

2020-21 Annual Report

Redefining the Possible



**Case Western Reserve
countered COVID-19 with
creativity—and compassion**



To the Case Western Reserve University Community:

As Case Western Reserve's president-elect for much of the past year, I kept a close eye on how the campus responded to COVID-19's constantly shifting challenges. Again and again, I saw a community that cared.

From the three-pronged commitment that students, faculty, and staff made to one another in the fall, to the thousands of vaccines administered to area residents, Case Western Reserve demonstrated continuous compassion.

But this spirit extended well beyond the pandemic: Members of the Jack, Joseph, and Morton Mandel School of Applied Social Sciences played a pivotal role in securing a \$35 million grant to revitalize a nearby neighborhood. The Case Comprehensive Cancer Center is leading an innovative effort to reduce prostate cancer deaths among local African American men. And our University Technology division is part of a public-private collaboration to bring high-speed internet to East Cleveland residents.

If Case Western Reserve could engage the community this fully while also fighting COVID-19, I remember thinking, just imagine all that's possible when the pandemic is behind us.

Since starting July 1, I have seen this empathy and ingenuity firsthand. When federal officials approved vaccinations for children 5 to 11 in the fall, our team quickly welcomed CWRU families for an on-campus vaccine clinic. Soon after, students, staff and faculty were doing the same for Cleveland students.

These examples, and so many more, make me honored to lead Case Western Reserve. I cannot wait to see what we share with you next year.

A handwritten signature in black ink, reading "E. Kaler". The signature is fluid and cursive, with a large initial "E" and a stylized "K".

Eric W. Kaler
President

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In a year shaped by unprecedented change, Case Western Reserve University did what it does best: **innovate.**

Whether breaking barriers or reshaping robotics, protecting our neighbors or predicting the pandemic’s path, connecting continents or quarterbacking redevelopment, we showed that even seemingly implausible ideas can become breathtaking realities.

The essential ingredient to achieving these outcomes?

We know how to **redefine the possible.**

RECONNECT

our campus

Returning to classrooms,
vaccinating our neighbors—
and proving the power of
partnership in a pandemic



One of the pandemic's most pernicious aspects has been its exceptional ability to extend hope—then suddenly take it away.

As the start of the 2020 academic year approached, Case Western Reserve appeared ready: Sanitizer stations stood all over campus, upgraded technology could accommodate remote learners, and thousands of masks were available on campus.

Persevering through an ever-evolving pandemic

How planning and pivoting became two primary skills of 2020-21

128,238

COVID-19 tests administered to students, faculty and staff

63

New short-term courses

But then cases spiked. Health risks required cuts to housing capacity, upending many students' plans. Those who could still come had to contend with Ohio's quarantine rules for those from high-case rate states. And faculty and staff continued to adjust to increasingly fluid circumstances.

Enter the Community Commitment, a series of health and safety steps separated under three headings:

*Think for the Good of My Neighbor...
Think for the Good of My Health...
Think for the Good of My Community.*

Faculty, staff and student leaders compiled a Community Commitment video, while others distributed it online and on posters around campus.

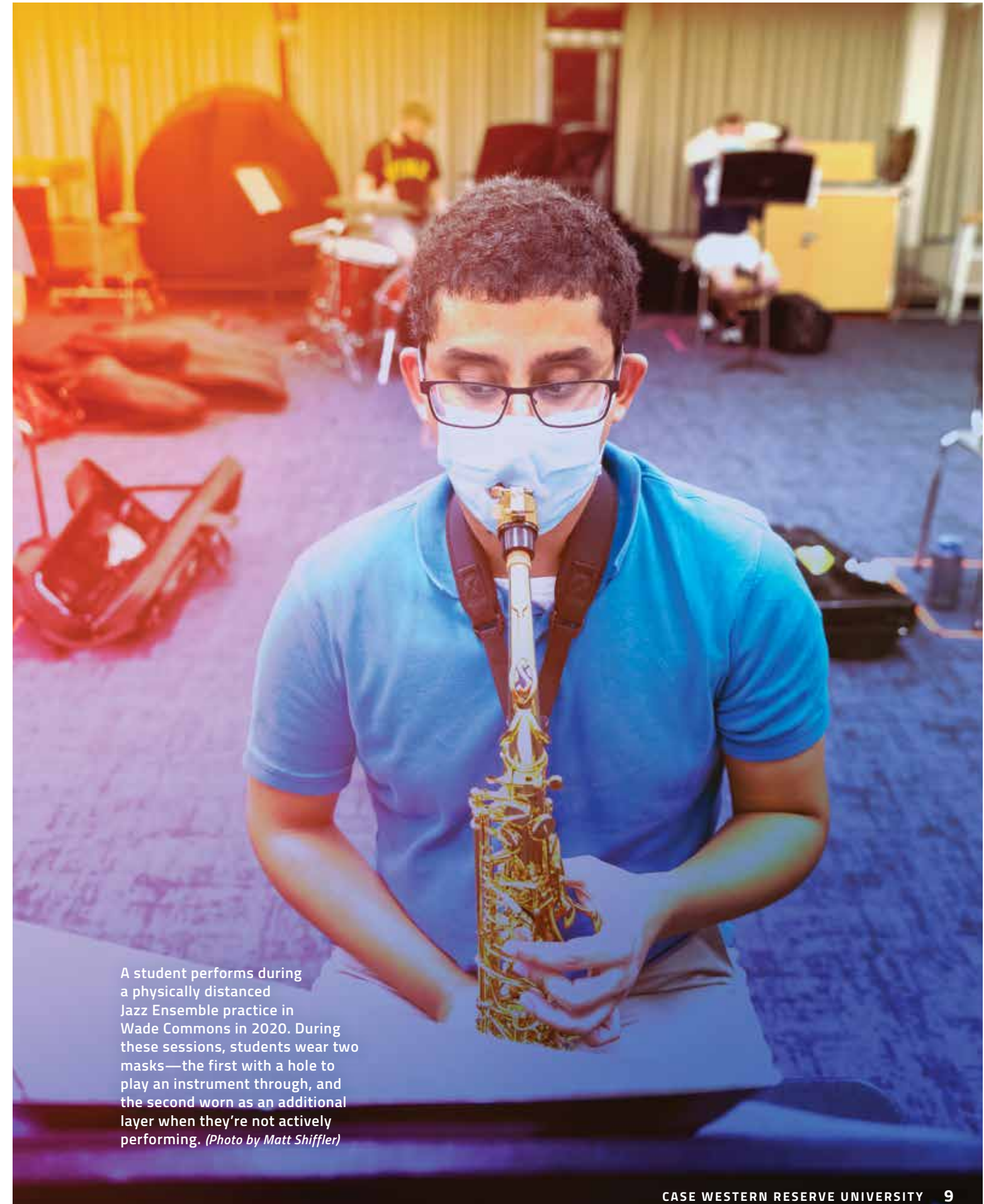
As students arrived and classes began, the commitment contributed to a sense of collective mission.

It continued even after COVID-19 cases began to climb again in late fall, ultimately forcing a return to work-from-home practices that extended through much of January. Students and faculty made the most of the month, participating in a "January session" designed to allow learning to continue while risk remained high. Faculty offered 63 short-term remote courses, and four-fifths of the university's undergraduates took at least one of them.

By the time the spring semester started in February, federal officials had granted emergency approvals to the Moderna and Pfizer COVID-19 vaccines, with Janssen's soon to follow. In early March, CWRU began vaccinating Cleveland residents through a collaboration with the city, and then, gradually, members of the campus community, their family members, and students from area colleges and high schools.

