

Faculty Senate Meeting
Tuesday, October 29, 2013
3:30 p.m. - 5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30 p.m.	Resolution in Memoriam for Steven Garverick	C. Zorman
3:35 p.m.	BOT Resolution for Steve Garverick	S. Russ
3:40 p.m.	Approval of Minutes from the September 25, 2013 Faculty Senate meeting, <i>attachment</i>	S. Russ
3:45 p.m.	President's and Provost's Announcements	B. Snyder B. Baeslack
3:55 p.m.	Chair's Announcements	S. Russ
4:00 p.m.	Report from the Executive Committee	S. Russ
4:10 p.m.	Report from Secretary of the Corporation	C. Trembl
4:15 p.m.	Diversity Strategic Action Plan Update	M. Mobley M. Burrows
4:25 p.m.	Strategic Plan Presentation	B. Baeslack



Faculty Senate Meeting

Tuesday, October 29, 2013

3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

Members Present

Alexis Abramson
Daniel Akerib
Bud Baeslack
Timothy Beal
Karen Beckwith
Heath Demaree
Nicole Deming
Robin Dubin
Steve Eppell
Karen Farrell
Steven Fox
John Fredieu

Susan Hinze
David Hussey
Jean Iannadrea
Zina Kaleinikova
Deborah Lindell
Frank Merat
Kathryn Mercer
William Merrick
Sonia Minnes
Diana Morris
Ray Muzic
Pushpa Pandiyan

Andrew Rollins
Sandra Russ
Benjamin Schechter
Nicolaus Schmandt
David Singer
Barbara Snyder
Glenn Starkman
Alan Tartakoff
Philip Taylor
Rebecca Weiss
Richard Zigmond

Members Absent

Joseph Baar
Richard Buchanan
Matthias Buck
David Carney
Susan Case
Juscelino Colares
Colleen Croniger
Chris Cullis
Mark De Guire

Peg DiMarco
Thomas Egelhoff
Scott Fine
T. Kenny Fountain
Patricia Higgins
Mark Joseph
Thomas Kelley
Robert Kirsch
Jessica Lehmann

Xiaoyu Li
Zheng-Rong Lu
Carol Musil
Dale Nance
Simon Peck
Robert Savinell
Elizabeth Tracy
Mark Votruba
Nicholas Ziats

Others Present

Daniel Anker
Christine Ash
Melissa Burrows
Donald Feke
David Fleshler
Dan Gallo

Barbara Juknialis
Libby Keefer
Ermin Melle
Marilyn Mobley
Dean Patterson
Julie Rehm

Sue Rivera
John Sideras
Lynn Singer
Colleen Trembl
Jeff Wolcowitz

Call to Order

Professor Sandra Russ, chair, Faculty Senate, called the meeting to order at 3:30 p.m.

Resolution in Memoriam

Professor Christian Zorman presented a resolution in memoriam from the Case School of Engineering for Professor Steven Garverick. Prof. Garverick served as the 2013-14 chair of the Faculty Senate for only a few months before he passed away unexpectedly on September 26, 2013. After reading the resolution, Prof. Zorman and several faculty members spoke about Prof. Garverick and a moment of silence was observed. The resolution will be recorded with the minutes of the Faculty Senate meeting and a copy will be provided to Prof. Garverick's family.

Approval of minutes

The minutes of the September 25, 2013 Faculty Senate meeting were approved as submitted.

President's Announcements

President Barbara Snyder thanked the faculty senators who attended the State of the University Address on October 25th. The President reported that she had recently attended the fall meeting of the AAU. The discussion at the AAU meeting had been focused on the federal government sequester and the impact on research institutions. The AAU members will work with other organizations and agencies to advocate for a short term resolution to the sequester. Of primary concern to the AAU schools were NIH budget cuts and continuation of federal student aid. The President reported on the Franklin Project, a new initiative of the Aspen Institute that had also been discussed at the AAU meeting. The Franklin Project is looking to engage people from across all sectors to help create a new policy for national service. President Snyder encouraged faculty members who are interested to get involved.

Provost's Announcements

Provost Bud Baeslack did not make any announcements.

Chair's Announcements

Prof. Sandra Russ, chair, Faculty Senate made the following announcements:

1. Prof. Russ will serve as chair of the Faculty Senate for the remainder of the academic year. The Faculty Handbook states that the vice-chair of the Senate shall serve in the event of a vacancy in the chair, but is silent about the election of a new vice-chair. Prof. Russ discussed this with the Nominating Committee and the committee developed a list of potential vice-chair candidates. Prof. Russ said she expects that an election will be held soon.
2. Six Senate standing committees have been charged with reviewing the new Interim Sexual Misconduct Policy and providing comments to Prof. Russ by November 6th. Individuals are welcome to submit comments also. Prof. Russ will compile the comments and discuss them with the Executive Committee and Faculty Senate in November.
3. Senators should discuss the 5-year review of the Faculty Handbook and Faculty Senate By-Laws with their school's executive committees and any suggestions should be sent to Prof. Russ or Rebecca Weiss by the end of November. The Senate Committee on Faculty Personnel has been asked to spend significant time reviewing the Handbook as part of this process and the Senate By-Laws Committee will be coordinating and discussing comments during the spring 2014 semester.

Report from the Executive Committee

Prof. Russ said that she would give the report from the Executive Committee but that in the future she will ask other members of the Executive Committee to do so until a new vice-chair is elected. Prof. Russ reported on the following:

1. FSCUE is reviewing classroom scheduling issues that will occur as a result of increased enrollments. The committee will consider whether to recommend a classroom scheduling prioritization policy.
2. FSCUE has been charged with discussing whether to establish an undergraduate course content policy.
3. The Faculty Handbook provides that constituent faculties shall recommend to the Board of Trustees the awarding of degrees in course. Prof. Russ will work with Vice Provost Don Feke to draft language transferring the obligation of certifying students to the Faculty Senate. This will then be considered by school/college executive committees.

Report from Secretary of the Corporation

Ms. Libby Keefer, secretary of the corporation and general counsel, said that she would no longer review the entire Board of Trustees report with the Faculty Senate. She will highlight a couple of items at each meeting and the full report will be attached to the Senate minutes. Ms. Keefer reported that the Board of Trustees had approved the appointment of two new trustees at their October meeting: Don Richards and Ellen Stirn Mavec.

Diversity Strategic Action Plan Update

Dr. Marilyn Mobley, Vice President for Diversity, Inclusion and Equal Opportunity provided an update on the Diversity Strategic Action Plan (DSAP) and the activities of the OIDEO office. The DSAP was approved by the Faculty Senate and adopted by the Board of Trustees in 2011. Milestones in achieving the DSAP include:

- Receiving the LGBT Campus Climate Award
- Receiving CEI's Best in Class for Workforce Diversity for 3 years in a row
- Launching the first Hispanic Employee Resource Group
- Hosting the first Diversity Town Hall
- Receiving the HEED award from Insight Into Diversity
- Reaching goals for participation in the Train the Champion program
- Launching the Sustained Dialogue Campus Network with the Office of Student Affairs

There is still work to be done. The campus climate survey conducted in 2010 showed that faculty are significantly less likely than students and staff to agree that the campus is a comfortable place for them. A new survey will be conducted in the fall of 2014. Between the fall of 2008 and the fall of 2012, the number of women and minority faculty have increased, however data shows that retention rates for this group of faculty have declined.

