



EXECUTIVE SUMMARY

PURPOSE OF THE STRATEGIC PLAN EVALUATION AND UPDATE PROCESS

- Emory University's strategic plan, *Where Courageous Inquiry Leads*, is a 10 year plan from 2005 through 2015. The plan's mid-point, 2010, is an ideal time to assess 1) progress toward achieving University-wide strategic goals, 2) changes in the internal and external environment (e.g., current economic climate), and 3) impact the strategic plan has had on Emory's strategic position
- Additionally, it is appropriate at this point to assess the progress, trajectory, and long-term sustainability of each strategic theme, initiative, and implementation strategy and make adjustments as needed
- The School and Unit plans are 5 years plans, with most reaching their fifth year in 2010. Schools and units with plans expiring in 2010 should begin preparing to update their unit plans for the next 5 years (2010 – 2015)

THEMES, INITIATIVES AND IMPLEMENTATION STRATEGIES

- Themes, initiatives, and implementation strategies will be assessed based on their stated goals, measures, and targets
- They will also be evaluated based on the set of core metrics that include faculty and staff, research, education & training, outreach, communications, and sustainability measures
- The Strategic Implementation Advisory Committee (SIAC) and the President's Cabinet will conduct the evaluation based on a set of criteria that was used to facilitate selection of the themes for the University Strategic Plan during the strategic planning process
- The information provided in the Annual Report, including core metrics and narrative, will provide quantitative and qualitative data to assist the SIAC members in responding (high, medium, low) to the set of criteria
- Implementation strategies will also be evaluated based on their support of and intersection with strategic themes

UNIVERSITY-WIDE PLAN AND SCHOOL/UNIT PLANS

- The University Dashboard will be essential in measuring Emory's trajectory towards its strategic goals, as it is based on accountability indicators identified in the Strategic Plan
- Strategic issues identified during the critical review and benchmarking phase of the strategic planning process in 2004-2005 will also be assessed to determine if Emory's strategic plan has had an impact on shifting these issues

- The University-wide plan will be revised based on the Theme, Initiative, and Implementation Strategy evaluation process, the goal and issues assessment, and the school and unit plan updates
- Reviewing and updating the School and Unit Plans will involve:
 - **Dashboards or scorecards** – Developing and implementing the use of School/Unit-specific dashboards or scorecards to provide detailed snapshots of school/unit progress
 - **Environmental Assessment** – Assessing the current environment at a high-level to develop new or updated goals and strategies
 - **Strategic Issues** – Reviewing the impact school/unit plans have had on their unique strategic issues

APPROVAL PROCESS

- The Strategic Implementation Advisory Committee (SIAC) and President’s Cabinet will evaluate the themes, initiatives, implementation strategies, and EU Strategic Plan progress
- Modifications to the University-wide plan, such as elimination or modifications of initiatives, will have to be approved by the Executive Committee, President’s Cabinet, and the Board of Trustees
- The SIAC and the President’s Cabinet will provide guidance as the Schools/Units update their plans. Updated School/Unit plans will need to be endorsed by the Executive Committee and President’s Cabinet

PROPOSED TIMELINE

- September – December 2008
 - Evaluations: Global Health, Predictive Health, Religions and the Human Spirit, Policy Solutions, and Creativity and the Arts
 - Scorecards: Schools and Units begin developing scorecards (most already have some metrics tracking process currently in place)
 - Begin review of University-wide Strategic Issues
- January – March 2009
 - Evaluations: Faculty Distinction, Creating Community, Internationalization, Race and Difference, Neuroscience, Computational and Life Sciences, Engaged Scholars, and Strategic Alliances
 - Scorecards: Begin data collection for scorecards and incorporate findings into University-wide assessment
- April-May 2009
 - Begin assessment of achievement toward University-wide goals
 - Discuss final results and recommendations at Strategic Planning Leadership Retreat