Such progress against the pandemic made 2021 diploma ceremonies possible—albeit outdoors to limit transmission risk. By then, the campus COVID-19 transmission rate stood at 0.04%—1/50th the figures seen in the fall.

As Interim President Scott Cowen told the Class of 2021 at commencement ceremonies: "You all proved during the pandemic that you are strong and adaptable. Resilience emerges when we face adversity. You are going to be alright—no matter any uncertainties or setbacks you may face in your next chapter."



A student performs during a physically distanced Jazz Ensemble practice in Wade Commons in 2020. During these sessions, students wear two masks—the first with a hole to play an instrument through, and the second worn as an additional layer when they're not actively performing. (Photo by Matt Shiffler)

Our best shot

The campus came together to protect each other—and our Cleveland community

When Case Western Reserve received its first doses of COVID-19 vaccines in March, the university had a huge cadre of capable volunteers eager to help inoculate Cleveland residents: students, staff and faculty from across the campus.

They pitched in with tasks from registration to post-dose observation, with more than 120 undergraduate and master's nursing students—alongside faculty, community partners and medical students—administering doses from March through May. Students also volunteered at vaccine sites across the city, giving them an unforgettable educational—and life—experience.

“At CWRU, we’re really fortunate to be able to do clinicals in the hospitals,” said undergraduate nursing student Maggie Puc-Lakomy. “But doing these vaccine clinics— to be able to meet people from across the Cleveland community, and our smaller community at Case Western Reserve—it’s just been really rewarding to know we’re helping out the people around us.”

That feeling was particularly palpable on the clinic’s first day, when volunteers distributed 540 doses to eligible Cleveland residents.

“It’s brought me to tears multiple times—hearing people say they can’t wait to hug their children again and their mothers,” said Megan Koeth, executive director of resiliency, who leads the university’s vaccination sites. “It’s been a really great day.”



1,491

students, faculty and staff who volunteered to work CWRU's vaccination clinics from March to June

2

campus gymnasiums transformed into vaccination clinics

15k+

doses distributed at CWRU between March 1 and June 30, 2021

Continuing care for our community

Patients, students and faculty cheered when Case Western Reserve's dental clinic opened in the summer of 2020—even if it marked the second such occasion in 12 months.

Part of the Health Education Campus of Case Western Reserve University and Cleveland Clinic, the 132,000-square-foot, state-of-the-art structure was originally unveiled in mid-2019. But nine months later, COVID-19 forced its closure.

Given that dental students and faculty provide affordable, high-quality care to more than 19,000 patients a year, school leaders were eager to resume serving them.

So, with guidance from university and local health officials, they enhanced safety protocols, decreased overall patient volume and ultimately got the go-ahead to welcome back patients.

"By investing early and working together, we were able to safely resume in-person learning and clinic operations," said Dean Kenneth B. Chance (DEN '79). "Our success is thanks to our people—our faculty, staff and students—who showed unwavering courage, tenacity and resilience in the face of adversity."



9
specialty clinics, plus 1
comprehensive care clinic

19k+
patients treated annually,
11,000 of whom are Cleveland residents

Dancing together, oceans apart

As a professor well recognized for his skill in fusing technology and dance, Gary Galbraith (CIT '86; GRS '88, theater) was more prepared than most when COVID-19 sent classes online.

After all, he was the innovator who'd previously connected dance classes across the internet, and enabled his students to interact seamlessly with holograms they couldn't see.

But amid a pandemic that required everyone to maintain distance, what his students wanted most was to perform together—even if they were spread around the globe.

His answer: "Spaces and Places," a piece featuring 14 students expressing their art from three continents. Those in Cleveland stepped and swooped around campus landmarks, while peers in China and Ghana leapt through high grass and twirled by the ocean.

Captured by devices ranging from 360-degree cameras to standard smartphones, the footage came together in a single 10-minute video after Galbraith spent weeks editing. The response?

"I've had people tell me that they cried tears of joy watching the video," he said.

A source of legal guidance through the pandemic era

As the COVID-19 pandemic continues to evolve, so too do the questions surrounding it. Hospitals' early ethical dilemmas involving access to scarce ventilation support, for example, have since given way to legal debates about vaccination mandates.

Long nationally recognized for leadership in health law, several law school faculty quickly became the media's go-to experts for answers. Their insights appeared in hundreds of news outlets—from *The New York Times* to NBC News, CNN to *Conde Nast Traveler*, *USA Today* to United Press International.

"COVID-19 has raised fascinating legal and ethical questions with which scholars and policy makers will grapple for years to come," said Sharona Hoffman (LAW '17), co-director of the Law-Medicine Center and the Edgar A. Hahn Professor of Law.

Assessing steps for a safe return

When COVID-19 forced higher education to move online, the question of when in-person instruction could resume loomed large—as did the potential price tag.

Working with researchers from Harvard Medical School's hospital affiliates, Weatherhead School of Management assistant professor Pooyan Kazemian applied a COVID-19-specific computer simulation model to gauge the effectiveness of preventive measures on college campuses.

Among their findings: Calculations showed that combining mask wearing, physical distancing and routine testing was economical and, more importantly, up to 96% effective.

"Keep in mind, we have seat belt laws. We have speed limits. I think if we want to accept the benefits of living in a society, we also have to accept there are some constraints on individual liberty."

*School of Law
Co-Dean Jessica Berg to
USA Today on yielding
personal freedom to
the public good*

"Our vaccination clinic was a great opportunity to be able to literally save lives."

Megan Koeth
Executive Director of Resiliency

Cowen comes home

“You showed up to class and work in a new world despite feeling vulnerable and ill-prepared. You demonstrated resilience, courage, and dedication. In my mind, you are all heroes.”

**Interim President
Scott Cowen**

4 days

of in-person, outdoor
commencement
ceremonies

When Scott Cowen (HON '11) agreed to serve as Case Western Reserve's interim president starting Oct. 1, 2020, he expected to return to familiar ground. After all, he'd been a member of this campus community for nearly a quarter-century as a Weatherhead School of Management professor and former dean, and he'd also spent 16 years leading Tulane University.

But by the time Cowen began, he found himself confronting an unprecedented challenge: steering the university through a once-in-a-century pandemic.

With COVID-19 case counts surging and no vaccines yet in sight, Cowen leaned on two key lessons learned over decades of leadership: Communicate directly, and trust the experts. His biweekly “Thinking Out Loud” messages offered the campus comfort and reassurance, while his reliance on faculty and others outside the university ensured campus leadership acted on the best information available.

When federal officials approved vaccines, Cowen made sure the campus and local residents could receive doses. With increasing vaccination rates, he balanced safety and ceremony in allowing commencement exercises for the Class of 2021—outside with masks. It was a celebration Cowen said will forever stand out as among his most memorable commencements, thanks to the exceptional people crossing the stage and the community they helped build.

As Cowen wrote in his final campus message: “It was an absolute joy to work with so many of you.”



