REDEFINING the CENTER

EMORY CAMPUS LIFE STRATEGIC PLAN
2015-2020
Emory Campus Life’s Strategic Plan is rooted in the values that we share as members of this university community. It is born of our passion to serve our community. And it is driven by our potential as an agent of change recognized internationally for advancing education into action and delivering world-class programs and services.

The title, REDEFINING the CENTER, calls us to employ strategic planning to reimagine our core commitments as Emory Campus Life. It challenges us to better serve the Emory community through increased collaboration among organizations within our own division and across our campus. And it invites us to reach out in partnership to communities in the global society that awaits today’s students.

The Emory Campus Life Strategic Plan, Redefining the Center, provides a foundation for a dynamic entity that embraces higher education’s challenges and opportunities in demographics, technology, politics, and more. Our approach represents a significant pivot from traditional student affairs strategic plans.

Redefining the Center is an endeavor of our polycultural community of practice to realize and sustain ECL’s mission and vision by creating interdisciplinary departmental strategic plans. These plans define common goals, develop intentional steps to achieve progress, and implement purposeful action. Built on collaboration and inclusivity, our departmental plans will advance Emory Campus Life and Emory University – and transform our envisioned future into reality.

This document outlines the history and next steps in our ongoing planning and implementation process – offering a framework for a fluid process driven by our ECL community.

The Emory Campus Life Strategic Plan is a living document subject to change over its projected five-year lifespan, based on additional input from stakeholders, ongoing assessment, changing needs of the university community, and other factors.

Revised 29 April 2016
The Emory Campus Life (ECL) strategic planning process began in summer 2013 with development of our current vision, mission, credo, and values by a representative committee and the Executive Leadership Team (ELT). The plan’s core values were crafted by the community, led by our “first generation” of Strategic Plan Champions. (See Section 8: Appendix + Worksheets.)

Through a collective process launched in November 2015, the ECL community established three categories of programs and services - excellent, essential, and nonaligned. Each existing ECL initiative was assigned to a category, based on input from ECL staff and other stakeholders.

ELT members worked with their portfolios to map each excellent and essential program or service to one or more Strategic Plan value(s). Senior Staff worked with their staffs and other stakeholders to identify departmental themes (e.g., community-building, retention, crisis management, leadership) that were used to identify overarching service and programmatic opportunities shared across departments.

Beginning in January, departments began to develop individual strategic plans with an emphasis on interdepartmental collaboration. Strategic Plan Champions were identified and are working with the Special Assistant to the Senior Vice President and Dean to complete the overall ECL Strategic Plan. With support from the champions and ELT, Senior Staff will lead their departments through the strategic planning process and complete its own departmental strategic plan.

Ultimately, programs and services from department strategic plans that align with ECL shared opportunities and values will be incorporated into ECL’s Strategic Plan. While not all initiatives in departmental plans need to align with shared opportunities, they should correspond with our shared values.

Strategic plan implementation is a critical priority for every member of the ECL team and, as such, requires engagement at every level - with Senior Staff leading their departments through the process.

WHERE WE’VE BEEN

- Developed ECL mission and vision statements
- Identified challenges, desired outcomes
- Assembled Strategic Plan Champions and teams
- Broad-based engagement of stakeholders, including online feedback, ECL meeting exercises
- Developed six strategic values
- Presented overall plan to ECL, gathered feedback from ECL Board of Trustees
- Identified excellent, essential, and non-aligned programs and services
WHERE WE ARE

- Soliciting feedback from staff by Champions to update overall process
- Identifying departmental priorities, portfolio themes, and ECL shared opportunities *
  * See Section 3: Definitions + Guidelines
- Share newly developed Preamble and ECL shared opportunities with staff for feedback
- Analyze gaps between current and future states in programs and services; conduct gap or SWOT analysis
- Identify barriers and needed resources to achieve new or enhanced programs/services
- Draft departmental strategic plans based on ECL values and shared opportunities

ECL SHARED OPPORTUNITIES

**PRACTICE COMMUNITY**
[cultural humility, flourishing community]
To encourage students to struggle together to enunciate how they differ and where they intersect, and to foster a sense of belonging in all of our students.

**SUPPORT ACADEMIC ENGAGEMENT + STUDENT SUCCESS**
[critical inquiry, courageous integrity]
To challenge and support students to optimize their academic, career, and social mobility through self-discovery, intellectual inquiry, and polycultural exchange.