- Decisions regarding overall structure of themes, implementation strategies and initiatives folded into strategic plan update process
- Possible decisions include:
 - Approval – Continue to move forward as planned
 - Modification – Modify plans (merge sub-initiatives, eliminate or change programs, revisit administrative structure, etc...) and resubmit to Strategic Plan Executive Committee
 - Integration – Integrate into existing units by end of FY 2010. FY 2010 budgets may be reduced and/or redirected
 - Elimination/Successful Completion/Shutter – Cease funding by August 2009. Find homes for sustainable aspects. May (or may not) resume activity in the future
- June – August 2009
 - Complete review of Strategic Issues and assessment of achievement toward University-wide goals
 - Complete preliminary update of University-wide plan components
 - Distribute strategic plan update process instructions to School and Units
- September – December 2009
 - Begin update of school and unit plans (environmental assessment)
- January – May 2010
 - Continue and finalize updates to school and unit plans (goals, initiatives, measures, and targets)
 - Update University-wide plan and revise funding plan as needed based on Theme, Initiative, Implementation Strategy evaluations and school and unit plans
- June – August 2010
 - Present proposed changes to the Board
 - Finalize updates by August
 - Develop communication and roll-out plan for progress and updates
 - Print updated University-wide Strategic Plan Executive Summary
- September 2010 – Completion! Roll-out and communicate

STRATEGIC PLAN EVALUATION AND UPDATE PROCESS

PURPOSE

Emory University’s strategic plan, *Where Courageous Inquiry Leads*, is a 10 year plan from 2005 through 2015. The plan’s mid-point, 2010, is an ideal time to assess 1) progress toward achieving University-wide strategic goals, 2) changes in the internal and external environment (e.g., current economic climate), and 3) impact the strategic plan has had on Emory’s strategic position. Additionally, it is appropriate at this point to assess the progress, trajectory, and long-term sustainability of each strategic theme, initiative, and implementation strategy and make adjustments as needed.

The School and Unit plans, which are the foundation of the University-wide plan, are 5 years plans, with most reaching their fifth year in 2010. However, due to leadership changes and plan revisions in several schools/units, some school and unit plans are on a slightly different timeline. For example, the Woodruff Health Sciences Center and the University Library’s plans are through 2012.

Schools and units with plans expiring in 2010 should begin preparing to update their unit plans for the next 5 years (2010 – 2015). They will need to assess trajectory toward achieving their 2010 goals and changes in their unit’s strategic position. By linking the timeline for the University-wide plan update process to the school and unit plan update process, the schools and units will have an opportunity to develop goals more closely linked to the overall goals of the University. The challenge will be linking those plans with different timelines. (See evaluation and update process timeline on page 6.)

THEMES, INITIATIVES AND IMPLEMENTATION STRATEGIES

Process for Evaluating Themes, Initiatives, and Implementation Strategies

Themes, initiatives, and implementation strategies will be assessed based on their stated goals, measures, and targets.

- **Themes:** Strengthening Faculty Distinction, Preparing Engaged Scholars, and Creating Community – Engaging Society
- **Cross-cutting Initiatives:** Implementing Pathways to Global Health, Understanding Religions and the Human Spirit, Understanding Race and Difference,

<i>Creativity and the Arts</i>	
<i>Strategic Themes</i>	<i>University-wide Initiatives</i>
Strengthening Faculty Distinction	<ul style="list-style-type: none"> • Faculty development activities • Tenure and promotion practices • Recruitment and retention
Preparing Engaged Scholars	<ul style="list-style-type: none"> • Students • Community outreach • Curriculum • Pedagogy
Creating Community – Engaging Society	<ul style="list-style-type: none"> • Leadership development • Diversity • Sustainability • Professional development
Confronting the Human Condition and Human Experience	<ul style="list-style-type: none"> • Understanding religions and the human spirit • Understanding race and difference • Implementing pathways to global health
Exploring New Frontiers in Science and Technology	<ul style="list-style-type: none"> • Neuroscience, Human Nature, and Society • Predictive Health and Society • Computational and Life Sciences
<i>Internationalization Plan and Initiatives</i>	

Neuroscience Human Nature and Society, Predictive Health and Society, and Computational and Life Sciences

- **Implementation Strategies:** Creativity and the Arts, the Institute for Advanced Policy Solutions, Internationalization, and Strategic Alliances.

These aspects of the plan will also be evaluated based on a set of core metrics identified by central administration with input from strategic plan leaders. The core metrics include faculty and staff, research, education & training, outreach, communications, and sustainability measures.