Photo by Matt Shiffler

From left: Indigo Bishop, formerly of the Cuyahoga Metropolitan Housing Authority; Marilyn Burns, a community leader known as the “Mayor of Woodhill;” and Taryn Gress, strategic director of CWRU’s National Initiative on Mixed-Income Communities, walk through the Buckeye-Woodhill neighborhood. (Photo by Matt Shiffler)

Helping Cleveland’s residents
and neighborhoods thrive

REVITALIZE

our community



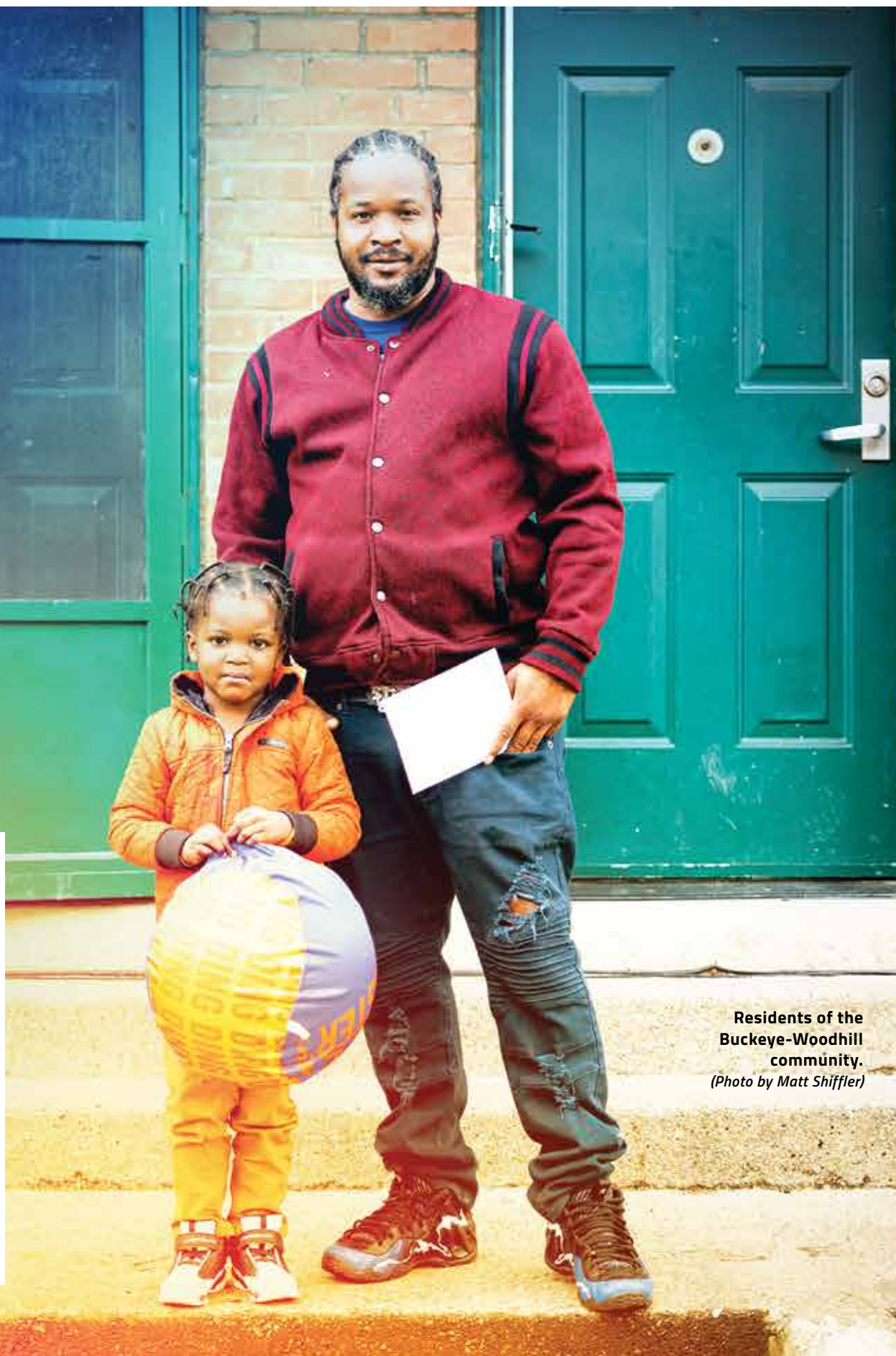
20

years Grover "Cleve" Gilmore served as dean of the Jack, Joseph and Morton Mandel School of Applied Social Sciences before retiring in June; University of Toronto's Dexter R. Voison took the helm Jan. 1, 2022

CWRU's technology team helps bring affordable high-speed internet to East Cleveland

When COVID-19 forced education online, the digital divide's impact became even starker. So Case Western Reserve's University Technology team joined a public-private partnership designed to increase affordable high-speed internet access in East Cleveland, one of the nation's poorest cities.

One of a dozen institutions involved in the effort, the CWRU team assisted with infrastructure essential to connecting as many as 2,000 low-income households to the internet.



Residents of the
Buckeye-Woodhill
community.
(Photo by Matt Shiffler)

Partnering to propel a neighborhood's renewal

Cleveland's Buckeye-Woodhill neighborhood sits just a mile southwest of Case Western Reserve's campus, but to Debbie Wilber, it feels like "a world away."

After joining the Jack, Joseph and Morton Mandel School of Applied Social Sciences in 2020 as assistant director of its National Initiative on Mixed-Income Communities (NIMC), Wilber led an ambitious grant application process to narrow this divide. Thanks to her "quarterbacking," Cleveland became one of five U.S. communities to receive a combined \$160 million to revitalize the distressed neighborhood.

Cleveland's \$35 million grant will

support 600 new mixed-income rental units, a health clinic, an early childhood education center, retail space and more.

"This is an opportunity to give residents the housing, amenities and quality of life they have always deserved and have worked tirelessly to achieve, despite incredible barriers."

— Taryn Gress

Just as important, the project incorporates insights community members provided in interviews with researchers like Taryn Gress (SAS '11), strategic director of NIMC.

"Housing matters. But more than that, community matters," Wilber said of the importance of intentionally designed, inclusive neighborhoods. "I love thinking about and influencing how communities are de-

signed, who designs them and how we can ensure that they are places where everyone can thrive."

A shave, a haircut— and a cancer screening

With Black men in Northeast Ohio 80 percent more likely to die from prostate cancer than their white peers, researchers recognized they needed to try a new approach.

Or, in this instance, a new place: the barbershop.

The unconventional idea came from conversations with the Case Comprehensive Cancer Center's Community Advisory Board about how to increase potentially lifesaving preventive screenings.

The best way to get buy-in from Black men, board members like local barbershop owner Waverly Willis explained, is "to meet people where they are."

The idea impressed the Bristol Myers Squibb Foundation enough to award the center a \$2.75 million, three-year grant to collaborate with health providers, community navigators and barbers themselves. The goal? To develop materials and messages that resonate—and, ultimately, move customers to participate.

And program leader Erika Trapl (CWR '00; GRS '04, '07, epidemiology and biostatistics), an associate professor in the medical school, sees potential beyond greater Cleveland.

"The idea has taken off," Trapl said, "thanks to the partnership of people living in this community. We hope it will become a national model."

Creating mathematical models to predict COVID-19's spread locally

Among the most unsettling aspects of the pandemic has been how it inserted uncertainty into nearly every part of daily life. For months, no one knew precisely how it spread, what steps could prevent it or when it might end.

But then faculty at Case Western Reserve and University of Akron launched a forecasting tool for Northeast Ohio that proved eerily accurate. The projections assisted public health entities and hospitals in planning—and also offered residents an idea of what was ahead.

As medical school assistant professor Johnie Rose (GRS '10, epidemiology and biostatistics) said at the time, "People are hungry for these numbers."

Rose's interdisciplinary team also included Case Western Reserve mathematics professors Daniela Calvetti and Erkki Somersalo, as well as Akron's Eric Hoover.

