POSITION DESCRIPTION

Dean of the Jack, Joseph and Morton Mandel School of Applied Social Sciences

Case Western Reserve University

February 2021
EXECUTIVE SUMMARY

Case Western Reserve University (CWRU) seeks a bold and visionary leader to serve as the next Dean of the highly ranked and prestigious Jack, Joseph and Morton School of Applied Social Sciences (Mandel School). In the current climate of racial reckoning, now more than ever, schools of social work are positioned to lead efforts locally, nationally and internationally to address issues of racial and economic injustice. The next Mandel School Dean will embody the social justice mission of the profession of social work and is ready to work with the faculty, staff, students and alumni to take social justice efforts to the next level as they advance the education and scholarly mission of the School.

CWRU seeks an individual with an unwavering commitment to, and clear history of, diversity, equity, and inclusion in their leadership, research and teaching. Equity, diversity, and inclusion celebrates all aspects of diversity, including differences in social and economic backgrounds, gender, gender expression, age, race, ethnicity, political affiliation, religion, sexual orientation, disability, and varying approaches to, and views on, intellectual issues.

The Mandel School seeks to enhance their ability to attract, support and promote students, faculty and staff from a diverse array of backgrounds, and to ensure that the School is seen by the community and nation, including alumni and donors, as a welcoming environment for all.

CWRU seeks an individual with a proven record of top-tier scholarship that has had a meaningful impact on the field of social work, or a highly regarded, academically oriented practitioner or nonprofit leader with prior academic experience, who embraces the mission of the Mandel School. In its mission, the candidate will prepare the next generation of practitioners and researchers to bring about social justice reforms in research, teaching and service in the areas of social work and nonprofit management. The Mandel School strives to develop leaders of social change in direct practice, community practice and nonprofit management.

The Dean of this highly ranked school serves as the chief executive and academic officer for the School, and in that capacity, sets the standard for intellectual, scholarly and professional engagement and accomplishment by providing a strategic vision for, and operational leadership of all programs, people, facilities and initiatives of the school. The Dean is expected to collaborate with Interim President Cowen, (and subsequently with incoming President Eric Kaler), Provost Vinson, and with Case Western Reserve’s vice presidents, deans and department chairs on the full array of initiatives that make up Case Western Reserve’s ambitious agenda for unparalleled excellence.

Committed to advancing leadership in social work and nonprofit education, scholarship, and service to build a more just world, the next Mandel School Dean is expected to have strong financial acumen, and a track record of successful alignment of resources with programmatic success and donor stewardship. The Dean is expected to promote and facilitate a robust scholarship and research agenda and to ensure excellence in graduate education, including the development and implementation of collaborative academic programs within the School in consonance with the University’s strategic plan.

The Dean is expected to engage with faculty, staff and students in a manner in which opposing viewpoints are heard and honored and decisions are made in a transparent and equitable fashion. Engagement should be conducted in a collegial, consultative manner that embraces honesty, integrity, enthusiasm, transparency and resilience. The Dean should be a decisive leader within a rapidly changing environment.
The Dean is expected to enhance excellence through strength and diversity in educational programs and faculty and student recruitment and retention; and link the work of the Mandel School faculty, staff and students to other disciplines, communities and interests within and outside the academy. Insofar as the Dean serves as the school’s public voice, articulating its contributions to local, state, regional, national and international communities will be key, as will be the implementation of a robust plan for acquiring resources through philanthropy, in order to expand the reach and impact of the Mandel School, and to effectively manage its considerable assets, including, but not limited to their outstanding reputation.

Provost Ben Vinson III, with the advice and counsel of a Search Advisory Committee invites applications and nominations for the next Dean of its highly regarded Jack, Joseph and Morton Mandel School of Applied Social Sciences. The Search Advisory Committee is chaired by Claudia Coulton, Distinguished University Professor, the Lillian F. Harris Professor and Founding Director of the Center on Urban Poverty and Community Development at the Jack, Joseph and Morton Mandel School of Applied Social Sciences and Joy Ward, Dean of the College of Arts and Sciences at Case Western Reserve University. Reporting directly to Provost Vinson, the Dean is the chief academic and administrative officer of the School, and as such, will be instrumental in guiding its future.