The Diversity Champion Annual Fund netted \$12,000 in its first year, and the African American Alumni Association is launching a campaign to raise \$500,000. OIDEO has engaged in a number of campus-wide partnerships and the Power of Diversity series has been extremely successful this semester. Dr. Mobley thanked Deputy Provost Lynn Singer and Amanda Shaffer, Director of the Faculty Development Office, for facilitating CWRU's involvement in the Higher Education Recruitment Consortium (HERC) which will assist in the recruitment of minority and women faculty by providing job resources for accompanying spouses.

Strategic Plan Presentation

Provost Baeslack reviewed the draft public plan document. A final version should be available next week. The Provost said that while the university has achieved financial stability he hopes that funding

will become even more robust in the future. Navigating current challenges to sustain CWRU as a premier research university will require:

1. A new boldness and willingness to experiment- this idea was consistent across all the strategic plan working groups
2. An integrated culture- problems need to be resolved collectively
3. A disciplined focus- identification of the university's uniqueness
4. Agility- must be flexible enough to move quickly when necessary

In order to leverage CWRU's strengths and address society's most pressing issues, over the next 5 years the university will:

1. Advance interdisciplinary initiatives
2. Enhance learning through innovation
3. Prepare students for leadership roles
4. Bring breakthroughs to market
5. Engage, enable and advance faculty, staff, students and alumni
6. Continue to augment the cross-cutting initiatives of diversity and internationalization

The next steps involve the development of an implementation plan and action agenda and the launch of the schools' planning processes which will align with the overall university plan. A master plan for the university will be developed and a firm will be selected shortly for the development of the plan. Spending will need to be reduced in some areas in order to invest in others. An implementation leadership committee and strategy teams will be formed. Feedback on plan implementation will be sought from the entire campus community.

The meeting was adjourned at 5:30 p.m.

Approved by the Faculty Senate



Rebecca Weiss
Secretary of the University Faculty



October 4, 2013

RESOLUTION OF APPRECIATION

WHEREAS, Steven Garverick, Professor, was a member of the electrical engineering and computer science (EECS) faculty for more than two decades; and

WHEREAS Professor Garverick distinguished himself as a dedicated teacher and mentor, internationally recognized researcher and scholar; and

WHEREAS, during his tenure Professor Garverick provided valuable assistance to the University on a wide range of matters including, as member and chair of various Case School of Engineering committees, associate chair and interim chair of EECS, recently as vice-chair and current chair of the Faculty Senate; and

WHEREAS, Professor Garverick developed five new courses in electrical engineering and computer science during his career, and launched an effort to create undergraduate offerings for the school's energy program; played a pivotal role in efforts to help implement the university-wide undergraduate program, SAGES (Seminar Approach to General Education and Scholarship) in 2005; and

WHEREAS, Professor Garverick won the John S. Diekhoff award for graduate teaching in 1997 and earned a nomination from students in the mentoring category in 2009; and

WHEREAS, the Board of Trustees and the University wish to publicly commend Steven Garverick for his tremendous dedication and service to the University; and

WHEREAS, the Board of Trustees issues this resolution to recognize the outstanding dedication and service of Steven Garverick.

NOW, THEREFORE, BE IT RESOLVED THAT:
the Board of Trustees of Case Western Reserve University extends its most sincere gratitude on behalf of the entire University community to Steven Garverick who served the University for twenty-one years.

AND BE IT FURTHER RESOLVED THAT:
the Board of Trustees commends the generous dedication and service to the University, and recognizes Professor Garverick for his valuable contributions provided to the University. Therefore, we hereby recognize Professor Garverick for his leadership, dedication and service to the University.

APPROVED
by the
CASE WESTERN
RESERVE UNIVERSITY
BOARD OF TRUSTEES
Libby Keefer
SECRETARY OF THE
CORPORATION

Case Western Reserve University Faculty Senate Resolution in Memory of Steven L. Garverick

Case Western Reserve University lost a valued researcher, respected teacher and esteemed colleague with the passing of Steven L. Garverick on Sept. 26, 2013. In his more than two decades in the university's Department of Electrical Engineering and Computer Science, Dr. Garverick distinguished himself by striving for excellence in the classroom, lab and in his outstanding service to the university.

After earning his PhD from the Massachusetts Institute of Technology in 1987, Dr. Garverick started a career in industry, working as a lead designer and project leader for General Electric. He then joined Case Western Reserve in 1992, where he focused his research on circuit design, high-temperature electronics and biomedical instrumentation. He amassed 18 patents to his name during his career and provided his expertise as a consultant to companies across Northeast Ohio.

As an educator, Dr. Garverick was instrumental in shaping the department's curriculum—he developed five new courses in electrical engineering during his career, and launched an effort to create undergraduate offerings for the school's energy program. He played a pivotal role in implementing the university-wide undergraduate program SAGES in 2005. He was well recognized for the extraordinary energy he devoted to his teaching, winning the university's John S. Diekhoff award for graduate teaching in 1997 and earning nominations from his students in the mentoring category in 2009.

In addition to maintaining an extensive research portfolio and an intense commitment to his students, Dr. Garverick served on many department, school and university committees during his time at Case Western Reserve, including as interim chair of the EECS department. He also spent the last six years as a member of the Faculty Senate, serving as chair-elect in 2012-2013 and then beginning his term as chair in May 2013.

In all his efforts in every facet of his career, Dr. Garverick stood as an outstanding example of dedication and service to his students, his colleagues, his department and to the university as a whole.

Therefore, BE IT RESOLVED that the Faculty Senate of Case Western Reserve University hereby adopts this memorial tribute to honor Steven L. Garverick; and directs that it be included in the minutes of this meetings; and instructs the secretary of the Faculty Senate to send copies of this resolution to his family.

Board of Trustees Secretary Report to Faculty Senate

Full Board Meeting October 4-5.