**DEVELOP IMPACT + INFLUENCE**
[flourishing community, personal + professional excellence]
To enact shared values, passions, and concerns as a community to seek positive transformation in our community and the world.

**CREATE A SAFE, HEALTHY + SUSTAINABLE ENVIRONMENT**
[social justice, flourishing community]
To engage in practices that positively impact our health and collective well-being, safety, and environment.
TIMELINE + MILESTONES

STEP 1
CLARIFY VALUES

JUNE 2014 - SEPTEMBER 2015

Significant reorganization and the recruitment of new leaders uniquely positioned Emory Campus Life to embark on an ambitious strategic planning process. On numerous occasions over the past year, scores of faculty, staff, students, alumni, and trustees have provided input to help reimagine Emory Campus Life. We gained a wealth of insights and clarified shared values. Reaffirming those values and drawing on our passion and potential, the Strategic Plan articulates where Emory Campus Life is going, outlines actions, projects outcomes, and provides for course adjustment in response to changing circumstances.

Redefining the Center, ECL’s Strategic Plan, is developed and designed with two overarching goals: 1) to support the ECL mission to cultivate a welcoming community committed to helping students develop skills for lifelong success and positive transformation in the world; and 2) to support the ECL vision to be internationally recognized for advancing education into action and delivering world-class programs and services.

An expression of the Strategic Plan core values - Flourishing Community, Critical Inquiry, Cultural Humility, Courageous Integrity, Social Justice, and Personal & Professional Excellence - is among the array of insights that emerged from our strategic planning. This timeline capsulizes a two-year process that engaged scores of authors and a variety of elements.

STEP 2
IDENTIFY ECL SHARED OPPORTUNITIES

NOVEMBER 2015
Excellent, Essential, and Nonaligned Programs/Services Review
Working with ELT, Senior Staff finalizes and announces which programs and services are in the essential, excellent, or nonaligned categories. (See Section 3: Definitions + Guidelines.) ELT creates guiding questions for sun-setting and works with Senior Staff to identify which programs and services they will continue.

Strategic Plan Champions
ELT members work with Senior Staff to identify Strategic Plan Champions in each department. Champions are responsible for leading departments through the implementation process while systematically tracking plan development, implementation efforts, and assessment strategies.

FEBRUARY 2016
Identifying Portfolio Priorities
Using the excellent, essential, and nonaligned spreadsheet, ELT works with respective ECL portfolios to map programs and services to each Strategic Plan value and then identify departmental themes (e.g., community-building, retention, crisis management, leadership).

Senior Staff, Champions, and ELT identify overarching themes and create ECL’s Strategic Plan shared opportunities based on national data trends, critical issues in student affairs, and institutional surveys. ELT finalizes shared opportunities. (See Section 3: Definitions + Guidelines.)

APRIL 2016
Developing ECL Shared Opportunities
ELT will share the current ECL shared opportunities with stakeholders and receive feedback.

* All dates are subject to change, including project due dates, dates of workshops, or facilitated discussions.
MAY 2016
Departmental Strategic Plans *
In collaboration with ELT and Senior Staff, Strategic Plan Champions work with respective ECL departments to create departmental strategic plans that map to ECL Strategic Plan values, shared opportunities, and goals. Departments must consider the following guidelines: coordinated collaboration, stewardship of resources, assessment, innovation, and engagement. (See Section 3: Definitions + Guidelines.) Departments solicit feedback from stakeholders and submit plans to ELT members. Departmental Strategic Plan templates are provided in Section 8: Appendix + Worksheets.

As part of the departmental strategic planning process, Senior Staff may consider conducting gap or SWOT (strengths, weaknesses, opportunities, threats) analyses of their programs/services.

SEPTEMBER 2016
Departmental Strategic Plan Due to ELT

SEPTEMBER 2016
Identifying ECL Goals
After reviewing the departmental strategic plans, ELT will select and approve the ECL goals

DEPARTMENTAL STRATEGIC PLANS
format for developing plans

Using ECL shared opportunities and the guidelines stated page 9, departments should develop strategic plans in the following format:

STATE THE DEPARTMENT GOAL (overarching statement of desired future state)
A.) OBJECTIVES (statements of desired, specific, measurable results to help attain the goal)
   i.) TACTICS (specific actions and steps taken to accomplish the objective)
      a.) TIMELINE + KEY MILESTONES (when tactics will be achieved)
         - MEASURES or METRICS (how success will be determined)
         - OWNER (responsible person)