**JACK, JOSEPH AND MORTON MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES – HISTORY AND MISSION**

Consistently ranked among the nation’s foremost graduate schools of social work, the Mandel School remains at the forefront of social work and nonprofit management education, research and scholarship. Currently ranked number 9 of 291 social work schools in the nation by the *US News and World Reports*, the Mandel School has 10 endowed professorships, receives over 11 million dollars per year in externally funded research and training grants, and has a strong student body representing almost all of the U.S. states and numerous countries. The scholarly productivity of its faculty is high, and five of its faculty have been elected to the prestigious American Academy of Social Work and Social Welfare. With its large number of nationally renowned research centers, it has an interdisciplinary cadre of research faculty, scientists and staff that further enhance its reputation and impact.

The Mandel School holds the distinction of being the first professional graduate school of social work in America. Founded in 1915 as the Western Reserve University School of Applied Social Sciences, it was the first university-affiliated school of social work and as such, led the way for the professionalization of the field of social work. At this point in its history, the Mandel School has a large and engaged alumni organization with over 8000 individuals in all 50 states and 41 countries. The Mandel Family and its foundation have long supported the Mandel School. In 1988, through a generous endowment, the School of Applied Social Sciences became the Mandel School of Applied Social Sciences. They continue to champion the school’s endeavors, including recently endowing the dean’s position, contributing scholarship funding for the Leadership Fellows program, and providing the lead gift for the recent renovation of the Mandel School building.

Today, the mission of the Mandel School is to advance leadership in social work and nonprofit education, scholarship, and service to build a more just world. Case Western Reserve University’s Jack, Joseph and Morton Mandel School of Applied Social Sciences is now a national network of scholars and practitioners who shape the course of social work and nonprofit practice and research to drive societal change in the Cleveland metro area and around the world.
The Mandel School is committed to preparing students in professional social work practice in the public and non-profit sectors. The School’s curriculum, field placements, and faculty emphasize a commitment to diversity, human dignity, and social and economic justice within the classroom and beyond. The masters’ program curriculum went through an extensive overhaul, a culmination of several years of effort, in 2020. The new generalist curriculum seeks to provide graduate students with a common set of experiences that expand and enhance their understanding of the social work, situating the work of social workers in the larger context of understanding issues of racial, social and economic justice, and the need to understand our history and current practices in an effort to bring about the change Mandel School graduates will engage in after graduation.

The Mandel School has prioritized international education, offering transformative global education through short-term study abroad opportunities. With opportunities to travel to eight countries across four continents, Case Western Reserve University students study abroad three times more than the national average.

The Mandel School has a diverse array of faculty and staff, including 20 tenured or tenure-track faculty, 9 non-tenure track faculty, 10 research faculty and 62 research staff. The Mandel School has 9 field staff and 80 adjunct faculty. The Mandel School is home to an impressive 10 endowed professorships, awarded to individuals widely recognized for making significant contributions to scholarship (https://case.edu/socialwork/about/endowed-chairs). The Mandel School has a long history of on-line, on-the-ground and weekend-intensive master’s education, and a robust doctoral program.

Located in Cleveland, Ohio, the Case Western Reserve University is situated in a diverse and dynamic city that regularly engages with Mandel School researchers and educators. The School includes several research and training centers in areas such as: poverty; trauma; racial and social justice; health care; geriatrics; research and advocacy for Sexual and Gender Minority youth; disparities in health care; intimate partner violence and violence against women; implicit bias; child welfare and juvenile justice; housing inequities; community-based research and practice, and the training in and use of evidence-based research and practice. During the COVID-19 pandemic, the researchers at the Mandel School have continued to conduct research aimed at understanding the impact of the pandemic on the communities where the research is based. In each, faculty, staff and students perform exceptional research that makes an impact in the community in a collaborative way with mutual benefit to the community as well as to the School. Additional information on the research and training centers and programs are available through the links below:

**Begun Center for Violence Prevention Research and Education**

**Center for Evidence-Based Practices**

**Center for Innovative Practices**

**Center on Trauma and Adversity**

**Center on Urban Poverty and Community Development**

**Community Innovation Network**

**National Initiative on Mixed-Income Communities**

**Partnership for Evaluation, Research, and Implementation**
In addition to the research and training housed within the Mandel School, our faculty are also involved in activities in other CWRU units. This includes co-directing the Social Justice Institute [https://case.edu/socialjustice/]. Celebrating its 10th year, the Social Justice Institute strives to create a just world. SJI examines the root causes of social injustice and develops innovative solutions by supporting creative research, scholarship, and pedagogy; social justice leaders on and off campus; and relationships within the university and into the community.

**OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN**

The new Dean will build upon the Mandel School’s strong foundation and implement an ambitious vision for the future of the school. The Dean will build upon the strengths that the Mandel School community created while addressing issues related to the COVID-19 pandemic and the health disparities and racial reckoning of the past year, while continuing to collaborate with the Mandel School community, in Cleveland and beyond. The Dean will be asked to:

**Develop a shared vision and provide bold leadership for the School**

The Mandel School Dean will have a proven track record of authentic leadership. The new Dean will engage faculty, staff and students to enhance our social justice mission and build upon the strengths of the faculty, staff and students to create a vision for the future of the Mandel School. The new Dean will be a deliberate and effective leader who will lead stakeholders across the school in creating a common vision for the future of the school; enabling faculty and staff to support a shared set of goals; enhancing student and alumni affinity and pride; creating greater community collaboration across the School and its many stakeholders; and strengthening, celebrating and promoting the School’s identity and impact.

**Recruit and retain the preeminent faculty and enhance their career development**

Hiring and retaining outstanding and diverse faculty members will be of paramount importance for the next Dean. The dean is responsible for ongoing recruitment and retention of researchers, practitioners and educational experts. The Dean will work with external CWRU departments to advance efforts currently underway to enhance the representation of underrepresented (URM) students, faculty and staff at CWRU and within the Mandel School. As chief advocate for the school and its mission, people and programs, the dean represents the school in the broader public policy community and works to attract, retain and develop the best and brightest to enhance their experience. As leader of the School's faculty, the dean is expected to cultivate an environment that supports outstanding scholarship and teaching and for communicating the School's mission and goals in a way that galvanizes the world's educational leaders to aspire to be at the Mandel School.

**Continue to prioritize, embrace and expand diversity, equity, inclusion, and belonging across the School**

The Mandel School seeks to increase the level of diversity among our faculty, staff and students. CWRU has embarked upon a series of workshops, and has increased their commitment to diversity, equity and inclusion in recent years. The Mandel School acknowledges the harms done in our society as a result of racism, sexism, white supremacy and other forms of inequities (see [https://case.edu/socialwork/resources/anti-racism-resources](https://case.edu/socialwork/resources/anti-racism-resources)). The Mandel School is committed to building a more equitable society, one that is achieved through acknowledging our past and committing ourselves to doing better in the future. The next Dean must have a strong record of commitment to, and effectiveness in, creating an environment of diversity, equity, inclusion, and belonging that is nurturing to all. The next Dean will lead the Mandel School as it demonstrates a commitment to
valuing and improving the lives of those we come in contact with, and serve, in our research, teaching and service.

Support the innovative research programs and advance the School's scholarly standing

The Dean will be expected to increase the already stellar academic and transactional reputation and quality of the Mandel School faculty, staff, and graduates. This individual will also facilitate the increase of extramural research funding to the School in conjunction with the faculty. The next Dean should further the collaborative and interdisciplinary spirit that is fundamental to research and discovery within the School, working to expand the School’s interdisciplinary research and training centers. The Dean will be expected to develop and nurture interdisciplinary initiatives with other schools across Case Western Reserve and further the education mission by advancing the evidence-based teaching and learning that is central to the School. The Dean will establish strong consultative and collaborative relations with faculty leaders and promote collaboration and strategic research partnerships within the School and the Case Western Reserve University community.