New endowments:

Liambeis Endowment: discretion of the Dean of the School of Medicine \$43K

Geltz Reisacher Endowment: scholarship support for CAS \$32K

On the recommendation of the Provost the Trustees approved the following:

Faculty appointments at the rank of Asst Prof or Instructor:

4 – CAS, 3 – MED, 1 – CCLCM, 1 - NUR

4 – Reappointments to Professorships

On the recommendation of the Committee on Trustees, the Board approved the appointment of two new Trustees (see attached bios):

Don Richards, CWRU ENG and WSOM alum

Ellen Stirn Mavec

President Snyder presented the Resolution to Acknowledge Steven Garverick

Audit Committee: Resolution to Approve Audited Financial Statements for Fiscal Year 2013

Resolution to Amend Board Committee Membership and Committee Appointments

Ellen Stirn Mavec, the granddaughter of Kelvin and Eleanor Smith, is the president of the Kelvin and Eleanor Smith Foundation. Established in 1955, the foundation supports nonprofit institutions that positively affect the citizens of Northeast Ohio. The foundation has had a tremendous impact in University Circle and at Case Western Reserve, including funds for the Kelvin Smith Library and, most recently, the Tinkham Veale University Center.

After earning her bachelor's degree in art history from Northwestern University in 1980, Mavec worked with the National Endowment for the Arts in Washington, D.C., studied at Sotheby's in London and later went to Cleveland's New Organization for the Visual Arts, a nonprofit promoting art and architecture in Northeast Ohio.

Mavec opened Ellen Stirn Galleries in 1984, and later purchased Potter & Mellen, which she transformed into one of Cleveland's most prominent jewelry stores. In 2008, she closed the store and now continues to sell Potter & Mellen-designed jewelry and corporate gifts online.

Mavec is the recipient of many awards: the Richard W. Day Distinguished Young Alumnus Award from Hawken School; recognition as one of Cleveland's Women of Achievement by the YWCA; the medal of Excellence from the Cleveland Institute of Art; and Lake Erie College's Distinguished Citizens of Western Reserve Award. She currently serves on the Cleveland Museum of Art's Board of Trustees and was a co-chair of the Museum's Phase I Capital Campaign that raised \$250 million. She is a Life Trustee of Great Lakes Theater; a founding member of In Counsel with Women (an exclusive executive women's association); and a graduate of Cleveland Leadership Center's Class of 1999.

Don Richards earned his undergraduate and MBA degrees from Case Western Reserve in 1979 and 1981, respectively. He began his career at Accenture, a Cleveland-based management consulting, technology services and outsourcing company. He held a number of positions throughout his 30 years with the \$21.6 billion global company, most recently as senior managing director of information technology outsourcing. In that role, Richards drove the strategic direction, growth and delivery of Accenture's services to more than 600 global clients.

Now retired, Richards co-chairs the university's Corporate Visiting Committee. As a long-time supporter of the university, Richards recently pledged \$1 million to the President's Strategic Initiatives Fund. In 2008, Richards endowed a fellowship in the Master of Engineering and Management program for students who possess strong engineering skills as well as broader business capabilities and entrepreneurial acumen. Along with financial support, the fellowship offers candidates mentoring and networking opportunities.

In addition to his responsibilities at the university, Richards is secretary of the Cuyahoga Valley Christian Academy Board of Trustees and serves on the boards of Business Volunteers Unlimited, Cleveland Vicon Company and Cate Street Capital, where he was one of the original investors.

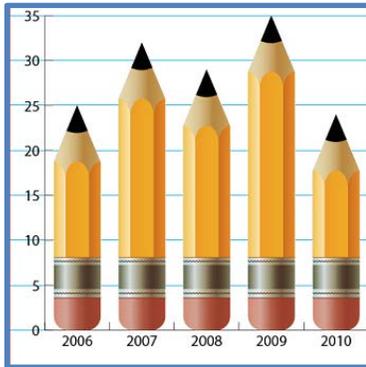
Update on the Diversity Strategic Action Plan (DSAP)

Faculty Senate
October 29, 2013

Marilyn S. Mobley, PhD
VP for Inclusion, Diversity & Equal Opportunity

Melissa K. Burrows, PhD
Faculty Diversity Officer

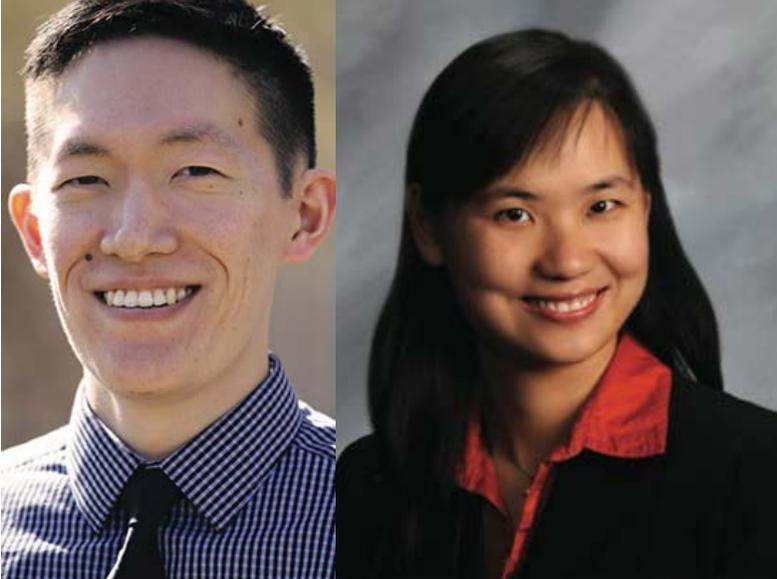
Climate



People

Resources





“From Thinking to Acting”

“Promoting diversity mostly comes down to focus and persistence. Organizations have to take it seriously and build it into day-to-day management...It takes more than lip service, and it won't happen overnight”

Lee G. Bowman

Author: Reframing Organizations. The Marion Bloch Missouri Chair in Leadership at the University of Missouri-Kansas City

