



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, has completed its seventh 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 annually by surveying University components, reviewing budgets, and creating an inventory of events and accomplishments. 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 2011-2012 accomplishments, current trends and common issues in higher education, and fiscal year 2012-2013 priorities are discussed as they relate to each of the five strategic goals.

Progress as of Fiscal Year 2011-2012

Emory has made significant advancements as a result of strategic investments in faculty, students, scholarship, signature programs, community and infrastructure since implementing *Where Courageous Inquiry Leads* in 2005. Emory faculty continue to excel and are recognized in teaching and research, students increasingly are engaged in scholarship, and programs and partnerships are positively impacting the world, garnering national and international recognition. In 2012, Emory continues to enhance 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. (School and Unit progress is outlined in Appendix C).

A few highlights from fiscal year 2011-2012 are listed below:

- The Center for Faculty Development and Excellence provided new teaching and learning methodologies and other professional development to faculty from across the University. Emory signed an agreement with Coursera that will allow for on-line education and currently the first courses are being developed. Emory Healthcare achieved top 10 percentile ranking in the University HealthSystem Consortium (UHC) quality rankings, with Emory University Hospital



ranked at number two, and Emory University Hospital Midtown ranked as number six, marking the first time two hospitals from the same system have been in the top ten simultaneously.

- Emory’s applicant pool increased to the largest in history. The acceptance rate for Emory College of Arts and Sciences (ECAS) decreased and the SAT scores in the 25th and 75th percentiles for enrolled students increased. Oxford College also experienced an increase in SAT scores.
- The Association of Physical Plan Administrators presented Emory with the inaugural Sustainability Leadership Award, recognizing Emory as the single campus in the nation that has shown the greatest level of leadership from its physical plan operation. Kiplinger’s Personal Finance magazine named Emory University a “Best Value” for 2012-2013, ranking the University 15th overall in its annual Best Value survey of 100 top private research universities.
- New PhD and master’s degree programs have been created in cross-cutting, interdisciplinary areas including a PhD in Islamic Civilizations, Master of Divinity/Master of Development Practice (MDiv/MDP), and a Master of Theological Studies/Master of Arts in Bioethics (MTS/MA).
- ECAS has initiated a multi-year process to reshape the College. This reorganization will allow ECAS to reinvest in its core areas and to expand into new ones.
- The University paused in October to reflect and recognize the community for accomplishments generated as a result of the strategic plan to date in a Celebration Luncheon and a scholarly poster session.

Planning for the Future

Trends and common issues in higher education continue to have systemic implications for Emory. Outstanding faculty are more challenging to recruit and retain, and student’s need for financial aid is increasing. Moreover, new technologies continue to emerge. Research funding is dwindling and political and legislative factors continue to have major impacts on the University, both as a teaching and research institution as well as a healthcare provider. In light of these challenges and trends, Emory has taken steps to adapt and change in order to achieve success in the future and remain viable.

Of the 4,600 institutions of higher education, fewer than two hundred are research-intensive universities, and only sixty-one of those are in the Association of American Universities (AAU), which comprises the top research institutions in the country. Additionally, only thirty-nine of those universities that are in the AAU also have medical centers. Emory is one of those thirty-nine. From Emory’s point of view, elite research universities in this cohort will remain relevant far into this century and probably the next. The financial stresses experienced by research universities over the past decade will continue to be unrelenting and profound. As such, universities, including Emory, must find new income streams. Despite the financial stresses, there are many opportunities for growth, new revenue streams, and recharging Emory’s commitment and vision. In order to seize these opportunities – or, rather, in the very process of seizing these opportunities – Emory must be disruptively innovative.

Schools and units, in 2012-2013, will continue to recruit, retain, and mentor faculty, advance strategies for student recruitment and retention, expand and renovate the physical campus, explore cross-divisional and cross-school programming, and improve cost effectiveness. In addition, discussions have begun to establish a new Strategy Council that will advise current strategy and future planning.



Following is a sample of the priorities:

- Emory will continue to recruit faculty in key areas, implement best practices for promotion and tenure, and continue to ensure faculty development opportunities. The revised Gray Book will be finalized, the faculty mentorship program in the School of Nursing will be extended, and the Center for Faculty Development and Excellence will conduct a self-study. A new Executive Vice President for Academic Affairs and Provost will be recruited to drive these efforts.
- Emory will continue to implement student strategies related to recruitment and financial aid, engaged scholarship, and curriculum and pedagogy, including development of new courses, expansion and improvement of existing programs, reevaluation of curricula, expansion of Servant Leadership placements and Volunteer Emory opportunities, and enhancement of financial support packages for doctoral students.
- 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 Sustainability Initiatives will obtain external funding for a solar installation at Emory and develop Emory's Water Footprint Educational Initiative, educating the Emory community about the need for and best practices for water conservation.
- Emory will continue to promote and support collaboration among schools and faculty by making cross-school and other internal and external collaborations a priority. Efforts include increasing the number of dual-degree programs, supporting community participatory research, and expanding the Predictive Health Institute partnership with Georgia Tech.
- Emory will engage in several key initiatives to address financial challenges, including furthering the Business Practices Improvement initiative, exploring new markets for resource growth, and strengthening the Emory College of Arts and Sciences. The Goizueta School of Business will develop and implement new strategies for Executive Education and Oxford College is considering increasing enrollment or offering the Own Oxford program on more than one schedule.

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 guide that is monitored and adjusted to meet emerging University opportunities and needs. Although 2015 marks the end of Emory's current strategic plan, in the fall of 2012 the University took a moment to pause for reflection and celebration of accomplishments to date. As part of the celebration, faculty, staff, and students were recognized for the depth of their contributions to the success of strategic plan. 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. Plans are underway to continue implementation of the current plan and transition to a new strategic plan to begin implementation in 2015.