Build strong relationships with board members, alumni and other donors, and lead the school’s fundraising efforts

The Dean will be expected to foster strong relationships with existing and potential supporters and guide the development of the school’s financial resources to propel the work of the school's faculty and students to even higher levels. To do so, the new Dean must work effectively with relevant faculty, staff and administrators, both within the school and across the university, to identify potential investments that will enable the school to achieve its ambitious goals, building on the successes the school has had in garnering private philanthropic support.

Provide inspirational and collaborative leadership in a time of transition

This is a pivotal moment for both the university and for the Mandel School. As a new president and provost bring Case Western Reserve into its next era, the new dean will take over after the service of a long-serving and highly effective dean. The incoming dean will be expected to provide skillful leadership to bring the many stakeholders together and infuse a renewed optimism in, and commitment to the school's future. Building on this momentum, there is an opportunity for the new dean to provide inspirational leadership and work closely with others, and to lead the Mandel School through the pandemic, and to position it for success in a post COVID-19 world.

Professional Qualifications and Personal Characteristics

As noted above, Case Western Reserve University seeks a visionary academic leader with impeccable credentials and the highest level of integrity to lead the Mandel School. The University seeks candidates who have established a distinguished record of academic excellence, and national prominence, in their own scholarly or professional careers. The successful candidate should have successful leadership experience that clearly demonstrates the ability to shepherd the Mandel School to an example of an equitable, inclusive, efficient, effective, dynamic school; a school that has a high level of satisfaction and well-being among the faculty, staff and students. The successful candidate should engender an efficient and solid organization that thrives and adapts to the new circumstances with strong values of equity, diversity, and social justice for those at the school, and those who work with our graduates, current students, faculty and staff.

The University seeks a Dean who will support their mission for increasing the number of underrepresented minority students, faculty and staff at Case Western Reserve. This desire is consistent with the aspirations of the faculty and staff at the Mandel School. We seek a dean who is
able to articulate a social justice framework for each aspect of this position. This includes organizational leadership, development of a sustainable fundraising model, recruiting and supporting a diverse array of staff, faculty and students. The ideal candidate will have a history of effectively engaging and partnering with a diverse set of communities and constituents, have the ability to establish a good rapport with a diverse array of staff, faculty, students and community members.

The University seeks a Dean who has strong interpersonal skills, who will form strong ties to the School’s alumni, donors, and local community to advance excellence at the School. Furthermore, the University seeks an individual who has either a track record of success in major fundraising campaigns or an individual who enjoys fundraising and would view this responsibility as a major and rewarding part of their decanal mandate.

Strong candidates must be politically astute and understand that a position of this stature calls for an individual with outstanding judgment. This includes an ethical, authentic, transparent leadership style, and a tenure marked by strong relations with an active and committed faculty. The University seeks an individual who has an unwavering commitment to creating an inclusive environment that attracts faculty, staff and students from diverse backgrounds and cultural perspectives. The ability to work with academic leaders both on the faculty and in the administration is also essential.

The Dean should have an understanding and a deep appreciation for the breadth of academic disciplines within the College as well as a desire to facilitate continued cross-college and interdisciplinary collaboration, and to empower and inspire the faculty of the Mandel School to be excited about new campus initiatives. The Dean should understand the importance of strong disciplinary programs as the precondition for a strong interdisciplinary school necessary for tackling major scientific and societal challenges.

The Dean will be expected to set an example for the value of a multicultural campus and how it contributes to the overall excellence and attractiveness of the University. The Dean should also appreciate the University’s unique location in Cleveland, Ohio with access to a high number of cultural, scientific and art centers that invigorate a community-centered love of life-long learning and engagement.