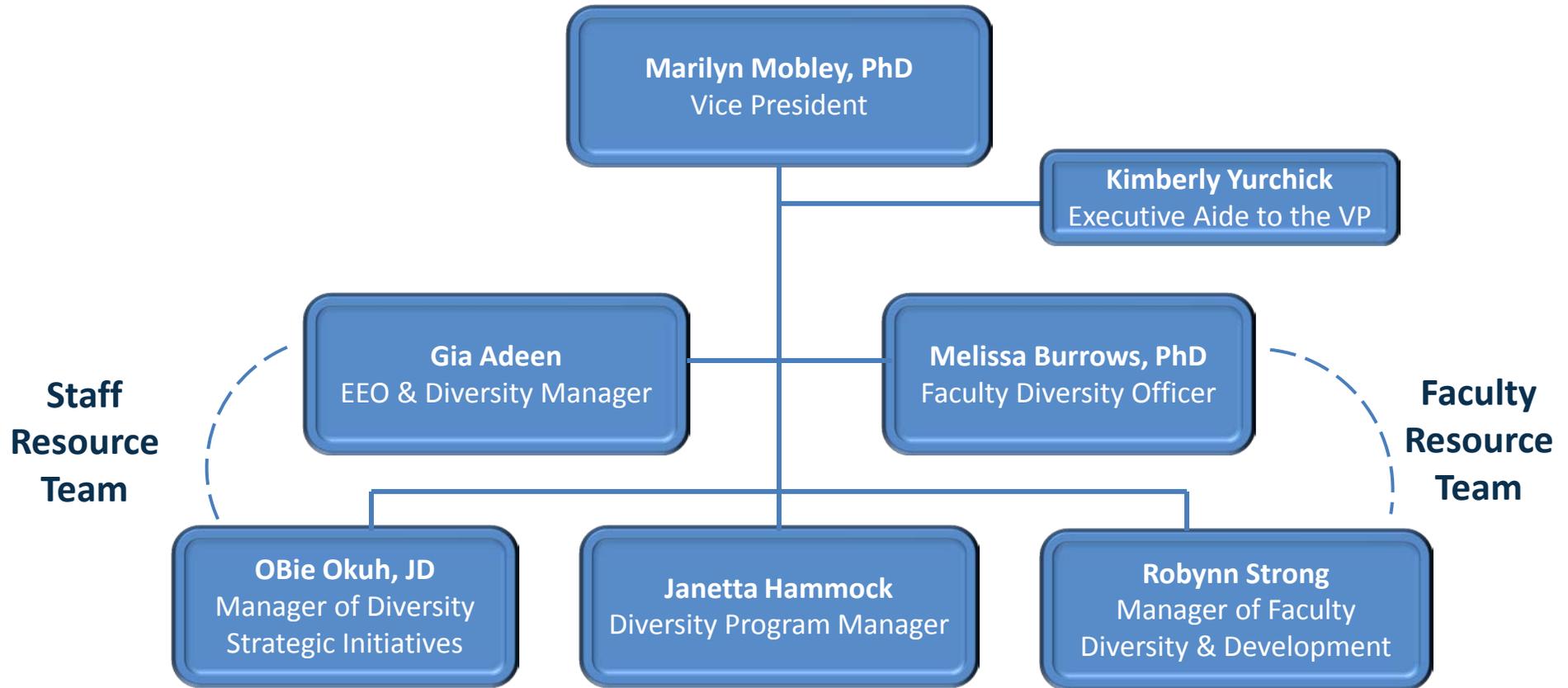
CWRU Thirty Under 30: (L-R)

Kevin Fang, Jiajia “Veronica” Xu, Ashley Quick, and Donte Gibbs.

Mission and Five Strategic Pillars

- The **mission** of the Office of Inclusion, Diversity, and Equal Opportunity (OIDEO) is to provide support and guidance and to promote equitable and fair treatment in employment, education and other aspects of campus life.
- The OIDEO achieves its mission through strategic leadership represented by five pillars:
 - Research and climate assessment
 - Communication and education
 - Programming and resource development
 - Compliance, and
 - Community engagement and outreach

Organization Chart



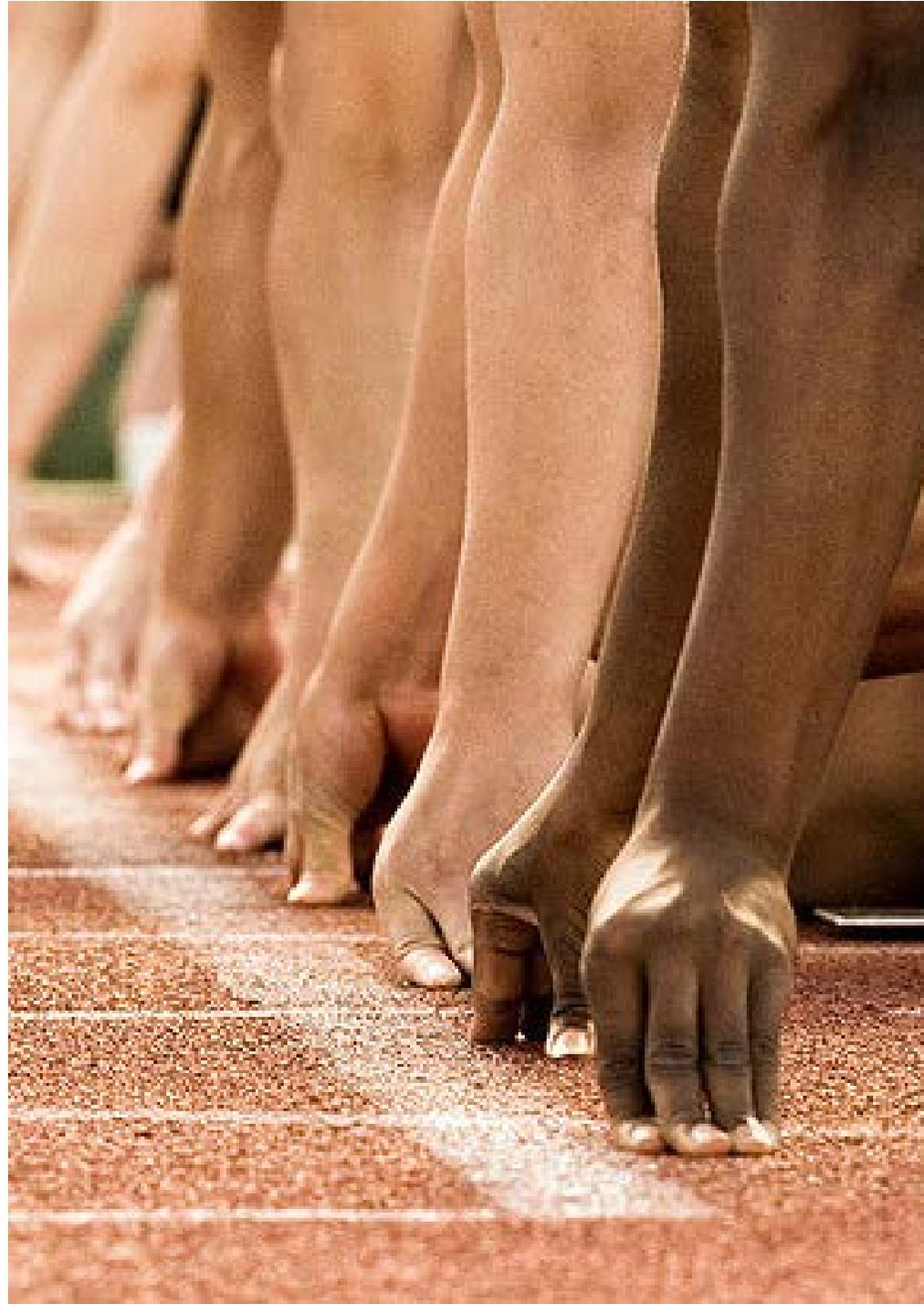
DSAP MILESTONES

2011

2012

2013

2014



Milestones in Achieving the DSAP

		Receiving the CEI's Best in Class for Workforce Diversity, HEED Award from Insight into Diversity		
		Establishing the Diversity Champion Annual Fund	Receiving the LGBT Campus Climate Award	Launching the first Hispanic Employee Resource Group
Collaborations with Interfaith Council, SJI, and FYE		Exploring with Deans ways to embed diversity into school strategic plans	Collaborating with Share-the-Vision on the MLK Essay Contest	Planning the launch of the Sustained Dialogue Campus Network
Approvals and Adoptions by Board and Faculty Senate	Hosting graduation and welcome receptions for URMs	Launching of CWRU as Institutional Home for the AUMF	Hosting the first Diversity Town Hall	Achieving record Train the Champion figure