* Some departmental goals in departmental strategic plans may not map to a Emory Campus Life shared opportunity, but may remain necessary to achieve the department’s purpose, mission, and vision or to support other programs/services. These unmapped goals should be included in the departmental strategic plan.
2 TIMELINE + MILESTONES

STEP 4
BEGIN ONGOING ASSESSMENT

FALL 2016 - SPRING 2020
Ongoing Assessment + Innovation Infrastructure
The Assessment Committee presents the Strategic Plan assessment strategy, as well as innovation infrastructure. This infrastructure will become ECL's normal practice of yearly assessment. Annually, departments will use assessment data and changes in functional areas to identify gaps/unsuccessful programs. Departments perform “mini” innovation exercises to create (or tweak) programs/services for higher impact.
### 3 DEFINITIONS + GUIDELINES

#### EXCELLENT, ESSENTIAL, and NONALIGNED PROGRAMS + SERVICES

Emory Campus Life departments identified these three categories to create a clearinghouse of all programs and services and to identify those that advance ECL’s mission, are vital to its purpose, and align with Strategic Plan values.

**EXCELLENT**

Programs and services achieve excellence when they are mission-driven, set standards in the field, align with Strategic Plan values and priorities, are free of unnecessary duplication at the university, have measurable outcomes, and help Emory Campus Life realize its vision.

**ESSENTIAL**

Essential programs and services are vital to Emory Campus Life’s fundamental reason to exist – its purpose. Programs and services are essential if they align with Strategic Plan values and priorities, match competencies and standards in the field, are free of unnecessary duplication at the university, and have measurable outcomes.

**NONALIGNED**

Programs or services that are not aligned with the core mission of Emory Campus Life may be effective and, at times, exemplary. However, they do not help us to achieve our mission. On occasion, a nonaligned program or service may exist because of extenuating circumstances. Such cases should be vetted by senior leadership.

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#### GUIDING QUESTIONS to assess programs + services

ELT created guiding questions to assist departments in assessing programs to help Emory Campus Life create a comprehensive database of all programs/services that will continue.

- Does the program/service align with ECL mission, vision, and values?
- Does the program/service have the potential for cross-collaboration (with two or more departments or academic units)?
- Does the program/service align with Strategic Plan values?
- Does the program/service align with your department’s mission and vision?
- What is the impact on resources? (Do we have the resources to support this or does the activity generate resources?)
- What is the potential positive impact if we do or don’t do it? What are the potential negative consequences of doing or not doing it?
- Is the program/service needed for compliance or other requirements?
- Is the program a point of pride?
- Does the program/service provide the revenue needed to maintain existing programs?
GUIDING QUESTIONS
to assess ECL shared opportunities

To identify Emory Campus Life shared opportunities, ELT, Senior Staff, and Strategic Plan Champions will consider the following:

Are the opportunities essential to the mission, vision, and values?
Do the opportunities ground the vision in concrete results by which we can establish action programs?
Do the opportunities allow you to name the milestones to see if progress is being made?
Do the opportunities provide departments with enough latitude to experiment with significant change?
Are the opportunities feasible to achieve based on available resources?
Are the opportunities supported by stakeholders?
Are there competing demands that make it challenging to focus on this opportunity?

DEFINITIONS

strategic plan process overview
To help differentiate between department, portfolio, and ECL-wide focus areas, consider the following:

➤ DEPARTMENTAL THEMES
Departmental themes are key areas within each department that align with the ECL mission, vision, and strategic plan values.

➤ PORTFOLIO PRIORITIES
Portfolio priorities are informed by departmental themes. These priorities will inform portfolio resource allocation.

➤ ECL SHARED OPPORTUNITIES
Previously known as “ECL priority.”
ELT selects four shared opportunities to be the primary focus of the ECL Strategic Plan, which will in turn guide the selection of ECL goals. These opportunities will not necessarily supersede departmental focus areas in the development of departmental plans.

➤ ECL GOALS
ECL goals are overarching statements of our future state. These are crosscutting and interdisciplinary, and will drive ECL to be a nimble, dynamic division.

departmental strategic plans
In developing the departmental strategic plans, consider the following while using the provided template:

➤ DEPARTMENTAL GOALS
Departmental goals are statements of desired future state, specific to each department, that will help attain ECL goals. Most departmental goals will align with one (or more) ECL goal, though some may not.

➤ OBJECTIVES
Objectives are statements of desired, specific, measureable results that will help attain stated departmental goals.