The ideal candidate will have the following professional qualifications and personal characteristics:

**Prioritize, embrace and promote diversity, equity and inclusion**

- A clear record of using a social justice framework in their prior work, and well-articulated agenda for how to promote social justice within a school of social work.
- A record of helping underrepresented minority students feel welcome, and a sense of belonging, in a predominately white institution.
- Experience recruiting, supporting and training underrepresented minority students and colleagues.
- A social justice frame for program development and organizational leadership.
- A demonstrated track record of effectively engaging and partnering with diverse communities and constituents.
Articulating a strategic vision

- The ability to create and articulate an inspiring vision for the School in all areas of the academic enterprise to ensure continued excellence in teaching, research, and discovery.

- Someone who embraces social work values, takes risks, appropriate to the time and place we find ourselves in, in 2021.

- The capacity to understand the complex organizational landscape and the ability to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.

- The ability to seek and integrate diverse viewpoints from across the School and broader campus.

- The ability to implement a strategic agenda that takes account of the changes rendered by the pandemic and the importance of social justice concerns.

- A proven record of creating a climate where URM faculty, staff and students are valued, accepted and respected.

- The ability to maintain and ideally improve the Mandel School’s ranking among the top 10 schools of social work.

Academic accomplishment

- Deep understanding and respect for the academic enterprise and an ability to judge academic quality.

- The highest aspirations and ambitions for the quality and reputation of the Mandel School.

- Has earned a terminal degree in social work or closely related field. Values interdisciplinary work and can provide examples of how they have worked in an interdisciplinary fashion.

- Possesses a substantial record of impactful scholarship, demonstrated excellence as a teacher or practitioner, and a strong reputation in the academic community, sufficient to merit appointment as a tenured professor.

Leadership and management experience

- An individual with a clearly articulated personal statement of diversity, inclusion and equity, and a record of promoting and encouraging inclusion and diversity.

- A genuine appreciation of, and good rapport with, students, staff and faculty; someone who solicits and considers the opinions of all.

- An ability to work effectively and collaboratively with people at all levels and different cultural backgrounds and orientations. This individual should demonstrate a commitment to equity, diversity, and inclusion that celebrates all aspects of diversity, including differences in social and economic backgrounds, gender, gender expression, age, race, ethnicity, political affiliation, religion, sexual orientation, and varying approaches to, and views on, intellectual issues.

- An individual who can effectively address contradictory viewpoints and who demonstrates a generosity of spirit.

- A record of effective administrative leadership in higher education, or a compatible context that requires related skills and abilities that has been viewed by others as being an empathetic, open, honest and transparent leader.
• A leader who is trauma-informed

• A leader who is self-reflective and aware of the boundaries of their own knowledge and expertise who leads by example and drives the organization's performance with an attitude of the need for continuous improvement.

• Genuine respect for faculty and staff. A leader who values the role of faculty governance and engages faculty in decision making.

• The ability to attract, recruit and retain top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance.

• A record of promoting junior faculty and has a record of mentoring and developing career paths for staff and faculty, regardless of rank.

• The capacity to facilitate interdisciplinary work and to initiate and support creative strategies to enhance the mission and work of the Mandel School.

• One who can be a passionate advocate for the School and one who possesses a strong identification with its mission.

• Commitment to actively engaging in fundraising and to using a creative approach to building revenue streams to support the School's activities.

• Eagerness to build relationships with, cultivate, and solicit donors, and to engage with the school's alumni.

• An aptitude for conveying a compelling vision of the strengths and future of the Mandel School to all stakeholders through exceptional communication skills and expression of passion for the Mandel mission.

Applications and Nominations

President Scott Cowen, Provost Ben Vinson III, and the Search Advisory Committee, chaired by Professors Claudia Coulton and Dean of Arts and Sciences Joy Ward invite inquiries, nominations, and applications for the position of Dean of the Case Western Reserve’s Jack, Joseph and Morton Mandel School of Applied Social Sciences. Interested, qualified individuals should provide an electronic version of their curriculum vitae along with a bullet point summary of key accomplishments in each leadership role held. The submission of a letter expressing interest is optional, albeit very welcome.