8

faculty and staff
members named
COVID-19 Champions
and Runners Up for
their efforts helping
the campus and
broader community

“Having the
opportunity to make
a difference in the
lives of others is
perhaps the greatest
privilege we
all have.”

Interim President Scott Cowen

An engineering student
uses new equipment in
Swagelok Center for Surface
Analysis of Materials.
(Photo by Angelo Merendino)

REIMAGINE

Some of the individuals and
ideas shaping what's next

the future

Revolutionizing robotics

A startup that began in our campus innovation center now has secured more than \$150M in support

Where do you turn to solve a problem like the looming shortage of skilled welders across the U.S.?

If you ask brothers Andrew (GRS '21, mechanical engineering) and Alex Lonsberry (CWR '09; GRS '12, mechanical engineering), the answer is the Larry Sears and Sally Zlotnick Sears think[box].

In 2018, the Lonsberrys turned to Case Western Reserve's open-access innovation center to bring their idea for a welding robot to life.

"The future of manufacturing hinges on highly capable robotics," said Andrew, now CEO of the brothers' startup Path Robotics, pointing to their company's state-of-the-art artificial intelligence, machine learning and computer vision systems.

In just three years, their makerspace creation swiftly evolved to draw \$56 million in investments in spring 2021 with another \$100 million infusion in the summer—making it one of the most successful student startups to launch from CWRU.

"Without think[box]," said Alex, the company's CTO, "we wouldn't exist, period."



Alex Lonsberry, left, and Andrew Lonsberry
(Courtesy of Path Robotics)

Bioengineering solutions

When a soldier suffers a traumatic injury on the battlefield, seconds count.

The sooner medics can stop the bleeding, the greater the chance of survival. Yet moving blood—or even just the platelets that cause clotting—requires special bags and treatment.



During the past academic year, Anirban Sen Gupta secured nearly \$6 million in federal grants to find a solution.

The biomedical engineering professor first won support for an approach to overcome transportation obstacles: freeze-dried platelets. The challenge is to create a cooling process that

keeps platelets' unique ability to slow or block bleeding.

Then, months later, Sen Gupta landed a second source of funding—this one for an even more ambitious idea: artificial platelets.

He and his team already have made major progress, and now are focused on including an analogue to a biological protein that is essential to stopping especially severe bleeding.

But these efforts are just the beginning. Sen Gupta's ultimate goal? Entirely synthetic blood.

"That's the Holy Grail we're trying to get to," he said.

Empowering nurse leaders

As a graduate student at Frances Payne Bolton School of Nursing, Marian Shaughnessy (NUR '85, '17) wrote a paper arguing that nurses needed to be more than facilitators of health care—they should be

"leaders in their own right." Years later, that paper is changing lives—and creating leaders.



Last spring, nurse executives from around the world began a yearlong program to prepare them to assume even more influential roles within their profession. The program—made possible through a gift from Arnold Coldiron and his late wife, Wanda, and developed with three national organizations and the university's Weatherhead School of Management—is an initiative of the Marian K. Shaughnessy Nurse Leadership Academy, which launched in 2018 with

a \$5 million gift from Marian and her husband, Michael.

Marian passed away a year before the new program began, but contributions to her legacy since have grown: In February, Michael and their daughters, Anne and Kate, committed \$2.5 million to establish a permanent home for the academy in the Health Education Campus of Case Western Reserve University and Cleveland Clinic.

#21

university in the world for U.S. utility patents with ...

105

granted in calendar year 2020

16

nurse executives from around the world joined the inaugural cohort of the Coldiron Senior Nurse Executive program, which is part of the nursing school's Marian K. Shaughnessy Nurse Leadership Academy

“...our university must be a place that sparks innovation, as well as invention, and that applies our ideas to benefit society.”

President Eric W. Kaler

A multimillion-dollar startup, 17 years in the making

In 2004, medical school faculty member Sanford Markowitz published a groundbreaking study regarding the role of a gene called 15-PGDH in suppressing colon cancer. Seventeen years later, a startup based on his work with that gene—but having nothing to do with cancer—sold for \$55 million.

The company, Rodeo Therapeutics Corp., has advanced research that could be life-changing for individuals with colitis or patients recovering from surgery or transplants. And it inspired Amgen, an international biopharmaceutical company, to purchase the spinoff in March 2021—a deal that could carry additional payouts worth up to \$721 million.

But the path from startup to sale was anything but straight. Through years of collaboration with researchers, including a University of Texas-Southwestern colleague and now Case Western Reserve School of Medicine Dean Stan Gerson, Markowitz and his team confirmed that the gene that inhibited malignant cells from spreading could also support the growth of healthy ones. Financial support from CWRU and University Hospitals’ Harrington Discovery Institute contributed to Rodeo’s launch and, finally, Amgen’s acquisition.

“We are thrilled to be partnering with a world-class pharmaceutical company like Amgen, and to be able to benefit from its team of outstanding scientists and drug developers—as well as the company’s financial resources—to speed the development of this promising new class of drugs,” Markowitz said.

Alumnus’s app simplifies college search—and creates connection

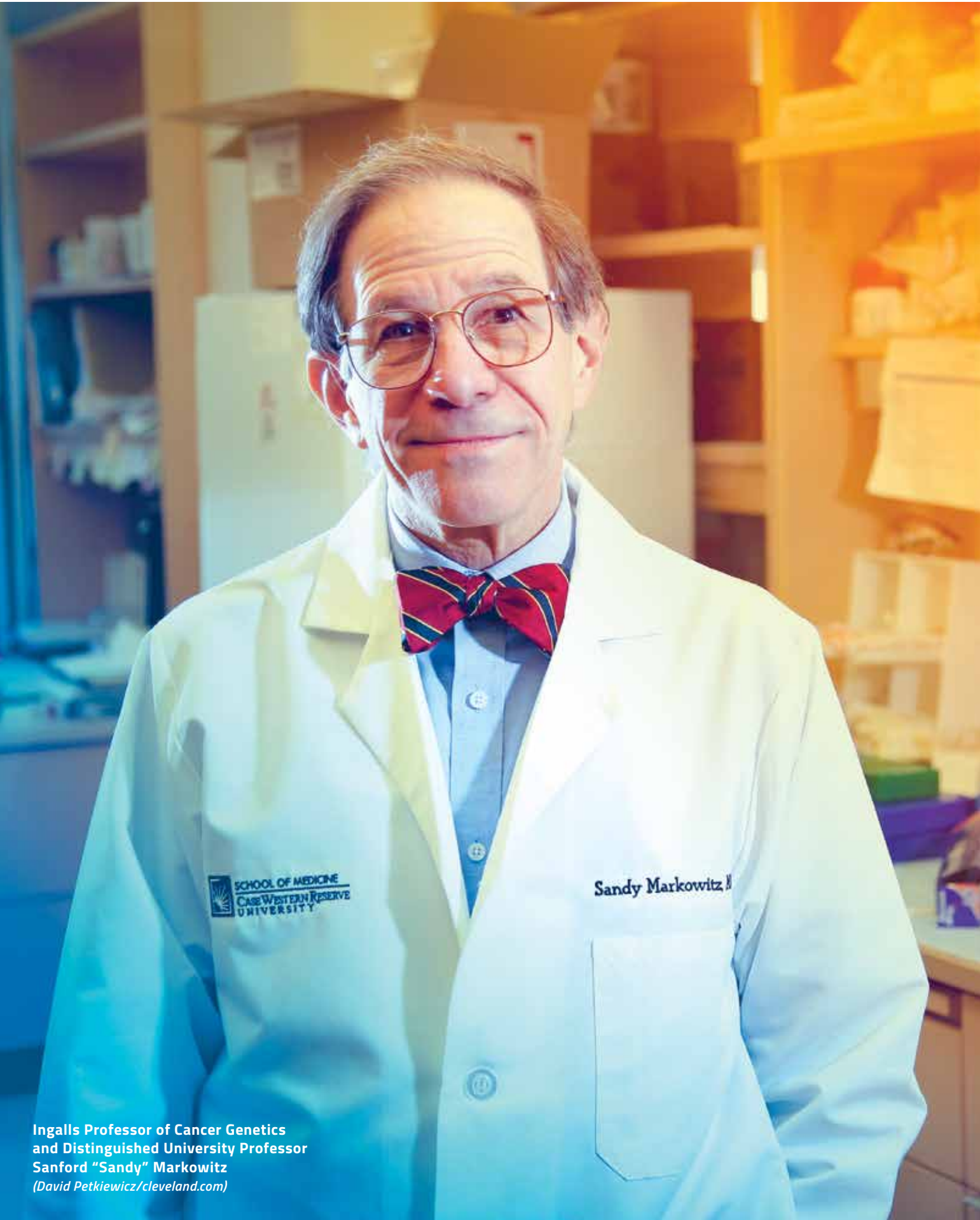
The first company John Knific (CWR ‘09) co-founded made it easier for performing arts students to share their talents with college admissions officers.

