1.A - Core Component 1.A

The institution’s mission is broadly understood within the institution and guides its operations.

1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.
2. The institution’s academic programs, student support services, and enrollment profile are consistent with its stated mission.
3. The institution’s planning and budgeting priorities align with and support the mission. (This sub-component may be addressed by reference to the response to Criterion 5.C.1.)

Argument

Case Western Reserve University (CWRU) has a clear and actionable mission statement which steers and orients the university's educational programs, research enterprise, and service to society.

1. CWRU’s mission, vision, and core values statements are routinely reviewed and updated for relevancy. Since the mission statement has the potential to affect the entire university community and beyond, CWRU leadership routinely seeks input on potential changes to the mission statement from the university's many constituencies. CWRU’s current mission statement was developed as part of the university’s latest strategic planning process which began in 2012. The university’s mission statement had last been updated in 2008 (as part of the 2008 strategic planning process) and prior to that in 2003 (coinciding with the arrival of then president Edward Hundert).

The current mission statement was developed based on input from the Steering Committee for the 2013 strategic planning process, which comprised faculty, students, staff and alumni from across the institution. In addition, input was received from a number of strategic-plan working groups focused on developing key elements of the plan. Input was also sought from the school deans, the Faculty Senate, the Staff Advisory Council, and other groups. Open campus forums were conducted wherein the entire campus community was given the opportunity to learn about the work of the strategic planning process and to submit comments electronically. The new mission statement strongly resembles the 2008 mission statement, but is updated to refer to the university’s recent emphasis on interdisciplinary collaboration, cultural benefits to society, and innovative pedagogy. The current mission statement was finalized in December 2013, and received its culminating approval by the CWRU Board of Trustees in July 2014.

2. CWRU’s academic programs, student support services, and enrollment profile are all consistent with its stated mission.

Academic programs: The university's degree programs are described in the General Bulletin, on various school websites, in the university's Common Data Set reports, as well as other reports prepared by CWRU's Institutional Research office. The mission statement asserts that the university "improves and enriches people’s lives through education that dramatically engages students" and that this goal is to be realized through learning that is "active, creative, and continuous." CWRU undergraduate students have opportunities for active learning through external work experiences (e.g., the Co-op, practicum, and internship programs), through participation in undergraduate research, study abroad, or through service learning courses or other courses that use active learning as pedagogy. All undergraduates are required to complete a SAGES Capstone, which is intended to be
an active learning experience wherein student creativity is an important component. Advanced degree programs for students in the health professions (e.g., medicine, dentistry, and nursing) include extensive clinical experiences. Several of the other professional degree programs (e.g., the Juris Doctor and the Master of Science in Social Administration) also incorporate active learning pedagogy in their programs. All PhD programs require students to develop a dissertation detailing their independent research and scholarship. An example of an undergraduate course that has been recognized for excellence in innovative learning is the course offered within CWRU’s Department of Biology.

CWRU provides continuous learning opportunities to the general community through its non-credit offerings in the Siegel Lifelong Learning Program. Senior citizens have access to various undergraduate courses through the Course Audit Program for Senior Citizens. Continuing education programs and certificates are offered by several of CWRU's schools; examples are provided from the Weatherhead School of Management, the Mandel School of Applied Social Science, the School of Medicine, and the School of Nursing.

Student support services: The CWRU vision statement asserts that the university will “nurture a community of exceptional scholars who are cooperative, and collegial, functioning in an atmosphere distinguished by support, mentoring and inclusion.” CWRU's undergraduates receive academic support services through the Office of Undergraduate Studies and the Educational Services for Students office. Graduate students receive academic support and professional development through the School of Graduate Studies. The Division of Student Affairs, which serves students in all degree programs, provides a full range of student services, such as Career Services, Health Services, University Counseling Services, Multicultural Affairs, Student Activities and Leadership, Greek Life and Residence Life and Services, and Physical Education and Athletics. Some of the professional schools also provide direct support for students in their degree programs. Examples include the student affairs office and the Academic Societies for the School of Medicine, and career services offices for the School of Law, the Weatherhead School of Management, and the Mandel School of Applied Social Sciences. International students are served by the International Student Services office. Postdoctoral scholars are supported through the Office of Postdoctoral Affairs.

Enrollment profile: CWRU's enrollment profile is consistent with its mission and shows approximately 4,600 undergraduate students and 5,600 graduate and professional students distributed throughout the various advanced degree programs offered by the university. CWRU routinely monitors its enrollment profiles and posts reports through the University Registrar's Office and Institutional Research. The diversity characteristics of CWRU's student body can be seen in graphs prepared by Institutional Research.

