STRATEGIC PLAN IMPLEMENTATION

FIRST STEPS

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### Forward Thinking
**The Strategic Plan for Case Western Reserve University, 2008-2013**

**Mission:** Case Western Reserve University *improves and enriches people’s lives* through research that capitalizes on the power of collaboration, and education that dramatically engages our students.

**Vision:** We aim to be recognized nationally as an institution that *imagines and influences the future.*

**Core Values:**
- Academic excellence and impact
- Inclusiveness and diversity
- Integrity and transparency
- Effective stewardship

#### Goal I
**Advance academic programs to increase the University’s impact**
- Enhance activities in research and discovery
- Align educational programs to prepare students for the 21st century
- Enhance the international character of the University
- Reduce barriers to research and learning across disciplinary lines

#### Goal II
**Develop a strong, diverse, and vibrant University community**
- Recruit, retain, and develop outstanding students
- Promote diversity
- Recognize and reward excellence among faculty and staff, and recruit outstanding colleagues
- Make the campus more vibrant
- Strengthen support for scholarships, fellowships

#### Goal III
**Expand, deepen relationships with the larger community**
- Engage alumni more effectively
- Develop and improve integrated programs with University Circle institutions
- Increase involvement in Cleveland and NE Ohio
- Strengthen relationships at the state and federal levels

#### Goal IV
**Strengthen institutional resources to support our mission**
- Define performance indicators; strengthen systems for monitoring outcomes
- Improve internal customer satisfaction with services
- Improve resource allocation
- Identify innovative sources of revenue
- Implement best operational practices
- Initiate a capital campaign
Goal 1: Strategic Alliances in Research & Discovery

- **Energy and Environment**: Production, distribution, and use of energy; sustainability; cultural, legal, economic dimensions
- **Human Health**: Breakthrough discoveries, innovative technology, better health care delivery, progress in community and population health
- **Culture, Creativity, and Design**: Creativity and innovation across several fields, linked with practical use of these skills to address major issues
- **Social Justice and Ethics**: Effective application of social systems, and addressing of national ethics issues

FY09 Strategic Plan Implementation

**Priority Academic Program Initiatives**

- **Advance Interdisciplinary Alliance Areas**
  - Develop Initiation Grant Program to stimulate new, innovative collaborations in priority research focus areas
- **Leadership of International Initiatives**
  - Establish position in the Office of the Provost to provide University-level leadership, oversight, coordination and support
- **Enhance Academic Student Advising**
  - Evaluate current status and design/implement new programs
FY09 Strategic Plan Implementation

Administrative Initiatives

- Establish Office of VP for Inclusion, Diversity & Equal Opportunity
- Assess and Develop Multi-Year Process for Achieving Competitive Faculty & Staff Salaries
- Assess and Enhance Faculty Recognition Programs
- Review Doctoral Education Programs
- Review Resource Allocation Process

Strategic Plan Implementation Principles

- University Plan represents a high-level “roadmap” that will be revised about every 5 years
- Achieving Plan goals will occur through coordinated and integrated development of annual “Action Agendas” at the “Portfolio” (e.g., college, school, VP-level, faculty and student organizations, etc.) and University levels
- Specific Action Agenda initiatives may be one or several years in duration
- An annual process will be established to develop the annual University Action Agenda that supports the Strategic Plan and aligns with the Plans and Action Agendas of the Portfolios
Strategic Plan Implementation Principles

- A Plan Action Committee (PAC) will supervise the development of the annual Action Agenda
- Membership will include individuals from University stakeholder groups – Portfolio and Alliance leadership, Faculty Senate, Student Organizations, etc.
- The Agenda will be finalized in alignment with the availability of resources ($, people, infrastructure)
- Internal communication plans will be developed to keep all stakeholders informed of the planning process
- Internal and external communication plans will be developed to inform all stakeholders of Plan and Agenda achievements