The second one, Wisr, supported colleges’ efforts to connect with potential students—and for those students to find one another.

Their platform proved so successful that when COVID-19 upended every aspect of the admissions process, the company could quickly pivot to offer exceptional online enrollment and orientation programs. Revenue grew more than 300% in 2020 and, before long, consulting powerhouse EAB expressed interest; after the acquisition closed the following year, Knific became an EAB managing director.

For Knific, who conducted his own college search before enrolling at Case Western Reserve, the university’s support for Wisr only confirmed the wisdom of his choice.

“Before we’d written a line of code for the software, [CWRU] agreed to become our first customer,” Knific recalled. “It was a huge leap of faith.”



Ingalls Professor of Cancer Genetics and Distinguished University Professor
Sanford “Sandy” Markowitz
(David Petkiewicz/cleveland.com)



\$17M

for next-generation health care as part of JobsOhio's Cleveland Innovation District

203

MD students matched at top residency programs throughout the U.S., with 22% remaining in Cleveland

400+

nursing students completed a new, CWRU-developed course on telehealth to improve patient care during the pandemic and beyond

4

CWRU dental residents who placed in the top 20 nationwide on an endodontics exam, including the highest scorer

The power of connection

If not for a core group of friends, Anthony Nunnery admits he probably wouldn't have finished college.

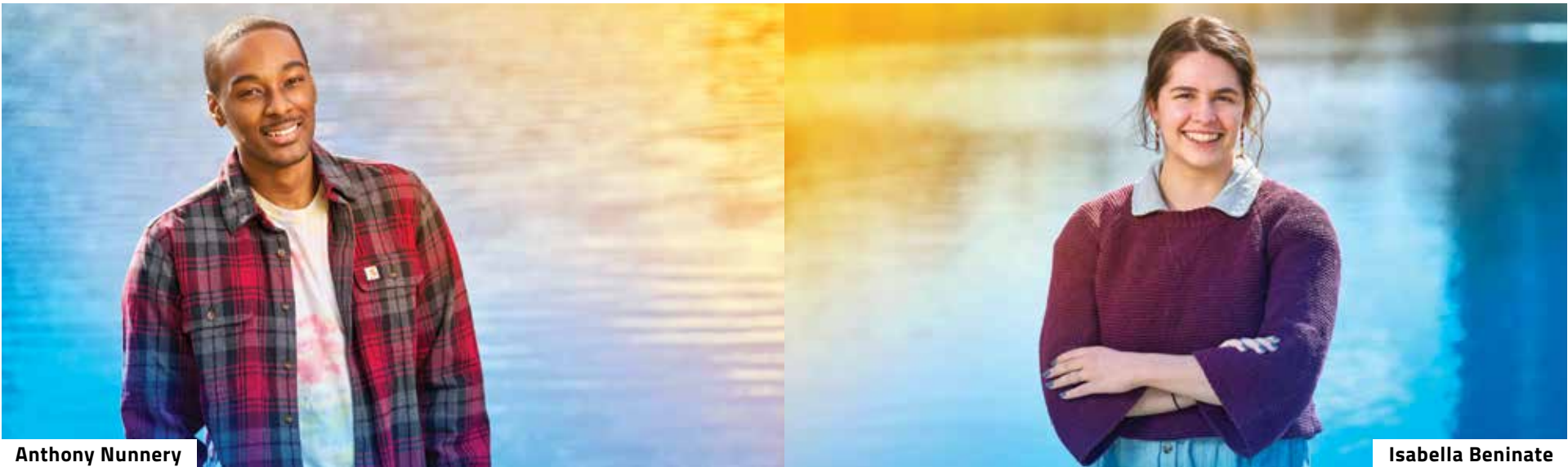
Instead, the New Orleans native earned bachelor's degrees in psychology and sociology last spring as part of Case Western Reserve's first class of Posse Scholars.

Through the program, the Posse Foundation partners communities and campuses in an innovative model designed to give promising urban students like Nunnery a greater chance to succeed. By sending young people from the same city to a single university, the foundation ensures they arrive with a peer support system already in place.

After Nunnery's "posse"—nine students who joined him at CWRU in 2017—helped him overcome his own early doubts, he soon was helping others, serving as a resident assistant and joining a campus group championing diversity.

He is now a social science researcher at CWRU and hopes to become a clinical psychologist who works with marginalized communities.

Vice President for Enrollment Management Rick Bischoff appreciates the mutually beneficial impact of partnering with Posse, but emphasizes an even more important outcome: "It's what they're going to do out there in the world," he said, "that's going to be powerful."



Anthony Nunnery



Hailey Marshall



Phuong Nguyen



Isabella Beninate



Fatima Rahman



Fernando Rivera

Inventing opportunities

Lauren Butia was visiting her grandparents in Kenya when COVID-19 closed down Case Western Reserve's campus—and her summer internship.

After hearing about dozens of students like Butia suddenly without summer employment, Michael Goldberg, the Veale Institute for Entrepreneurship's executive director, began reaching out to alumni and others in his expansive network. All expressed empathy—and most were able to offer meaningful alternative internships.

Ultimately more than 100 students landed spots in Veale's Remote Entrepreneurship Project Program. Butia, for example, worked in marketing for Natalist, a South Carolina-based alumni startup that produces and sells fertility and pregnancy products.

"The coronavirus has had a terrible impact on the world," Goldberg said, "but it's also brought new opportunities like these internships that would not have happened otherwise."



A pioneer in the field

Trailblazing alumna becomes professional baseball’s first Black woman coach

When Bianca Smith first visited Case Western Reserve, the prospective graduate student so impressed the university’s baseball coach that he created a position for her within minutes of their first meeting.

Eight years later, Matt Englander’s protege is coaching for the Boston Red Sox—and making history.

As the first Black woman to land an on-field position in professional baseball, Bianca Smith (LAW ‘17, MGT ‘17) found herself featured in outlets from *The New York Times* to ABC News.