➤ TACTICS
Tactics are specific actions and steps taken to accomplish each objective.
GUIDELINES for creating a departmental strategic plan

To create Redefining the Center, an interdisciplinary Emory Campus Life Strategic Plan that advances ECL, departments must consider the following guidelines and collaborate between departments when creating tactics, metrics, goals, and specific target measures.

**COORDINATED COLLABORATION**
Work across ECL departments and with outside departments, engage faculty, and collaborate with partners beyond Emory to create a seamless experience for community members.

**STEWARDSHIP OF RESOURCES**
Identify efficiencies to reduce cost, develop sustainable plans for implementation, and identify new revenue streams.

**ASSESSMENT**
Foster a culture of informed decision-making to determine the most effective use of resources by utilizing assessment strategies, benchmarking, and creating best practices. Serve our stakeholders by providing appropriate transparency.

**INNOVATION**
Strive to be entrepreneurial and support innovation and intelligent risk-taking.

**ENGAGEMENT**
Develop lifelong, responsible leaders and citizens by integrating students into diverse learning communities that invite and encourage awareness of the complexity and diversity of our local and global communities.
4 RESOURCES

STRATEGIC PLAN CHAMPION

Each Senior Staff member will identify one Strategic Plan Champion who will be responsible for shepherding the respective department through the strategic planning process, day-to-day oversight, and accountability.

It is the responsibility of Champions to lead departments through the implementation process while systematically tracking plan development, implementation efforts, and assessment strategies.

RESPONSIBILITIES

► LEADERSHIP Champions will lead their department through monthly meeting agendas. Champions should provide collaborative leadership, support respectful discourse, and encourage consistent and active involvement in the strategic planning process.

► TACTIC DEVELOPMENT In conjunction with Senior Staff, Champions will co-facilitate the development of department-wide tactics that support the creation of interdisciplinary departmental strategic plans that emphasize collaboration across the division.

► TRACKING + ACCOUNTABILITY Champions will act as lead spokespersons and discuss progress/updates during ECL strategic planning meetings. Champions will also meet weekly as a group with the Special Assistant.

► BARRIERS With the assistance of Senior Staff, Champions should identify any barriers that hinder progress in goal creation or strategic planning process, along with strategies to overcome such barriers.

► MEASURES Champions will complete all strategic planning documents and identify metrics for each strategic goal and/or strategy to be evaluated.

► RESOURCE ISSUES In conjunction with Senior Staff, Champions will identify significant resources related to achieving the department’s strategic plan. This includes people, funds for contracting, equipment, facilities, and other essential resources.

STRATEGIC PLAN CHAMPIONS

Carolyn Barnett, Sorority and Fraternity Life
Don Cornwell, Career Services
Natalie Cruz, Center for Diversity and Inclusion / CASA
Anne Herold, Residence Life
James Herndon, Barkley Forum Center for Debate Education / CASA
Carol Kelly, Student Health Services
Barbara LeMaster, Student Health Services
Brendan Moriarty, Center for Community Engagement and Leadership / CASA
Martine Occeas, Recreation and Wellness
Lenet Rivas, Residence Life
Drew Rizzo, Health Promotion
Adrienne Slaughter, Student Success
Julia Thompson, Student Conduct
Elaine Turner, Operations and Finance / Housing Operations
Erna Wilkerson, Operations and Finance / Finance Services
Jane Yang, Counseling and Psychological Services
Dona Yarbrough, Operations
4 RESOURCES

STRATEGIC PLAN BRIDGE FUND
Funds will be appropriated to help Emory Campus Life achieve strategic priorities. Through Senior Staff, departments may present short proposals to the Executive Leadership Team to request funds for new or enhanced initiatives. Approved by ELT, selected proposals will receive startup funds for two years, after which time departments will assume full responsibility for identifying revenue sources to support these initiatives.

INTERDISCIPLINARY STRATEGIC MAPS
Senior Staff will receive a copy of the Interdisciplinary Strategic Map (IDSM) to use as a resource during the process. The IDSM will include all programs and services mapped to Strategic Plan values.

NATIONAL DATA, TRENDS, INSTITUTIONAL SURVEYS
ECL Staff will have access to national data/trends, literature on critical issues in student affairs, and pre-existing data from institutional surveys.
ACCOUNTABILITY

To promote visibility and accountability, the Special Assistant will:

- Develop a communications plan to support the ECL Strategic Plan, including goals, strategies, and narrative.
- Provide leadership for ELT, Senior Staff, and Champions to ensure successful implementation of strategic plan.
- Give quarterly updates with the Champions during ECL division meetings.
- Update the website quarterly with timeline and progress.
- Create opportunities with the ELT for short-term recognition, appreciation, and rewards for departments and individuals successful in activities that further implementation of the ECL Strategic Plan.