3) CWRU's planning and budgeting priorities directly support and are wholly consistent with its mission. The university's planning and establishment of the corresponding budgeting priorities flow directly from the mission statement and the strategic plans. For example, the 2008 mission statement highlighted cooperative endeavors, and a focus on an inclusive and global culture. The process that led to the strategic plan for 2008-2013 then included new initiatives in interdisciplinary alliances, the establishment of a new cabinet level position focused on inclusion and diversity, and the formation of an International Affairs office. The revisions to the mission statement adopted as part of the 2013-2018 strategic plan included additional emphasis on interdisciplinary collaboration, innovative pedagogy, and a recognition of the university's benefits to societal culture. All of these new initiatives were incorporated into the budgeting process so that they could be accomplished. The university is planning to continue investing in these areas moving forward.

CWRU's budgeting processes similarly reflect the priorities articulated in the mission statement. Both
the Faculty Senate Finance Committee and the University Budget Committee are charged with ensuring that budget allocations are consistent with the mission and overall goals of the institution, as well as being coordinated with the budgetary needs of the individual schools within the university. A systematic planning cycle incorporating multiple levels of review and feedback is used to develop budget priorities for the university and its constituent schools. Annual operating budgets for the university and its schools are developed through a similar process. The Office of Budget and Financial Planning oversees these processes.

In 2007, CWRU embarked on a one-billion-dollar capital campaign to acquire additional resources to support its mission going forward. Priorities for the campaign included programmatic support for research and educational programs, campus infrastructure, faculty support, and student scholarships. The resources derived from the campaign will enable CWRU to continue achieving its mission into the future. Because of the early success of the campaign, the overall fundraising goal has been raised to $1.5 billion, which is intended to provide the university even greater resources to invest towards carrying out its mission in the future.

Please refer to the assurance argument for subcomponent 1 of criterion 5.C for additional evidence that CWRU's budgeting and planning processes are aligned with the mission.

Sources

- Academic program information - compilation from school websites
- Action Learning projects - Weatherhead School of Management
- Annual budget planning cycle
- Annual planning cycle with sample dates
- Athletics - main webpage
- Board of Trustees Resolution to endorse the University Mission, Vision and Core Values statement (2014)
- Budget and Financial Planning office - overview from website
- Capital Campaign - overview from website
- Career Center - overview of services website
- Career Management Office, Weatherhead School of Management - from website
- Charge to Faculty Senate Finance Committee and membership list - from website
- Charge to University Budget Committee and membership list - from website
- Common Data Set report (2013-2014)
- Continuing Education at School of Nursing - from website
- Cooperative Education - program description from website
- Course Audit Program for Senior Citizens description - from website
- Daily article on CWRU class earns “Science” magazine prize for innovation
t- Degrees by Field report for 2013-14 - from Institutional Research
- Department listing, Division of Student Affairs
- Diversity graphs for students, faculty, and staff (Fall 2014)
- Education Abroad programs - main website
- Educational Services for Students - programming listing from website
- Executive Education at Weatherhead School of Management - description from website
- Extending Our Impact - campaign update (Summer 2014)
- Extending Our Impact - campaign update (Summer 2014) (page number 2)
- Field Education at MSASS - description from website
- Forward Thinking - campaign update (October 2011)
- Forward Thinking - campaign update (October 2011) (page number 5)
- Greek Life - programming description from website
- Information provided to students about internships - from Career Center website
- International Student Services - website and general information
- Law - Experiential Learning - description from website
- List of services provided by the Office of Undergraduate Studies - from website
- Listing of enrollment reports available on Institutional Research website
- Listing of semester enrollment statistics reports available on University Registrar website
- Mandel School of Applied Social Sciences, Career Services - description on website
- Mission, Vision, and Core Values statements - from 2008 Strategic Plan
- Mission, Vision, and Core Values statements - from 2013 Strategic Plan
- Office of Multicultural Affairs - programming list from website
- Overview and listing of degree programs for School of Graduate Studies - from webpage
- Overview and membership of Staff Advisory Council - from website
- Overview of Institutional Research - from website
- Overview of the Faculty Senate - from website
- Overview of the Office of Postdoctoral Affairs - from website
- Practicum program - description from website and guide
- Professional development and continuing education at the Mandel School of Applied Social Science - from website
- Professional development opportunities - offered through the School of Graduate Studies
- Residence Life and Services - listing from webpages
- SAGES capstone requirements - overview from website
- School of Dental Medicine curriculum - description from website
- School of Law, Career Development Office - description on website
- School of Medicine clinical experiences - description from website
- School of Medicine Continuing Medical Education - listing from website
- School of Medicine, Office of Student Affairs - portal website
- School of Nursing clinical experiences - description from website
- Service learning opportunities - from Center for Civic Engagement and Learning website
- Siegal Lifelong Learning Program (continuing education) - description from website
- SOURCE (Support of Undergraduate Research and Creative Endeavors) main website
- Student Activities & Leadership - program listing from website
- Summary report on enrollment (Fall 2014) - from Institutional Research
- University Counseling Services - listing from websites
- University financial and budget committees - description from website
- University Health Services - listing from websites
- University Strategic Plan for 2008-2013
- University Strategic Plan for 2008-2013 (page number 5)
- University Strategic Plan for 2013-2018