But all she really wants to do is contribute to the team. “Being able to come in and make an immediate impact is what every coach wants to do, but not what every coach gets to do,” Smith said. “I’ve been able to really find a place where I fit and figure out where I provide the most value to the organization.”



The numbers
behind an outstanding—
and unconventional—year

REFLECT

on the year

Degrees and Campus Statistics

July 1, 2020 – June 30, 2021

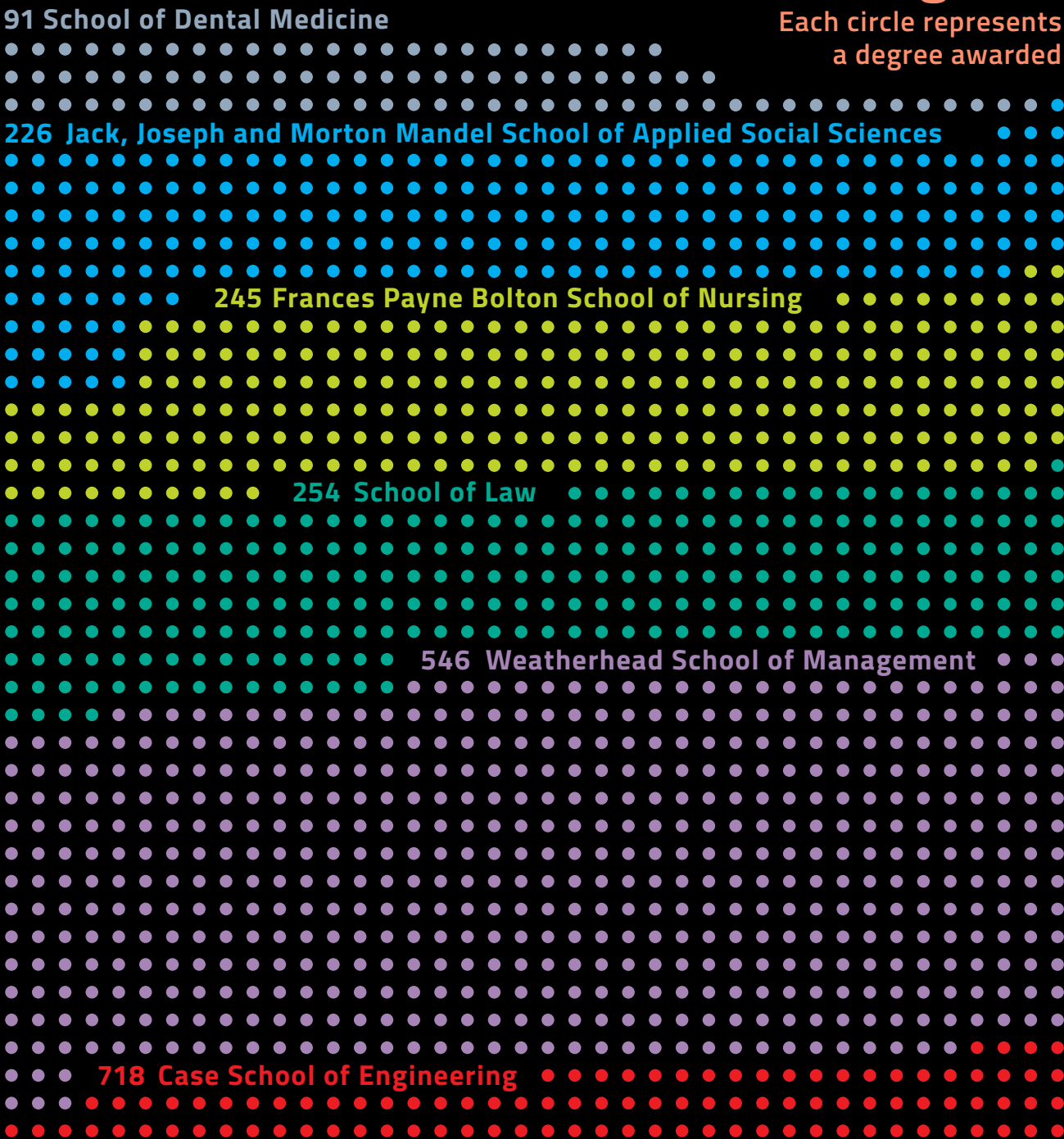
Enrollment
(Fall 2021)