Case Western Reserve University has retained Ilene H. Nagel and Steven R. Lerman of Education Executives to assist with this search. Confidential inquiries, nominations, and applications should be sent via e-mail to:

Ilene H. Nagel & Steven R. Lerman
Education Executives, LLC
https://www.edexsearch.com/
CWRU.Mandel@edexsearch.com

Education Executives
In employment, as in education, Case Western Reserve University is committed to Equal Opportunity and Diversity. Women, veterans, members of underrepresented minority groups, and individuals with disabilities are encouraged to apply.

Case Western Reserve University provides reasonable accommodations to applicants with disabilities. Applicants requiring a reasonable accommodation for any part of the application and hiring process should contact the Office of Equity at 216.368.3066 to request a reasonable accommodation. Determinations as to granting reasonable accommodations for any applicant will be made on a case-by-case basis.
JACK, JOSEPH AND MORTON SCHOOL OF APPLIED SOCIAL WORK – OVERVIEW

Academic Programs

Master of Social Work

The Master of Science in Social Administration (MSSA) program is the Mandel School’s hallmark graduate social work degree. Designed to prepare the next generation of social work leaders, the program promotes leadership and scholarship as the path to wide-reaching social change. The degree is offered in a variety of formats including on-campus, online and through an intensive weekend format.

The MSSA is accredited by the Council on Social Work Education (CSWE). The curriculum combines research, theory and field education to prepare students for clinical and macro-level practice. The Mandel School created the Ability Based Learning Environment (ABLE), a set of standards for social work education, and our program emphasizes proficiency in the 8 Abilities. The Mandel School offers nine paths of study, five dual degree programs and four certificates.

The School values interdisciplinary education and has an active role in connecting social work students to team-based approaches to patient care through the university’s Interprofessional Education programming.

Master of Nonprofit Organizations

The Master of Nonprofit Organizations (MNO) from the Jack, Joseph and Morton Mandel School of Applied Social Sciences at Case Western Reserve University provides those skills to effectively lead staff and volunteers, respond to demands for accountability, design innovative and efficient solutions to society’s most pressing issues, and promote social responsibility.

The MNO degree from the gives you the relationship-building and management skills necessary to be an effective leader, while nonprofit-specific business strategies give you the tools to propel the sector forward. The Mandel School is a founding member of the Nonprofit Academic Centers Council (NACC), the accrediting body for nonprofit management programs. The MNO is one of ten accredited programs globally.

PhD in Social Welfare

Founded in 1952 as one of the first doctoral programs in social welfare in America, the PhD program at the Mandel School is designed to develop leaders in social work research, policy and teaching.

The PhD program is a cornerstone of the school, offering doctoral students the unrivaled opportunity to engage with world-renowned faculty, cutting-edge research and a creative curriculum—all within a supportive environment committed to student success.

In response to the different needs and interests of our students, the Mandel School offers degree programs in both full-time and part-time formats. The doctoral program is on-campus only.
Research and training centers and programs

Begun Center for Violence Prevention Research and Education

The Begun Center promotes social justice and community development by conducting applied, community-based and interdisciplinary research on the causes and prevention of violence, and by educating and training social workers, teachers, law enforcement and other professionals in the principles of effective violence prevention. The Center also develops and evaluates the impact of evidence-based best practices in violence prevention and intervention, and seeks to understand the influence of mental health, substance use, youth development and related issues on violent behavior and public health.

Center for Evidence-Based Practices

The Center for Evidence-Based Practices (CEBP), based within the Begun Center, offers technical assistance in the form of skills-training, clinical and administrative consultation, and program evaluation for service innovations that improve quality of life and other outcomes for people with mental illness or co-occurring mental illness and substance-use disorders.

Center for Innovative Practices

The Center for Innovative Practices (CIP) is a training and technical assistance center based within the Begun Center. It provides support to community-based agencies that seek to implement evidence-based interventions that improve outcomes for youth and families. CIP provides initial training about the particular intervention(s) to the organization, then continues to support the work of the organizations through technical assistance and consultation.

Partnership for Evaluation, Research, and Implementation

The Partnership for Evaluation, Research and Implementation (PERI), based within the Begun Center, is a high-quality, low-cost program evaluation resource center for local nonprofit and governmental organizations in the health and human services sector. By providing information and expertise on program outcomes and quality improvement, PERI assists nonprofits with measuring success, demonstrating the effectiveness of programs and services, and ultimately increasing the likelihood of future program funding.

