

APPENDIX A:

MEASURES OF PROGRESS BY YEAR TO BE COMPLETED

Within One Year

Appoint an associate vice provost for graduate studies who will ensure quality control across doctoral programs and coordinate doctoral-level education.

A budget for graduate education, equivalent to at least 25 percent of the current salary support to all faculty involved in graduate education, should be established.

Within Two Years

Revise class schedules.

Establish procedures for giving credit for unscheduled teaching.

Establish plans for paid research time.

Identify faculty associated with the Graduate School and make provisions for noncompensated appointments to the graduate faculty.

Develop a strategic plan to set priorities for graduate programs, including an initial review of current graduate programs for the purpose of assessing the effectiveness of the programs for resource allocation purposes. This strategic plan should be completed within the next two to three years.

Within Three Years

Clearly state Emory's academic growth priorities and its progress toward specific goals so that the larger university community can identify with them.

Provide financial support to enhance places for intellectual exchange. Examples include an academic bookstore, faculty club, informal gathering sites, and a printed magazine that features university-wide research accomplishments.

Establish an account for competitive bridge funding, reflecting the university's investment in its researchers. Granting of funds should be decided by using a faculty-driven, peer-review process.

Each faculty member, in consultation with the chair or division chief, establishes a faculty research plan that addresses scholarship accomplishments and aspirations. These plans should be reviewed annually.

Establish set-aside time for scholarship for all faculty. Develop an explicit formula for the allocation of time to research, teaching, and service at the school, division, or unit level. In addition, a system to reward significant contributions to committees should be established.

Develop a mechanism to review the justification for the existence of committees and report the findings to the appropriate administrators (e.g., unit-based committees report to their respective dean).

Decrease the total number of committee meetings held at the university by 20 percent.

Develop a system of rewards for active contributions to committee work.

Develop an evaluation of Emory graduate programs, including a comparison with three to five peer programs at other research universities.

Develop procedures to reward successful graduate programs.

Establish policies in which external funding will benefit primarily grantees as well as all graduate programs. The tax placed on this funding should not exceed 25 percent.

Within Five Years

Initiate the research initiative fund at approximately \$3 million per year and increase it to at least \$10 million per year.

Invest adequate resources to sustain a program of faculty development. This program should include activities that support junior faculty and those faculty whose service contributions to the university have constricted their ability to be promoted from associate to full professor.

Establish structures for retired faculty who wish to make a significant contribution to the university's research mission. These structures should allow them to participate in existing research programs.

Develop procedures to make hard money available for a portion of the salary research-oriented faculty in clinical departments.

NOTE: See “Principles and Recommendations” for other recommendations that are not included here because the specific nature of the activity does not require a measure of progress.