5,792
Undergraduates

6,277
Graduate + Professional
students

3,530 degrees

Each circle represents
a degree awarded



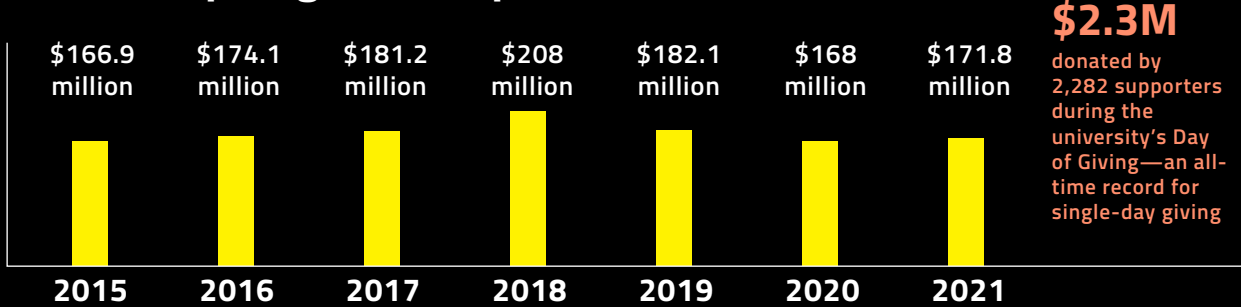
725 College of Arts and Sciences

725 School of Medicine

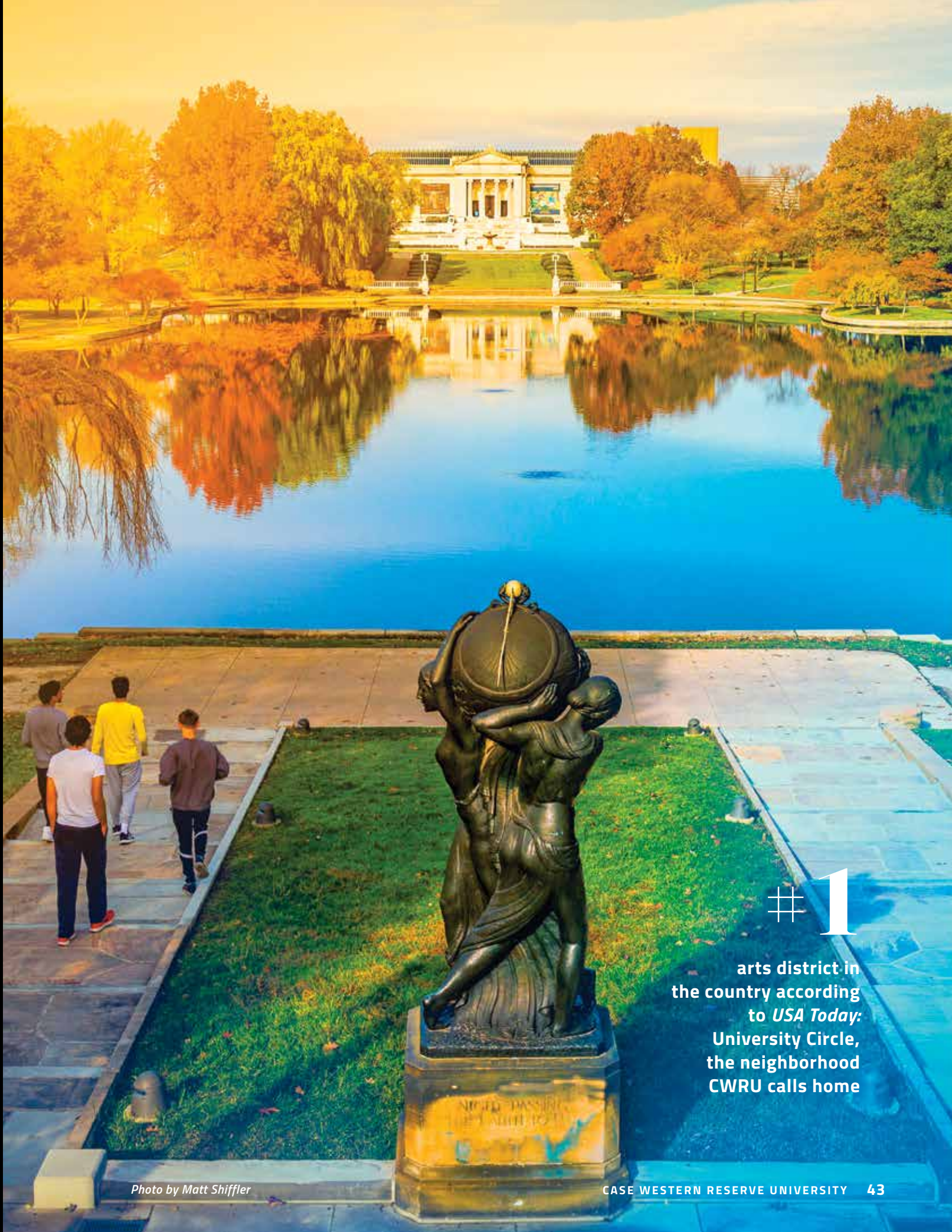
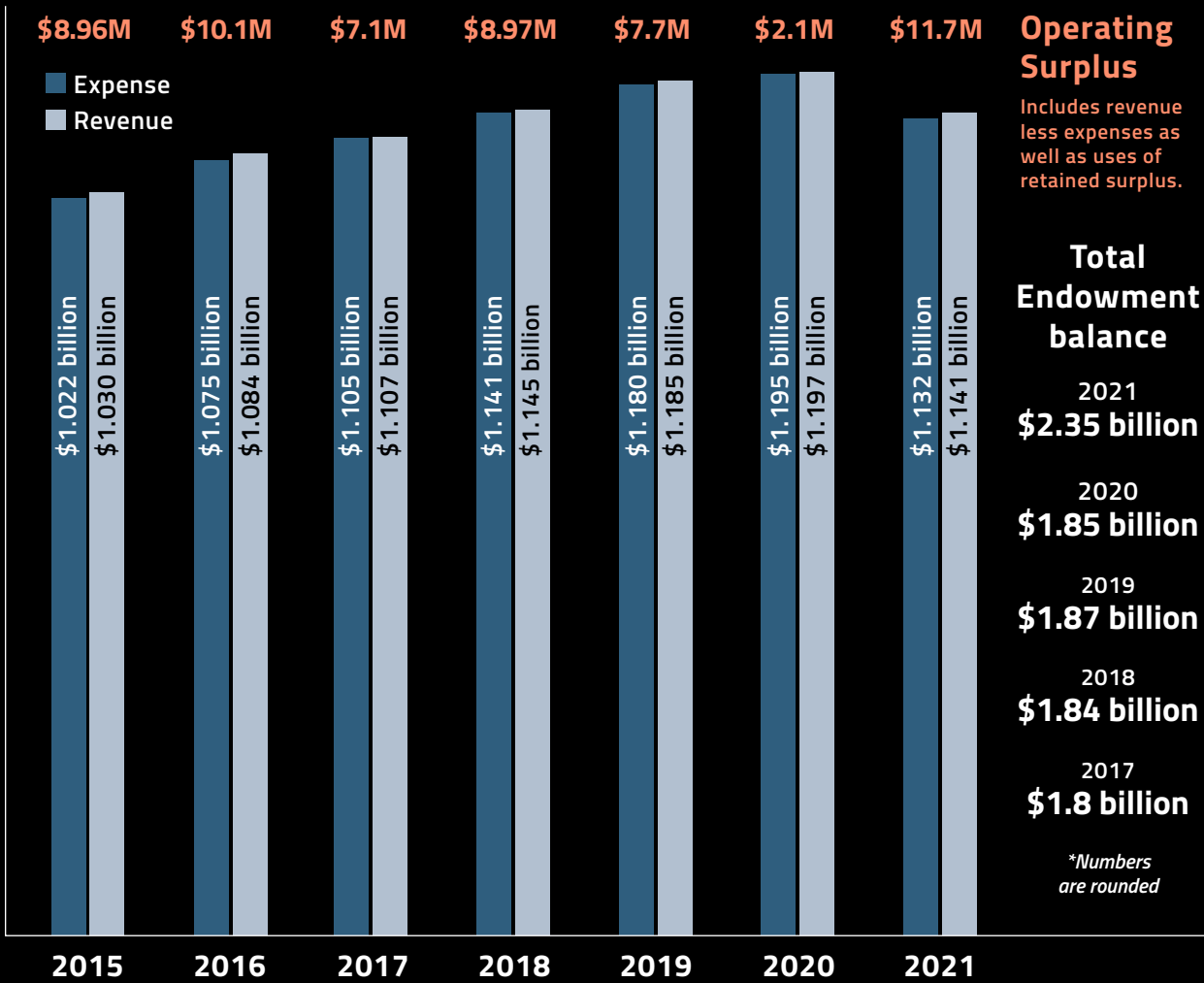
1,264	1,593	189	484	73
Bachelor's	Master's	PhD	Other Doctorate	Certificate

Financial Highlights

Gifts and pledges from private sources



Operating revenues and expenses



#1
arts district in
the country according
to *USA Today*:
University Circle,
the neighborhood
CWRU calls home

