CWRU Strategic Planning
2012-2013

UPDATE

Board of Trustees
February 22, 2013
v.8
CWRU – The Next Five Years

We will build on the foundation of

Forward THINKING
Mission – Case Western Reserve University improves people’s lives through preeminent research, education and creative endeavor.

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

Core Values:
• Academic excellence and impact
• Inclusiveness and diversity
• Integrity and transparency
• Effective stewardship
Big Issues Facing Higher Education – The “New Normal”

- Changing student demographics
- Demand for accountability – value for tuition, student success, post-graduation opportunities
- Demand for accessibility and affordability
- Advances in technology
- New forms and pedagogies of education delivery
- Economics
- Globalization
- Competition for students and faculty
- Reduced federal and state funding
- Regulatory/compliance issues
- Aging infrastructure
- Aging faculty/staff
February 4th Retreat

Over 100 faculty, students, staff, alumni and partners attended a full day of Working Group reports and break-out sessions.
Cross-Cutting Themes

- Create a Unifying Culture
- Stimulate & Sustain Innovation
- Grow Big Team Research
- Promote Agility & Resilience
- Restructure Budget Model to Support Goals
- Provide Effective Shared Services
- Connect Our People
Emerging Goals & Strategies

Academic Excellence Working Group
Goal – Prepare students to be successful leaders and global citizens, agile and able to "reinvent" themselves to adapt to change.

- Attract, retain and graduate a diverse undergraduate population based on an entering class of 1250 students.
- Support a thriving academic and residential experience that ensures CWRU’s status as a destination research university for undergraduate, graduate and professional students.
- Be recognized for successful pedagogical innovation that will better serve our students and create a competitive advantage.
- Continue to pilot and selectively adopt new learning technologies deployed in concert with new classroom designs.
- Expand experiential learning opportunities for undergraduate and graduate students through independent research, community engagement, internships and employment.
Emerging Goals & Strategies

Academic Excellence Working Group

- Pursue global partnerships and exchanges to create distinctive educational experiences for students.
- Design and/or restructure interdisciplinary programs and majors that leverage university strengths and address new student interests.
- Adopt on-learning to expand markets and create unique educational experiences.
Emerging Goals & Strategies

Research and Innovation Working Group

Goal – Establish CWRU as an acknowledged leader in interdisciplinary team research – with prominence in strategic key focus areas.

- Develop research focus areas within energy, environment and sustainability, health and humanity where there are existing strengths.
- Align culture, infrastructure, processes, funding and incentives with team-based interdisciplinary research such as providing a central source of competitive grant funding to seed collaborative projects.
- Strengthen the role of research in undergraduate education.
- Diversify the funding base, particularly through industry partnerships, to reduce the impact of shifts in federal and state funding.
- Enhance research administration and technology transfer to promote translational research and technology commercialization, protect the university’s interests and foster university/industry partnerships.
Research and Innovation Working Group

- Bring together interdisciplinary teams to identify priority research opportunities within health, humanities, environment and energy.
- Create integrated research planning and investment processes across schools.
- Expand capacity to invest time, money, space and graduate students to team research opportunities.
- Globalize research.
Emerging Goals & Strategies

Our People Working Group

Goal – Transform the culture of the university to foster innovation and collaboration.

- Recruit and retain top-notch faculty, staff and students.
- Promote interactions among faculty, students, staff and alumni that cross international, discipline and ethnic groups.
- Encourage and incentivize the personal and professional development and well-being of students, faculty and staff.
- Continue to improve teaching, mentoring and advising practices to retain undergraduates.
- Incorporate mentoring and professional development platforms into all graduate programs.
- Recognize individuals and organizations that innovate and collaborate.
Emerging Goals & Strategies

Finance, Operations and Infrastructure Working Group
Goal – Evolve and align business models and services to support new strategic directions.

- Restructure the budget model to assure transparency, support collaboration, create capacity for strategic investments and encourage sustainable financial practices.
- Establish effective shared services that reduce duplication of effort and expense.
- Optimize and repurpose the use of space to support changing education and research paradigms such as ways the university might incorporate learning technologies into the residential experience or create flexible spaces that could be used to incubate new team research initiatives.
Emerging Goals & Strategies

CWRU 2026 Working Group
Goal – Create a vision for the university’s future identity, positioning and operations that responds to the systemic changes, challenges and opportunities facing higher education.

Develop scenarios visioning
- Education and Innovation
- Research and Innovation
- Agility and resilience

The output from this exercise will be used at the March retreat to frame a discussion of whether the strategies that emerged from the other working groups are placing CWRU on the right trajectory for future aspirations.
Next Steps

February – March
• Incorporate Feb. 4th retreat feedback and continue to develop, refine and prioritize goals and strategies
• Convene campus forums in each Working Group area
• Complete Working Group reports
• Prepare first draft of integrated plan
• Mar. 18th retreat

April – May
• Incorporate Mar. 18th retreat feedback, develop metrics and share draft plan with campus
• Incorporate campus feedback and finalize plan

June – August
• Implementation planning