



**Emory University Strategic Plan: 2005 – 2015**  
*Implementation Status as of October 30, 2010*

**Oxford College**

*Accomplishments: September 2011 to August 2012*

Oxford College has, in the last year: fully implemented its New Ways of Inquiry (INQ) curriculum; received a 40% increase in applications, resulting in an average freshman SAT score increase of 30 points; appointed four new tenure-track faculty; formed the Center for Healthful Living which engages student in both physical activities and education; made progress in working with the City of Oxford to rezone a property to establish a teaching organic farm; inaugurated the Own Oxford extended freshman orientation program; and completed phase 1 and 2 of the Seney Hall restoration project.

*Accomplishments: September 2010 to August 2011*

Oxford College has, in the last year: made significant advances in implementing the One Voice undergraduate student recruiting program; coordinated admissions staff with the Atlanta campus; completed preparations for implementation of Oxford's new curriculum featuring a requirement for three challenging "Ways of Inquiry" courses; established the feasibility of an Oxford College Organic Farm for both educational and sustainability purposes; and completed feasibility studies and schematic designs to address several of Oxford College's most pressing capital needs, including a new science building, renovation and expansion of the library, renovation of Language Hall and Branham / East residence halls, and campus pedestrian and vehicular traffic and parking.

*Highlights: September 2005 to August 2010*

Over the past five years, Oxford has met most of the goals in its ambitious strategic plan. An Office of Institutional Research and a Center for Academic Excellence, which work in tandem to assess student attainment of educational goals and allow faculty to interpret the findings to improve student learning, were established. The Oxford campus infrastructure has improved significantly. Oxford completed Emory's first LEED Gold status housing complex to house 350 students and has recently enrolled the largest, most academically credentialed freshman class in Oxford's history (910 students). A new curriculum was approved by faculty in 2010, which extends Oxford's distinctive liberal arts intensive educational program.

*Accomplishments: September 2008 to August 2009*

- Hosted a Transformative Models in Higher Education conference with support from the Ford Foundation to explore "the Oxford Model" as a way to provide access to higher education for a wider variety of students, emphasizing access to America's leading research universities
- Assessed Oxford's utilities infrastructure and deferred maintenance to bring the Oxford campus up to Emory standards
- Completed the East Village Residential Complex, awarded LEED Gold status, to house 350 students



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*Accomplishments: September 2007 to August 2008*

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- Established an Office of Institutional Research and a Center for Academic Excellence to complete the three-part structure for assessment of institutional effectiveness primarily in teaching, but also in student development, student recruiting, and College business practices
- Prepared the Oxford Sustainability Action Plan consisting of fourteen discrete initiatives, each led by a team of faculty, staff, and in many cases students
- Completed the new residential complex, Newton County's first LEED building. Feasibility / Program Design work on the new Science Learning Environment has generated interest in the relationship between built spaces and teaching effectiveness
- The One Voice recruiting program has contributed to an increase of 68% in applications to Oxford College for the fall of 2008
- Oxford was chosen from among many applicants as one of twenty seven schools to participate in the National Study of Liberal Arts Education, a project of the Wabash Center for Inquiry in the Liberal Arts supported by the Teagle and Eli Lilly Foundations

*Accomplishments: September 2006 to August 2007*

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- Planning was completed and construction begun for a new residential complex (a LEED building)
- Launched One Voice Student Recruiting across four undergraduate colleges
- Significantly improved facilities in every classroom, remodeled Seney Hall, extensive restoration work to Dean's residence and Oxford I.T.
- Oxford Institute for Pedagogy in the Liberal Arts program for staff and faculty inaugurated
- Appointment of HR Officer to provide effective liaison between the Oxford faculty and HR

*Accomplishments: September 2005 to August 2006*

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- Completed Strategic Plan based on our distinctive mission as a transformative, liberal arts intensive program
- Reached consensus within Oxford community in support of growth
- Completed master plan for 700 and 1,200 student campuses
- Restructured Board of Counselors to support implementation of strategic and campus master plans