Senior Staff members are responsible for leading their departments through the strategic planning process while systematically tracking plan development, implementation efforts, and assessment strategies.

**Responsibilities**

- **Leadership** Senior Staff will support the Champion to lead their department through the strategic plan process. Each Senior Staff member is responsible for holding the Champion and department to the timeline.
- **Tactic Development** In conjunction with the Champion, the Senior Staff member will co-facilitate the development of department-wide tactics that support creation of interdisciplinary Department Strategic Plans that emphasize collaboration across ECL.
- **Barriers** With the assistance of Champions, Senior Staff will identify any barriers that may hinder progress in goal creation or the strategic planning process, along with strategies to overcome such barriers.
- **Measures** Senior Staff will hold Champions accountable for completing all strategic planning documents and identify metrics for each strategic goal and/or strategy to be evaluated. Senior Staff will support Champions in assessment projects.
- **Resource Issues** In conjunction with Champions, Senior Staff will identify significant resources related to achieving the department’s strategic plan. This includes people, funds for contracting, equipment, facilities, and other essential resources.

The Executive Leadership Team will guide Senior Staff and departments through the Strategic Plan process by: creating opportunities to discuss strategic planning during portfolio meetings; providing feedback to Senior Staff; assisting departments to identify resources, barriers, and metrics; encouraging collaboration; assisting departments to create interdisciplinary strategic plans; and holding Senior Staff and Champions accountable to the timeline.

**Meet the ELT**

- **AJAY NAIR, PhD** VP and Dean of Emory Campus Life
- **ERIC BYMASTER** Finance, Administration, Operations
- **WANDA COLLINS, PhD** Counseling + Psychological Services
- **TOMIKA DePRIEST** Communications
- **MICHAEL HUEY, MD** Student Health
- **SUZANNE ONORATO, EdD** Community
- **JUDITH PANNELL** Special Assistant to the Dean
- **BRIDGET GUERNSEY RIORDAN, PhD** Development, Alumni Relations, Parent + Family Programs
- **MICHAEL VIENNA, PhD** Athletics
COMMUNITY
SUZANNE ONORATO

Center for the Advancement of Student Advocacy + Agency
formerly included:
  Barkley Forum Center for Debate Education
  Center for Diversity + Inclusion
  Center for Community Engagement + Leadership
  Center for Women
  International Student Life
  Office of Lesbian, Gay, Bisexual, Transgender Life
  Office of Multicultural Programs + Services
Career Center
Office of Health Promotion
Office of Sorority + Fraternity Life
Office of Student Conduct
Recreation + Wellness (programs)
Residence Life
Student Success Programs + Services

DEVELOPMENT, PARENT + FAMILY PROGRAMS, ALUMNI RELATIONS
BRIDGET GUERNSEY RIORDAN

COMMUNICATIONS
TOMIKA DePRIEST

FINANCE, ADMINISTRATION, OPERATIONS
ERIC BYMASTER

Bookstore + Technology Services
Campus Dining
Dobbs University Center
Finance Service Center
Housing Operations
Human Resources
Learning + Innovation

ATHLETICS
MICHAEL VIENNA

Community Development
Facility Operations
  Student Activity + Academic Center
  Woodruff P.E. Center
Intercollegiate Athletics

STUDENT HEALTH
MICHAEL HUEY, MD

Clinical Provider Services
Nursing Services

ACCOUNTABILITY

COUNSELING + PSYCHOLOGICAL SERVICES
WANDA COLLINS

SPECIAL ASSISTANT
JUDITH PANNELL

For a detailed overview of the Emory Campus Life organizational structure, click above.
6 ASSESSMENT

The ECL Assessment Committee is charged with leading program evaluation, planning, and research activities to improve organizational effectiveness and measure student learning. The ECL Assessment Committee coordinates communication and provides evaluation support, consultation, and professional development for ECL departments. The Assessment Committee will serve as data stewards, responsible for the creation, storage, maintenance, and cataloguing of ECL data, and working with the Special Assistant on institutional data compliance.

SECTION I: SENIOR STAFF / DEPARTMENT RESPONSIBILITIES

☐ Submit an annual assessment calendar, which will include:
  ☐ Detailed milestones for all assessment projects being conducted that year.
  ☐ Identification and definition of all populations being studied that year.
  ☐ Calendar windows for all survey instruments being sent out to more than 25 participants.
  ☐ Deadlines (monthly, quarterly, semestery, annually) for all dashboard measurements for which they are responsible.

