



EXECUTIVE SUMMARY

Emory's 2005-2015 strategic plan, *Where Courageous Inquiry Leads*, is built upon the aspirations and plans of the individual schools and units and emphasizes Emory UNI-versity versus multi-versity. The plan, which began in the fall of 2005, is in its sixth year of implementation. It is composed of five cross-cutting goals, fifteen major initiatives (organized by thematic rubrics), three strategic priorities, and four framing principles. By 2015, Emory aspires to achieve the following strategic goals:

1. Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care, and service programs.
2. Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success.
3. Emory's culture and physical environment enrich the lives and intellectual work of faculty, students, and staff.
4. Emory is recognized as a place where scholars work collaboratively as a strong and vital community to confront the human condition and experience and explore twenty-first-century frontiers in science and technology.
5. Emory stewards its financial and other resources to drive activities that are essential and those through which Emory can demonstrate excellence and provide leadership.

Strategic plan progress is monitored on an annual basis by surveying University components, reviewing budgets, making an inventory of events and accomplishments, and using tools such as a University-wide dashboard. The *Annual Strategic Plan Update* is intended to provide the reader with an in-depth look at what Emory has accomplished and the steps Emory plans to take in the near future. Fiscal year 2010-2011 accomplishments, current trends and common issues in higher education, and fiscal year 2011-2012 priorities are discussed as they relate to each of the five strategic goals.

Progress as of Fiscal Year 2010-2011

In striving to become a destination for the best students, faculty, staff, healthcare, and generous philanthropy, Emory has made marked gains in many areas. The number of graduate programs and specialties ranked in the top 20 by *US News and World Report* has increased. The University also achieved an increase in total sponsored research, incoming undergraduate test scores, endowment per student, minorities on staff, and gifts to Emory Healthcare (EHC). However, Emory still lags behind many of its benchmark institutions in areas including admissions yield, professor salary, and total philanthropic giving.

Emory has achieved significant accomplishments as a result of strategic investments in faculty, students, community, scholarship, signature programs, and infrastructure since implementing *Where Courageous Inquiry Leads* in 2005. Emory faculty continue to excel in teaching and research, students are increasingly engaged in scholarship and community service, and programs and partnerships are positively impacting the world, garnering national and international recognition. In 2011, Emory continues to make steady progress in advancing the quality of learning, research, and scholarship by staying true to the mission to create, preserve, teach, and apply knowledge in the service of humanity and has set a clear agenda for



action in fiscal year 2011-2012. (School and Unit progress is outlined in Appendix C). A few highlights from fiscal year 2010-2011 are listed below:

- The Center for Faculty Development and Excellence welcomed Steve Everett as director, and initiated a strategic plan to guide progress and focus on teaching-related faculty development in upcoming years. Promotions to either professor or associate professor were given to 36 faculty members. A total of 43 new faculty members were recruited. Emory faculty were recognized with 21 prestigious external awards or honors, and numerous grants, inventions, and licensing agreements were achieved.
- The number of National Merit Scholarship recipients (70) was at an all-time high. The percentage of students engaged in community service increased as did the percentage of students participating in study abroad programs. Several schools and programs have revised and improved their curricula.
- The Center for Ethics recruited an additional seven faculty. Emory was awarded the “Gold” STARS ranking for sustainability. Emory’s professional and leadership development efforts were recognized by the *Chief Learning Officer Magazine’s* Learning Elite Award. Numerous enhancements to Emory’s physical environment in the last year have contributed to enriching the lives and intellectual work of faculty, students, and staff.
- The James Weldon Johnson Institute for the Study of Race and Difference was formed. The Emory Global Health Institute was held and the Global Health Case Competition was expanded to national scope. The Center for Social and Translational Neuroscience was formed. The Center for the Study of Human Health was formed and will require close collaborations between faculty and administration across the University.

Planning for the Future

Trends and common issues in higher education continue to have systemic implications for Emory. Elite faculty are more challenging to recruit and retain, students’ demand for financial aid is increasing, and the market is unpredictable. Moreover, demographics are shifting and new technologies are being rapidly developed. Research funding is coming under increasing scrutiny, and political and legislative factors have also had major impacts on the University, both as a teaching institution and healthcare provider. In light of these challenges and trends, Emory has taken steps to adapt and change to better position itself to achieve success in the future and remain viable today.

Emory’s priorities for the upcoming year are focused on exploring new fields, providing additional support to students, eliminating barriers to collaboration, and continuing to effectively steward resources. The priorities of schools and units for 2011-2012 include recruiting and developing faculty, developing strategies for student recruitment, increasing mentoring opportunities for students, physical campus expansions and renovations, cultural and arts programming, cross-divisional and cross-school programming, and improving cost effectiveness. Following is a sample of the priorities:

- Emory will continue efforts to recruit tenure and tenure track faculty in key areas, enhance best practices for promotion and tenure, and continue to develop its faculty. Emory College of Arts and Sciences (ECAS) will pursue a significant round of faculty hiring, guided by both University and ECAS strategic plan themes; Emory will conduct a review of the University-wide faculty handbook



and titles to ensure clarity and consistency, and the Center for Faculty Development and Excellence will ensure that faculty development opportunities extend over the entire career span of faculty.

- Emory will continue to implement student strategies related to recruitment and financial aid, engaged scholarship, curriculum and pedagogy, and provide increased financial aid and expanded student support services in the Laney School of Graduate Studies (LGS) and the School of Medicine (SOM), peer-to-peer mentoring in ECAS, and undertake a full curriculum review of the new SOM curriculum.
- Emory will continue to implement strategies to reinforce and build its culture, and promote University-wide sustainability initiatives and professional and leadership development activities for faculty, staff, and students. The Office of Community and Diversity will launch a new “Beyond Tolerance” campaign, new Green Office and Green Labs certification programs will be implemented, and an executive level learning track of courses for director-level and above positions will begin.
- Emory will continue to promote and support collaboration among schools and faculty by making cross-school and other internal collaborations a priority. Efforts include establishing an ECAS task force to better support joint appointments and finding administrative homes for cross-cutting initiatives within the University.
- Emory will engage in several key initiatives to address financial challenges, including: clarification of cross subsidization and more conscious pooling of resources toward highest priorities; ensuring fullest integration and optimization of support functions where both benefits of scale and little downside of a corporate service model co-exist; and redesign of administrative and functional support in the schools and units to reduce variance, and redundancy; and improve cost effectiveness and engagement.

In closing, *Where Courageous Inquiry Leads* has served Emory well as a road map to becoming a *destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.* The strategic plan is a living document that is monitored and adjusted to meet ever-evolving University needs. As Emory looks to the future, there is still much to be done to achieve the vision and meet the targets set forth for 2015. The strategic plan will continue to provide a road map toward the future.