, $52.0, 28%
- Working Capital Draw, $38.0, 21%
Statement of Operations

- Budgeted Case
- Status Quo

Budgeted Case and Status Quo comparison over fiscal years 1998 to 2008.
<table>
<thead>
<tr>
<th>Vision Element</th>
<th>Strategy</th>
<th>Objective(s)</th>
<th>Measure(s)</th>
<th>Responsible Party</th>
<th>Source</th>
<th>Frequency</th>
<th>Benchmark</th>
<th>Target</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Undergraduate Program</td>
<td>Create a unique synergy among the University’s education, research and service missions to advance its national reputation as a leading undergraduate institution</td>
<td>1. Total applicants</td>
<td>Vice Provost for Enrollment Management</td>
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<td>2. Selectivity and matriculation rates</td>
<td>Vice Provost for Enrollment Management</td>
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<td>3. Retention</td>
<td>Vice Provost for Enrollment Management</td>
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<td>4. Graduation/retention yield</td>
<td>Vice Provost for Enrollment Management</td>
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<td>5. Placement Class Quality Measures (SAT, ACT, GPA, etc.)</td>
<td>Vice Provost for Enrollment Management</td>
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<td>6. Student satisfaction as measured by student survey</td>
<td>Center for Institutional Research</td>
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<td>Graduate and Professional Programs</td>
<td>Create and disseminate knowledge for its own sake, and promote a culture of inquiry marked by rigor, creativity, curiosity, innovation, respect, sensibility, open communication of ideas, and lifelong learning.</td>
<td>1. Faculty membership in national orgs. (Academy of Sciences, Fellows in prof. societies, etc.)</td>
<td>Center for Institutional Research</td>
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<td>2. Graduate and professional program selectivity compared to national benchmarks</td>
<td>Graduate Studies and Center for Institutional Research</td>
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<td>3. Domestic graduate and professional students with external support (e.g. fellowships)</td>
<td>Center for Institutional Research</td>
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<td>4. Faculty, graduate and professional student awards</td>
<td>Center for Institutional Research</td>
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<td>5. PhD, graduate and professional students per faculty ratio</td>
<td>Center for Institutional Research</td>
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<td>Academic Medical Center</td>
<td>Capitalize on local strengths and resources to create a world-class medical center.</td>
<td>1a. Research growth (in dollars)</td>
<td>Center for Medical School</td>
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<td>1b. Improve student satisfaction</td>
<td>Center for Medical School</td>
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<td>1c. Improve student selectivity</td>
<td>Center for Medical School</td>
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<td>University Centers of Excellence</td>
<td>Create interdisciplinary programs with national and global impact</td>
<td>1. Research growth (in dollars)</td>
<td>Center for Centers</td>
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<td>2. National recognition</td>
<td>Center for Institutional Research</td>
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<td>3. Inter-unit research volume and educational program activity</td>
<td>Center for Institutional Research</td>
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<td>Campus Environment</td>
<td>Capitalize on the University’s location in Cleveland and University Circle to support and enhance the academic experience.</td>
<td>1. Faculty, student, and staff satisfaction as measured by survey</td>
<td>Center for Institutional Research</td>
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<td>2. Student involvement in the institution</td>
<td>Center for Institutional Research</td>
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<td>3. Space, capacity and quality for research, teaching and social life</td>
<td>Center for Institutional Research</td>
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<td>Institutional Culture and Values</td>
<td>Value institutional impact on all who teach, learn, discover and work here so they are prepared and engaged to serve humanity.</td>
<td>1. Number of invention disclosures and number of licenses/options executed and/or license revenue</td>
<td>Vice President for Research and Technology Management</td>
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<td>2. Patent is invention success as a percentage of budget</td>
<td>Center for Budgets and Financial Planning</td>
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<td>3. Faculty, staff and student diversity</td>
<td>Center for Institutional Research</td>
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<td>Resources</td>
<td>Maximize human, intellectual and financial capital to successfully implement the University’s Vision.</td>
<td>1. Dollars raised by category and source</td>
<td>Vice President for University Relations</td>
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<td>2. National Media metrics as measured by survey</td>
<td>Vice President for University Relations</td>
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<td>3. Enrollment growth: retention plus new jobs</td>
<td>Treasurer and Vice President for University Relations</td>
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Envisioning a New Case Western Reserve University

**Graduate and Professional Programs**
Selective investment, focus on quality and recognition, faculty investment, graduate and post-doctoral support

**Academic Medical Center**
Premier educational and research programs, CRI, Healthy Cleveland, synergistic affiliations with all Cleveland hospitals

**Undergraduate Program**
‘New’ liberal learning, enrollment management, CAS investment, SAGES, advising, experiential education and rigorous scholarship

**New Vision Centers of Excellence**
e.g. Energy Systems and Sustainability; Technology and Health; Business as an Agent of World Benefit; Technology, Innovation, Commercialization and Entrepreneurship (InTICE)

**Institutional Culture and Values**
Excellence and leadership, Cleveland partnerships, empowerment, accountability, entrepreneurship, innovation, responsible risk taking, emphasis on technology transfer, diversity, efficiency

**Campus Environment**
Capacity and quality of space for research, education, and campus life: Master Plan, College Town, Campus Center, NRV, IT environment, enhanced UCI partnerships, service orientation

**Resources**
Outstanding faculty, students, staff, alumni, trustees, and community partners
University advancement: development, alumni affairs, marketing, communications, and government support
Trustee support and advocacy; Corporate support and royalties; Endowment growth

The World’s Most Powerful Learning Environment
Envisioning a New CASE

Institutional

Culture and Values

Excellence and leadership, Cleveland partnerships, empowerment, accountability, entrepreneurship, innovation, responsible risk taking, emphasis on technology transfer, diversity, efficiency
Envisioning a New CASE

Institutional Culture and Values

Excellence and leadership, Cleveland partnerships, 
empowerment, accountability, entrepreneurship, 
innovation, responsible risk taking, emphasis on technology transfer, diversity, 
efficiency
Efficiency

Cost Savings/Revenue Enhancement Incentive Program

- Finance and Administration may submit their ideas for cost savings and revenue enhancement
  - One-time cost savings – earn 1 percent of total savings up to a maximum of $2,500
  - On-going cost savings – earn 2 percent of annual savings up to a maximum of $2,500
- Creative and innovative
- Entitled to royalties as explained in the University Intellectual Property Policy

Incentive Program Team

- Tony Kinslow
- Laura Tanski-Lockledge
- Chris Masotti
- Larry Gibson
Customer Service

Customer Service Expectations
- Everyone’s responsibility
- Demonstrate a relationship with our customers
  - Expectations
  - Feedback

Customer Service Incentive Program
- Nominate staff at every monthly Finance and Administration Staff Meeting
- Each June the will be recognized
- The two top stories will each receive a $2,500 bonus

Customer Service Panel Discussion
- Kenneth Ledford
- Christopher Munoz
- Andrew Brinkman
Finance and Administration

Customer Service Panel Discussion