2011

2012

2013

2014

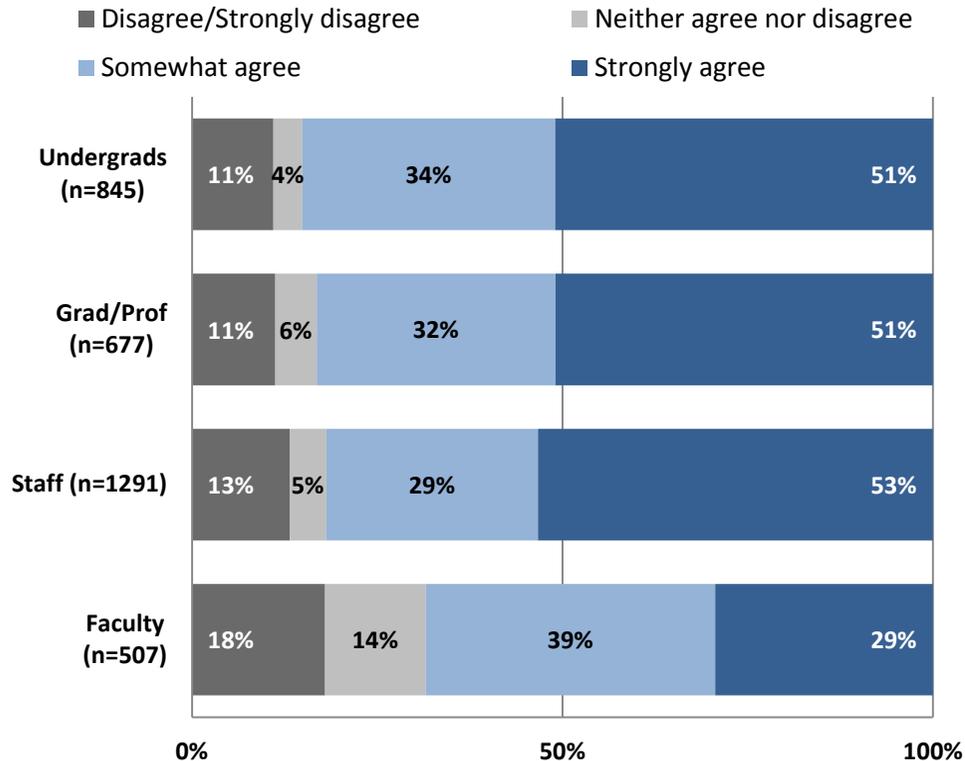
GOAL #1

Improved campus
climate related to
inclusion



CWRU Climate Survey

CWRU is a Comfortable Place for Me All Respondents



T-Test Results:

- Faculty significantly less likely than staff and students to agree
- International undergraduate students significantly less likely than domestic minorities to agree
- No significant gender difference
- Faculty at the Dental School; students at School of Medicine; and staff at Engineering were most likely to agree
- Law school faculty, staff, and students least likely to agree
- Conducted Fall 2010. **Next survey in 2014.**