Center on Trauma and Adversity

The Center on Trauma and Adversity aims to reduce the impact of trauma and adversity through advanced training and integrated research to develop a skilled trauma-informed workforce. The Trauma Center engages in trauma-focused research and the development of trained social workers who can effectively assess, intervene, and treat people and communities affected by trauma—to help them experience healing, overcome adversity, reduce suffering, and achieve recovery and resilience.

Center on Urban Poverty and Community Development

The Center on Urban Poverty and Community Development addresses poverty by delving into its human, social and economic implications as experienced by families and community. The aim is to create, communicate and apply valuable knowledge to a broad range of audiences to reduce economic inequality and reverse the impact of structural racism. The center brings innovative data tools and analytics together with community engagement to develop customized solutions that improve policies and programs.
**Community Innovation Network**

The Community Innovation Network (CIN), based within the Poverty Center, is cultivating a new culture of deeply collaborative community change. Its mission is to build bridges—bridges in the form of relationships between residents and institutions, bridges of trust between communities and organizations, and bridges of dialogue between community-building research and practice. CIN's core areas of work are programs in the community, research, training, and its consulting network's direct work with neighborhoods, community-based organizations, and other anchor institutions.

**National Initiative on Mixed-Income Communities**

The National Initiative on Mixed-Income Communities (NIMC) helps reduce urban poverty and promote successful mixed-income communities by conducting high-quality research and making information and evidence easily available to policymakers and practitioners. NIMC conducts research and evaluation, maintains informational resources, brokers learning exchanges, and provides technical assistance and consulting. The center has worked in Cleveland and in more than 10 U.S cities, helping refine city and organizational mixed-income development strategies, shape government and organizational policy, increase organizational and individual capacity, and promote more effective practice and better outcomes for residents of revitalizing neighborhoods.

**Social Justice Institute [https://case.edu/socialjustice/](https://case.edu/socialjustice/)**

Co-lead by faculty from the Mandel School, the Social Justice Institute (SJI) strives to create a just world. SJI examines the root causes of social injustice and develops innovative solutions by supporting creative research, scholarship, and pedagogy; social justice leaders on and off campus; and relationships within the university and into the community. SJI works to eradicate all systems of oppression by redistributing and expanding resources and opportunities while exalting human dignity.

**CASE WESTERN RESERVE UNIVERSITY: AN OVERVIEW**

Established in 1826, Case Western Reserve is one of the country's leading private research institutions and a member of the Association of American Universities. Nestled within a renowned arts and cultural district in Cleveland, the campus is also within walking distance of three major hospital systems (Cleveland Clinic, Louis Stokes VA Medical Center, and University Hospitals) and within a 10-minute drive the MetroHealth Medical Center. In more recent years the University has increasingly capitalized on the opportunities for collaboration that its location provides, including a new Health Education Campus (HEC) with Cleveland Clinic, “unprecedented” discoveries with the Cleveland Museum of Natural History, and unique academic and neighborhood partnerships with the Cleveland Museum of Art.

Case Western Reserve itself includes seven schools (dental medicine, engineering, management, medicine, law, nursing, social work) and the College of Arts and Sciences. The University has nearly 12,000 students—approximately 5,380 undergraduate students and just over 6,490 graduate and professional students—almost 3,700 full-time faculty, 3,200 staff, and more than 110,000 alumni worldwide. The student body hails from all 50 states and from 94 countries. Case Western Reserve has a $1.2 billion operating budget, $331.7 million in sponsored research funding (2018-19), and a $1.87 billion endowment (as of June 30, 2019).
Over the past dozen years, Case Western Reserve has transformed from a campus facing significant financial and leadership challenges to one regularly achieving new benchmarks across multiple fronts. Achievements include an increasingly accomplished and diverse undergraduate class\(^1\); 11 consecutive years of record-setting annual attainment\(^2\); and national acclaim for its entrepreneurship and innovation programs.