☐ Submit a one-page executive summary at the end of their assessment year. It will include brief details of the findings from the various studies that year, as well as actions planned for the following year, based on those findings. These summaries will be available via the ECL Assessment website.

☐ Submit dashboard measurements as identified by the Executive Leadership Team.

☐ Submit assessment calendars for the following year and executive summaries by department. Each department will select its due date from three possible cycle turnover dates: January 1, May 31, or August 31. Departments must receive ELT approval to establish and change cycle turnover dates.

SECTION II: STRATEGIC PLAN CHAMPION RESPONSIBILITIES

☐ Submit assessment plan proposal for the next academic year to ELT and the Assessment Committee Chair for approval by May 31. This proposal will include any efforts to address assessment across departments.

☐ Submit a one-page executive summary detailing assessment efforts for measuring the plan in the past year by July 15. These summaries will be available via the ECL Assessment website.

☐ At the end of the strategic planning process, complete final assessment report for action plans, with appendices addressing individual studies and data.

SECTION III: ASSESSMENT COMMITTEE RESPONSIBILITIES

☐ Serve as consultants to Champions and assist with assessment strategy.

☐ At the end of the Strategic Plan, assist Champions to complete the final departmental assessment reports, with appendices addressing individual studies and data.
As noted earlier, *Redefining the Center* is an extraordinary expression of the collective values, passion, and potential of our university community. This endeavor has been a team effort since its inception. The plan must now be transformed into reality by that same team - our Campus Life Team.

Among other things, this document makes it clear there is a role in Strategic Plan implementation for each member of our ECL community, including students, faculty, alumni, trustees, and the many Emory partners beyond our campus.

**Together, let us embrace the challenges this document outlines, the opportunities it envisions, and the promise it offers to realize a caring, inquiry-driven, socially just, and polycultural community of practice that advances education into action and delivers world-class programs and services for all.**
**CAMPUS LIFE CREDO**

We believe our role in human development involves ensuring that all community members have support and motivation to manage their challenges and opportunities.

We believe it is our duty to provide a high standard of care for students, community members, colleagues, and ourselves.

We believe engagement in the residential experience contributes powerfully to the completeness of a liberal arts education resulting also in an affinity for the institution, a heightened value for community, and a thirst for lifelong learning.

We believe our vision will be achieved when we lead with integrity and transparency. We succeed when we engage our community, embrace differences, act generously and humbly, and pursue only excellence.

**VISION**

Emory Campus Life, a community recognized internationally for advancing education into action and delivering world-class programs and services, promotes a healthy and sustainable environment where students live what they learn and learn what they live for self and society. Emory Campus Life catalyzes a distinctive, caring, inquiry-driven, ethically engaged, polycultural, and socially just community of students, faculty, staff, alumni, families, and visitors that imagine and lead positive transformation in the world.

**MISSION**

Emory Campus Life cultivates a welcoming and dynamic community that is committed to developing skills necessary for lifelong success and positive transformation in the world.
CAMPUS LIFE VALUES

FLOURISHING COMMUNITY
Campus Life will inspire and empower all members of the Emory community to optimize their potential by encouraging physical, mental, social, emotional, and spiritual health and well-being.

CRITICAL INQUIRY
Campus Life is committed to engagement that challenges and supports community members in their efforts to critically question the world and themselves by pursuing authentic, free, and open exploration.

CULTURAL HUMILITY
Campus Life will catalyze lifelong self-reflection and self-critique that fosters polycultural exchange and community building in pursuit of authentic engagement with the world.

COURAGEOUS INTEGRITY
Campus Life will create lifelong leaders who are committed to ethical decision-making and principled behavior and inspire positive transformation in the world.

SOCIAL JUSTICE
Campus Life will promote an inclusive and diverse community that challenges injustice, affords equitable access to resources, and affirms and appreciates our differences and intersections as members of the Emory community.

PERSONAL + PROFESSIONAL EXCELLENCE
Campus Life will share knowledge, expand skills, develop new ways of knowing and understanding, and develop innovative models of collaboration that strengthen our community.
Departmental Strategic Plan Template

The departmental strategic plan template is provided to assist departments with developing their departmental strategic plan (see Section 2: Timeline + Milestones / Step 3). Templates may be downloaded at: www.emory.edu/CAMPUS_LIFE/strategic_planning/departmental.html