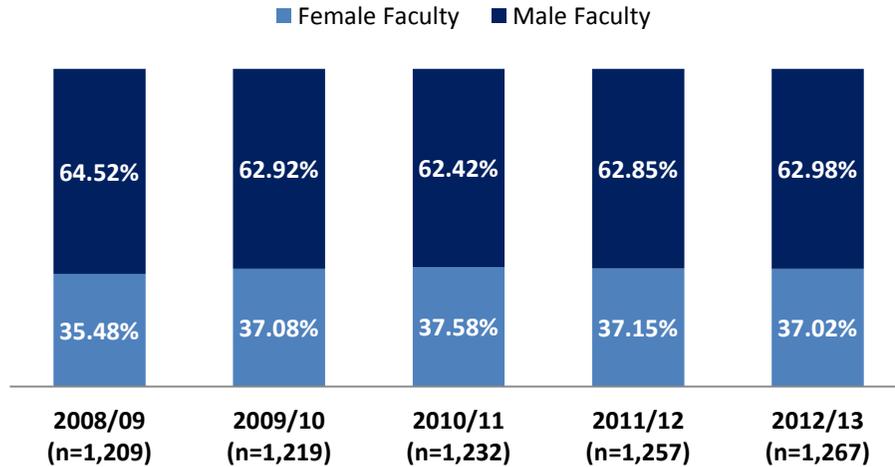
GOAL #2

Increased recruitment and retention of URM students, **faculty**, and staff

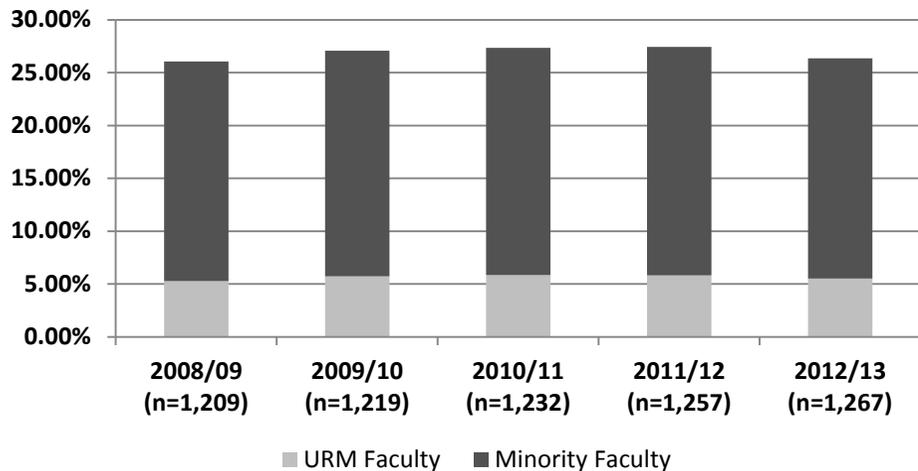


Faculty Census

5-Year Full Time Faculty Comparison by Gender

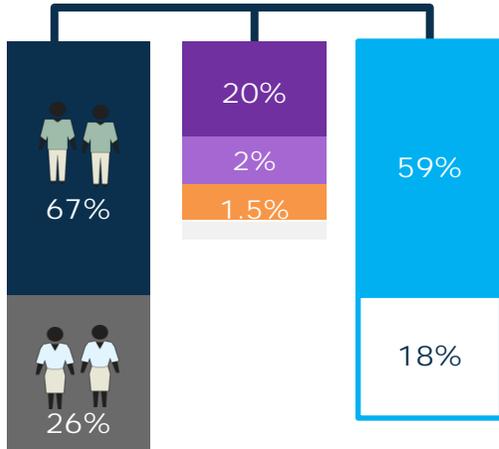


5-Year Full Time Faculty Comparison by Minority Status

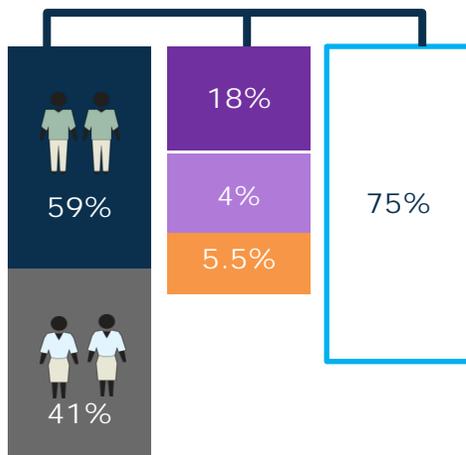


- All figures taken in the fall semester. **Awaiting** fall 2013 figures.
- Since 2008, CWRU total faculty has increased from 1209 to 1267, a 6.9% increase. Women faculty rose from 429 to 469, representing an 11.4% jump. Although minority faculty increased from 251 to 265, a 5.6% increase, the rate of increase was still below the overall university average rise of 6.9%.
- Notably, CAS and School of Medicine hired 22 and 19 women faculty respectively while the % of minority faculty increased by 50% and 34.6% in MSASS and CAS respectively.

Applicant Faculty Pool, 2012/13 (n=3,449)



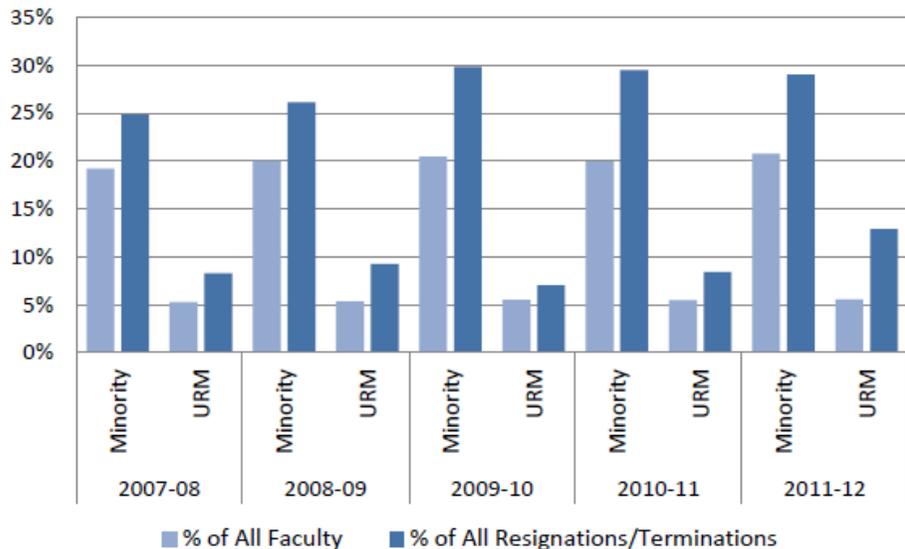
New Faculty Hired, 2012/13 (n=110)



Recent Success In Hiring

- Overall, the proportion of minorities and women hired were higher than their representation in the applicant pools for all schools and colleges.
- Except Law School (37% women applicant pool, 25% hired), SOM (42% minorities in applicant pool, 17% hired), and WSOM (32% minorities in applicant pool, 0% hired).
- Figure in bracket represent total number of applications received for all faculty positions hired in 2012/13.
- Success in hiring may reflect growing acceptance of diversity and inclusion goals at the school level and the impact of OIDEO's "Unconscious Bias" trainings for faculty search committees.

Minority/Underrepresented Minority Resignations/Terminations
2007-08 to 2011-12



Women Faculty Resignation/Termination Trends
2007-08 to 2011-12



But, Retention Still an Issue

From 2007 through 2012, minority faculty have left the university at rates higher than their representation among the faculty as a whole. This is also true for women faculty, except for 2007-08 academic year.

GOAL #3

Enhanced leveraging of University resources to advance inclusion and diversity



FUNDS AND SUPPORT

- Development of the Diversity Champion Annual Fund, netted \$12K in First Year!
- Continued support from the Congressional Black Caucus Foundation
- Establishment of the Provost Scholar Program
- Generous donation from anonymous donor in support of the LGBT Center
- African American Alumni Association launches campaign to raise \$500,000

CAMPUS-WIDE PARTNERSHIPS

- UMC for Diversity website, publications, external communications
- Corporate Relations to support Power of Diversity Lecture Series and other programs
- Share the Vision to realize broadest internal collaboration for the MLK Essay Contest
- Social Justice Institute and Government and Community Relations
- Human Resources and Office of General Counsel
- Career Services and the Office of Alumni Affairs
- Collaborating with several units to host the Association of Underrepresented Minority Fellows (AUMF)

VIDEO Highlights



Power of Diversity Series

POD lecture series inspires campus dialogue, community engagement and civic education and learning on diversity and inclusion.

Power of Diversity Lecture Series for Fall 2013

- ❑ Dr. Kristin Williams, Assistant Professor, Dept. of Community Dentistry
- ❑ John Quiñones, anchor of the Primetime television series “What Would You Do?” ABC’s first Latino news correspondent
- ❑ Dr. John H. Flores, Assistant Professor of History and Climo Junior Professor, CAS
- ❑ Viewpoint Forum with Avery Friedman and Peter Kirsanow.

Train the Champion

- TTC helps faculty and staff learn how to be leaders in creating inclusive environment
- The 8-month program consists of monthly sessions and additional brown bag lunches
- Of 88 champions trained since 2011, 11 are men
- Most served/ represented units:
 - ❑ Material Support = 11
 - ❑ School of Medicine = 10
 - ❑ Arts & Sciences = 6
 - ❑ Case School of Engineering = 6

Resources & Trainings

OIDEO reviews concerns related to sexual misconduct, discrimination, ADA accommodations, and also serves as a facilitator for addressing diversity issues:

- ❑ **Over 500** staff receive the diversity and inclusion training module yearly at staff orientation
- ❑ **Over 611** hiring personnel received “Interrupting Bias in Faculty Search Process” since July 2011
- ❑ **45** faculty received the diversity and inclusion training module during new faculty orientations in 2012-2013

Promising & Best Practices among schools

- **CAS** Insisting on diverse pools before hiring decisions
- **SDM** Providing cultural competency training for dental students
- **LAW** Developing strong school-wide diversity committee
- **FPBSON** Recognizing people of color for excellence
- **SOM** Hiring a Vice Dean for Faculty Development and Diversity
- **CSE** Implementing a successful strategic hiring initiative
- **MSASS** Including all-faculty sexual misconduct training
- **WSOM** Hiring a diverse female candidate for leadership position