Research and Technology Highlights

Competitive Sponsored Research Projects: FY 2020 and 2021 Comparison

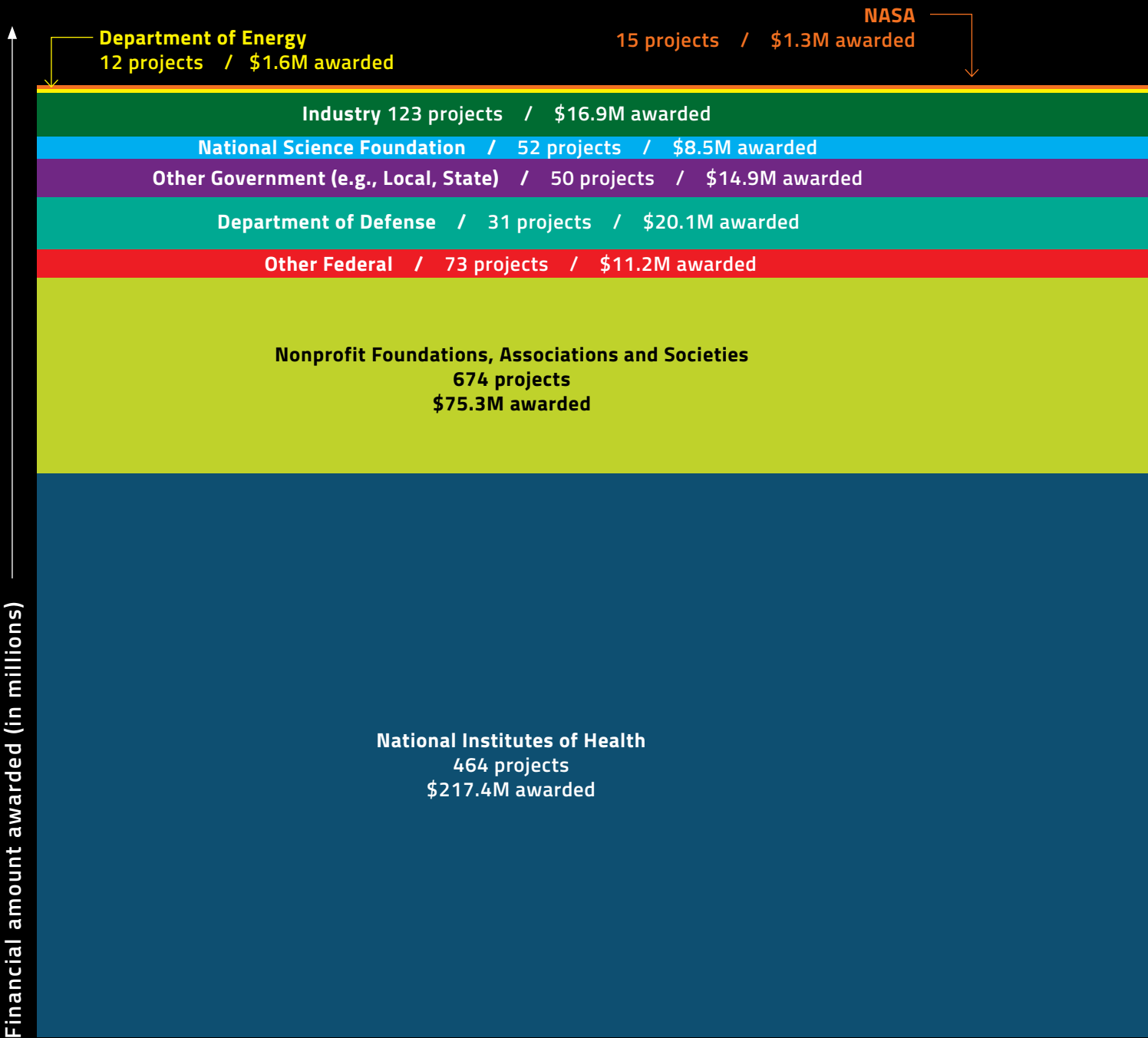
Technology Transfer,
FY 2021

63
New Intellectual
Property Deals
with Industry

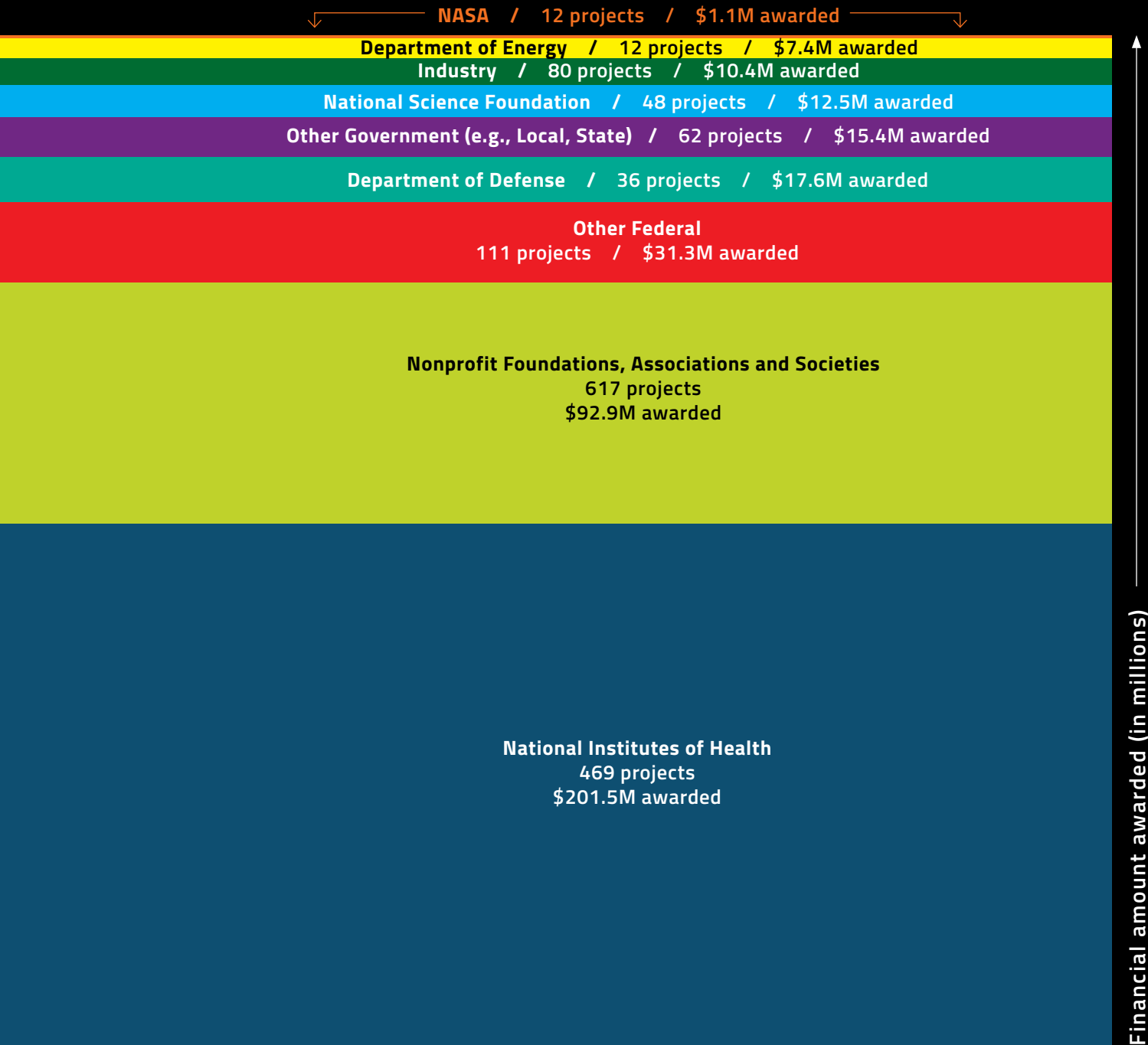
\$5.22M
Licensing
Revenues

102
New
Invention
Disclosures

5
Startup
Companies



FY 2020 total: 1,494 projects, \$367.2M awarded



FY 2021 total: 1,447 projects, \$390.1M awarded

UNIVERSITY TRUSTEES

Steven M. Altschuler	Vincent A. Gaudiani	Thomas A. Mandel	Donald J. Richards
Virginia Nord Barbato	Julie Gerberding	Milton A. Marquis	James “Great Neck” Richman
Linda Burnes Bolton	Susie Gharib	Ellen Stirn Mavec	Joseph A. Sabatini
Timothy J. Callahan	Roe Green	Thomas F. McKee	Alan L. Schwartz
Aarti Chandna	Charles E. Hallberg	Andrew A. Medvedev	Lawrence M. Sears
Archie G. Co	Daniel P. Harrington	Sara H. Moll	Anand Swaminathan
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UNIVERSITY ADMINISTRATION as of Jan. 1, 2022

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