

Glossary of Key Planning Terms

Core Purpose/Mission	The University's fundamental reasons for existence; not to be confused with specific goals or operating strategies.
Core Values	The University's essential and enduring tenets. The ethical, moral, and social basis of how Emory will move toward its vision. The values of the University should be widely accepted and govern conduct.
Vision	The stated end-point that is at least 10 years away and is an attainable and actionable stretch goal. Provides direction and encourages change. Motivates and provides a framework for future choices.
Environmental Assessment	An objective review of facts, observations, information that describe the current internal situation and external conditions for the University.
Strategic Implications and Issues	The interpretation of the impact on Emory of the internal and external environmental findings. It is the "So What" of the data review.
Goals	The comprehensive statements that define Emory's desired outcomes for a 5-year period that are required to achieve the vision. Each goal should have a measure, a long-term 5-year target, and short-term annual targets.
Strategic Initiatives	An integrated set of choices which positions the University to create sustainable advantage relative to other premier universities. Strategic statements are specific and action-oriented and, if fulfilled, will achieve the University's goals.
Decision and Operating Models	The people, processes, and technology needed to achieve the strategic initiatives and, therefore, the University's goals. These include governance and organizational structure and decision making processes required to evaluate the progress towards the vision.