Challenges and Next Steps

- Restructuring the work/role of the Diversity Leadership Council
- Engaging in more collaborations such as the HERC
- Operationalizing diversity across campus with a sense of mutual ownership and responsibility to transform campus culture
- Infusing diversity in campus wide, school, unit, strategic planning
- Building accountability into our plans, policies, and practices
- Developing more resources for DSAP initiatives, programs
- Telling the truth, sharing our stories



We Are Not “There” Just Yet

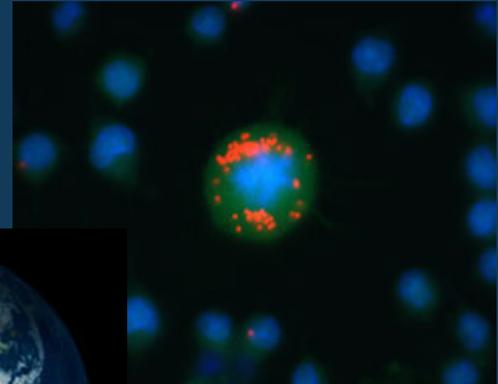
“I do not pretend to know how much diversity is enough. What I do know is that in 2012, our colleges have yet to fully catch up with the rest of society, to reflect its true breadth, to prepare students to be comfortable in a nation that is diverse ethnically, racially, politically, and economically.”

Professor Ted Gup

*Edmund J. Center for Ethics, Harvard University
Chronicle, October 26, 2012*

Questions/Answers/ Discussion

CWRU Strategic Plan 2012-2013



Faculty Senate
October 28, 2013

The Next Five Years – Think Beyond the Possible

We will build on the foundation of
***Forward* THINKING**

Our Mission, Vision and Core Values Have Not Changed

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**

Accomplishments

The accomplishments of “*Forward THINKING*” have created solid foundation for the future.

- Increased size and quality of entering undergraduate classes
- Created the Center for International Affairs
- Significantly increased the numbers of international undergraduates
- Developed several interdisciplinary initiatives in areas of existing or potential strength in research and scholarship
- Established an Office of Diversity, Inclusion and Equal Opportunity
- Achieved financial stability
- Launched a capital campaign

Challenges/Opportunities

Like all of higher education, CWRU faces complex issues that create challenges/uncertainty as well as opportunities in the coming years. This rapidly shifting landscape is characterized by:

- Persistent economic uncertainty
- Issues of affordability and access to education
- Internationalization and the need to prepare students to be global citizens
- Increased competition for declining research support (sequestration)
- Employer emphasis on the need for students to have strong critical thinking, problem-solving, communication, and interpersonal skills
- New online delivery models which have created new forms of engagement

Overview of Strategic Planning Process

- **Aug. – Sep. 2012 Advance Planning Team Created Process**
- **Oct. Steering Committee Began Meeting (37 members – Faculty, Staff, Students, Alumni)**
- **Dec. 2012 – May 2013 Five Working Groups (Education, Research, Our People, Administrative, 2026) Developed Recommendations (125 members – Faculty, Staff, Students, Alumni)**
- **Seven Open Campus Forums**
- **Two Retreats – Feb. & Mar.**
- **Various Group Meetings – Visiting Committees, GSS, Alumni Board, etc.**
- **May 2013 Special Meeting with Faculty Senate on Working Document**
- **Sep. – Oct. Development and Revision of Draft Public Plan Document**
- **Nov. Finalization of Public Document – Begin Implementation**

Challenges/Opportunities

Navigating these challenges to sustain us as a premier research university will require:

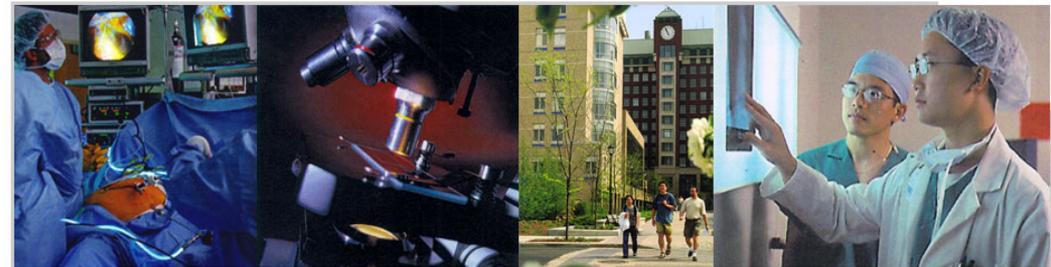
- **A new boldness and willingness to experiment**
- **An integrated culture**
- **Disciplined focus**
- **Agility**

Theme I. Interdisciplinary Initiatives

(Built on the foundation of strong disciplines and basic research)

Human Health

- Innovative education – new medical education building
 - Health sciences – inter-professional education, team-based learning
 - Human health humanities and social medicine
 - Systems biology and bioinformatics
- Collaborations to advance treatment and cures – powerful partnerships
 - Imaging
 - Mapping the mind – Federal Government “BRAIN” initiative
 - Applying information – “big data”



Theme I. Interdisciplinary Initiatives

Culture, Creativity and Design

- Bold collaboration and innovation
 - The Keithley Institute for Art History
 - The Milton and Tamar Maltz Performing Arts Center at The Temple – Tifereth Israel
- Extending our impact
 - Weatherhead School of Management's new Department of Design and Innovation, Think[box]



Theme I. Interdisciplinary Initiatives

Advanced Materials

- Will target multi-functional challenges
- Will provide solutions for energy, health, sustainability, manufacturing

Energy

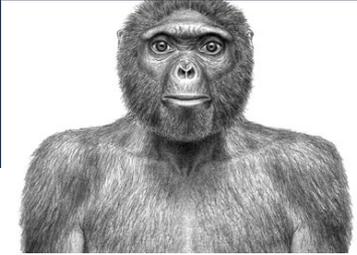
- Will continue to work on advanced energy solutions across disciplines to solve some of the most pressing problems facing our world

Ethics

- We will increase the role of ethics in education, research and the overall campus experience, including ethics in leadership, bioethics, etc..