While this progress required outstanding leadership, it would not have been possible without the institution’s historic strengths. The medical school’s education efforts have drawn consistent national praise since Abraham Flexner’s 1910 report, while the research of its alumni and faculty have led to multiple Nobel Prizes—including to longtime dean and faculty member Frederick Robbins (for his contributions to the polio vaccine) and alumnus Paul Berg (for recombinant DNA). Today among the top-25-ranked medical schools in the country\(^3\), it also jointly hosts one of the nation’s first biomedical engineering departments within the Case School of Engineering.

The medical school’s fourth hospital partner, the MetroHealth System, is also the primary home of the Cleveland FES Center\(^4\), a biomedical collaboration among all of the hospitals and the University that is dedicated to applying neural technology to restore movement and feeling to individuals with paralysis or other physical impairments.

The engineering school’s graduates include Gmail developer Paul Buchheit, personal computer pioneer Paul Friedl, and Turing Award winner Donald Knuth.

Other partnerships spanning engineering, medicine and local hospitals include the Case Comprehensive Cancer Center, with 400-member investigators and multiple joint efforts across the region, state, country and world; and the Center for Computational Imaging and Personalized Diagnostics, which applies artificial intelligence and machine learning to precision medicine problems in order to give physicians unprecedented insights to allow far earlier diagnoses and more effective treatments.

Prestigious awards and recognition underscore the research excellence within the College of Arts and Sciences. Among its faculty are recipients of MacArthur, Guggenheim and National Endowment for the Humanities fellowships, Fulbright scholarships, a Pulitzer Prize, National Science Foundation Career Awards, and elected fellows from the American Academy of Arts and Sciences, the American Association for the Advancement of Sciences, and the American Council of Learned Societies, among others.

Research and creative endeavors in the College of Arts and Sciences are enhanced by partnerships with other distinguished institutions, among them the Cleveland Institute of Music, the Cleveland Institute of Art, and Cleveland PlayHouse, and a half-century old collaboration with the Cleveland Museum of Art, which gives undergraduate and graduate students extraordinary access to a world-class museum. Innovative interdisciplinary research characterizes the College of Arts and Sciences,

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\(^1\) For the class entering in the fall of 2019, the figures include average SAT scores of 1424 (123 points higher than in 2007), selectivity of 27 percent (down 48 points) and 20 percent underrepresented (up 12 points).

\(^2\) From 2008-2018, with the final year at $208 million.

\(^3\) [https://www.usnews.com/best-graduate-schools/top-medical-schools/research-rankings](https://www.usnews.com/best-graduate-schools/top-medical-schools/research-rankings)

\(^4\) [http://fescenter.org/](http://fescenter.org/)
Collaborations and interdisciplinary efforts extend well beyond research. Launched in 2016, our annual Cleveland Humanities Festival involves more than 30 partners across the region offering dozens of events each March and April. Sears think[box]—the nation’s largest innovation and makerspace open to the public—regularly partners with schools and other university programs to support student entrepreneurs. And, most recently, the launch of the Coleman P. Burke Center for Environmental Law, is providing learning and research opportunities for students and faculty across the campus.

Next year the University will celebrate the results of another collaboration—this one with a local synagogue. After opening the Maltz Performing Arts Center’s stunning Silver Hall in 2015, the second phase of this historic renovation and expansion project is scheduled to finish in the winter of 2021. Its new proscenium and black box theaters will be a welcome addition for a university whose graduate performance program ranks 12th in the country; its alumni include directors Joe and Anthony Russo (Avengers: End Game) and actor Rich Sommer (Mad Men).

In 2026 Case Western Reserve marks its 200th anniversary. The University’s ascension over the past 12 years has inspired renewed confidence and ambition across the campus. Today the University seeks a leader who not only recognizes the opportunities and challenges inherent in building on such impressive growth—but also finds them appealing. It also needs a president who sets strategic priorities that align with institutional strengths and anticipates global trends. The aftermath of this COVID-19 pandemic will demand difficult choices. At the same time, it has the potential to clarify our essential next steps.