Theme I. Interdisciplinary Initiatives



Origins

- We will extend the influence of Origins through collaboration with local and international partners and invest in outstanding research and distinctive educational programs

Social Justice

- We will continue to focus on innovative pedagogy, scholarship and research to educate future social change agents and enhance community bridge-building

Sustainability

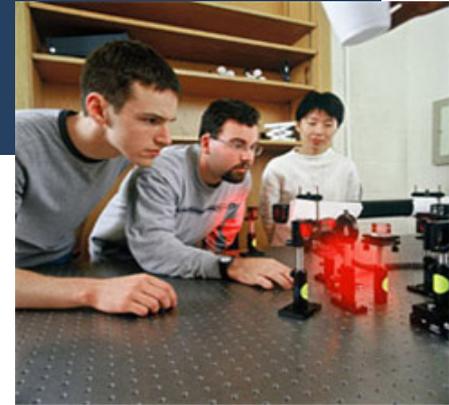
- We will promote the integration of sustainability and environmental stewardship in education, research and practice

Theme II. Innovative Education

- Improve teaching and learning on campus
 - Enhance excellence and impact through innovation in pedagogy, applications of enabling IT
 - Apply analytics to help ensure student success
- Innovate within the curriculum
- Embrace our academic strengths in new ways
 - Add professional master's degree programs and hybrid offerings
- Increase STEM success of our undergrads
- Provide coordinated programs for undergrads considering health careers and create programs that teach them about data science
- Extend our impact through online degree programs, MOOC's
- Enhance educational leadership – appoint a Vice Provost for Educational Innovation

Theme III. Intentional Preparation for Leadership

- Integrate our curricular and extracurricular programs
 - New Vice President of Student Affairs will collaborate with Undergraduate and Graduate Studies, First-Year Experience and Enrollment Management
 - Diversity
 - Internationalization
- Strengthen the academic experience with additional opportunities for research, programs abroad, internships and co-op's, service
- Increase student opportunities to develop key skills
- Enhance advising, mentoring and professional development



Theme IV. Bring Breakthroughs to Society

- Lab to Life – we will bring more of our important ideas and discoveries out to society more quickly.
 - Involve industry more in research and commercialization
 - Chief Innovation Officer and two Chief Translational Officers
- Entrepreneurial Spirit
 - Grow initiatives like Blackstone LaunchPad, think[box] and FUSION
 - Support faculty who want to translate research into real-world business models



Theme V: “It’s All About Who”

“Only great people build great institutions.” (Mort Mandel, *It’s All About Who*)

- Increase engagement and advancement for faculty, staff, students and alumni
 - Apply lessons learned from strategic faculty hiring across the campus
 - Increase recognition and advancement opportunities for faculty and staff
 - Encourage and reward experimentation
 - Open a Faculty Development Center
 - Open a Professional Development Center for Graduate Students
- Build healthy communities
 - Wellness
 - Work-life balance
 - Child care

Theme VI. Next Steps

- We will provide the resources, structures and timelines needed to translate these commitments to actions
 - Reduce spending in some areas to allow investment in others
- Incentivize desired outcomes
 - Align priorities with budget policy and practice
- Align accountability with expertise
- Complete school strategic plans
- Create a Master Plan
 - Integrated with the strategic plan
- Report on our results - metrics

Next Steps

October

- **Share revised plan document with the campus and collect feedback**

November

- **Finalize Plan - incorporating feedback from the campus**
- **Develop implementation plan and action agenda**
- **Launch School planning process**

December

- **Integrate with multi-year financial plan**

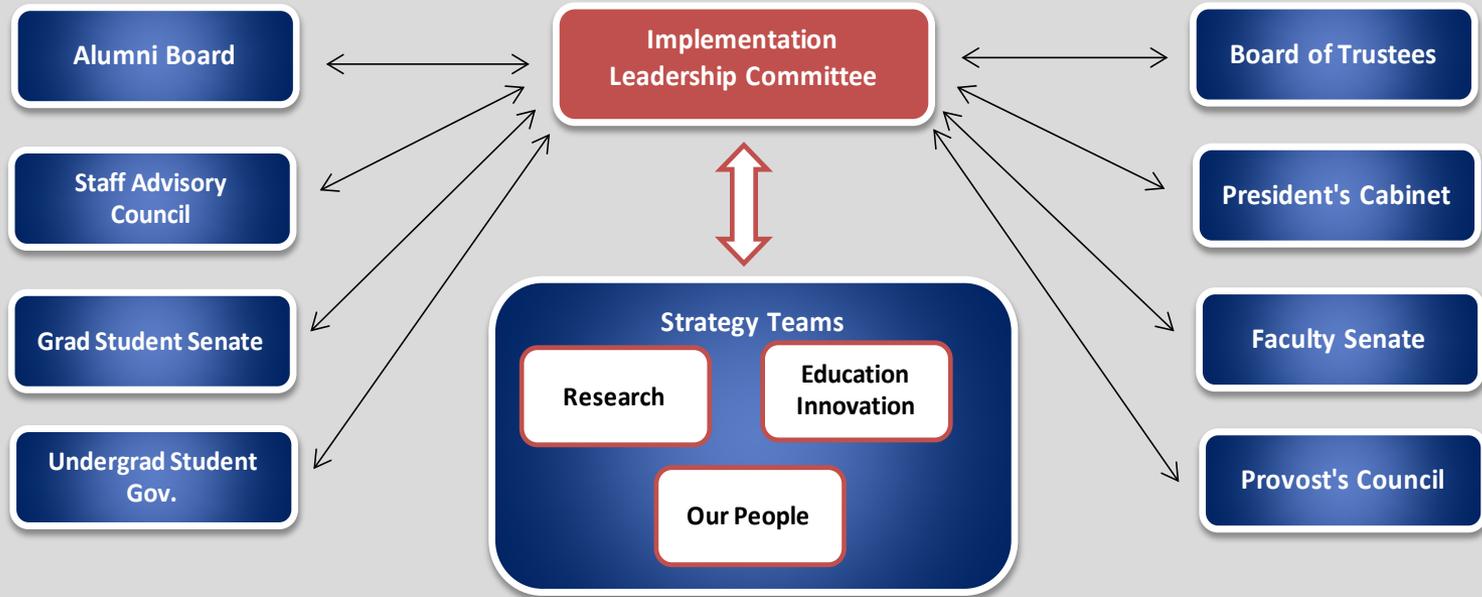
January

- **Begin plan implementation**

May

- **School plans completed**

Implementation Structure



Implementation Leadership Committee Responsibilities

- **Approve Implementation Timelines**
- **Approve Annual Action Agendas**
- **Approve Metrics & Targets**
- **Perform Annual Assessment**
- **Recommend Modifications**
- **Recommend/Prioritize Annual Investments**

Implementation Leadership Committee Membership

- **Provost – Chair**
- **School Deans (8)**
- **Deputy Provost**
- **VP for University Planning**
- **VP for Research**
- **VP for Education Innovation (new)**
- **Faculty Senate Chair**
- **Chief Financial Officer**
- **UBC Chair**
- **SAC Chair**
- **GSS Chair**
- **USG Chair**

Strategy Teams Responsibilities

- **Develop Annual Action Agendas**
- **Execute Action Agendas**
- **Recommend Metrics & Targets**
- **Facilitate Collaboration & Idea Generation**
- **Recommend Annual Investments**
- **Perform Annual Assessment**
- **Monitor External Developments/Trends**