Through the Provost's Annual Reporting process, strategic plan leaders will be asked to identify goals, measures, and targets (2009 and 2010). Many strategic plan leaders have already identified goals for their themes, initiatives, and/or implementation strategies. However, identifying measures and setting short- and long-term targets will be new for most areas.

Evaluation

The Strategic Implementation Advisory Committee (SIAC) and the President's Cabinet will conduct the evaluation based on a set of criteria that was used to facilitate selection of the themes for the University Strategic Plan during the strategic planning process. This set of criteria will be used to evaluate the current state of the themes, initiatives, and implementation strategies. The information provided in the Annual Report, including core metrics and narrative, will provide quantitative and qualitative data to assist the SIAC members in responding (high, medium, low) to the criteria below:

1. This theme/initiative is **COMPELLING** (it has high impact and is something we cannot afford NOT to do).
2. There is an **OPPORTUNITY** for Emory to be a leader in this idea or endeavor and it is of national importance (if more than 6 institutions are doing it or something similar, it is clear what distinguishes Emory).
3. Emory possesses a **DISTINCTIVE CAPABILITY** that makes us uniquely qualified to engage in this theme.
4. This theme is **CONTRIBUTORY IN NATURE** – it will **MAKE A DIFFERENCE** (not only for Emory, but for our competitors, and/or the world).
5. This theme offers great potential to pursue **VALUABLE** research, not just “lucrative” research.
6. This theme demonstrates a sufficient level of **FEASIBILITY** and the best **LIKELIHOOD OF SUCCESS** (based on Emory's current resources and expertise).
7. The theme **BRIDGES** 2 or more existing silos and broadly **ENGAGES** the University.

8. This theme has the ability to ATTRACT AND LEVERAGE EXTERNAL RESOURCES (it will inspire donors to invest and/or build grant dollars).
9. This theme/initiative can truly TRANSFORM Emory University.
10. My overall impression of this theme is...

Implementation Strategies

Implementation strategies were identified as specific strategies and methods to support strategic themes. Their support of and intersection with strategic themes will be considered as implementation strategies are evaluated.

UNIVERSITY-WIDE PLAN AND SCHOOL/UNIT PLANS

Process for Evaluating the University-wide Plan

Two key elements will be assessed to evaluate the University-wide plan: Strategic Goals and Strategic Issues.

The University Dashboard will be essential in measuring Emory's trajectory towards its Strategic Goals, as it is based on the accountability indicators identified in the Strategic Plan. The goals are listed below:

1. Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, and service programs.
2. Emory enrolls the best and the brightest undergraduate and graduate students and provides exemplary support for them to achieve success.
3. Emory's social and physical environment enriches the intellectual work and lives of faculty, students, and staff.
4. Emory is recognized as a place where engaged scholars come together in a strong and vital community to confront the human condition and experience and explore 21st century frontiers in science and technology.

Strategic Issues identified during the critical review and benchmarking phase of the strategic planning process will also be assessed to determine if Emory's strategic plan has had an impact on shifting these issues. The issues identified during the process follow:

1. National and international recognition and awareness of Emory – Emory's comparative, competitive, and aspirant peer group schools have stronger, more established reputations for research and Emory has significantly fewer faculty who are members of the national academies or recipients of prestigious awards.

2. Faculty – Emory’s reputation is highly dependent on the accomplishments of its students and faculty, and must be able to compete for and retain the type of faculty who can engage in leading-edge research and mentor students who will develop into successful leaders in their own right.
3. Recruitment and enrollment – Emory can and must attract a wider and more diverse range of students from among the nation’s best and brightest, be more selective in accepting applicants, and realize a higher yield from its accepted applicants.
4. Need for higher-profile graduate programs – The national rankings for Emory’s doctoral programs by the National Research Council (NRC) and *USNews & World Report* remain weak. Only one of Emory’s current graduate programs is in the top 10, and three are in the top 20 of the NRC survey.
5. Cost, access, and quality of higher education – Increases in tuition and limited scholarship opportunities will continue to impact the type of student able to afford an Emory education and to hinder Emory’s efforts to expand economic and cultural diversity among its student body.
6. Barriers to collaborative programming – Bureaucratic barriers can be a huge impediment to interdisciplinary collaboration, to collaborative activities in the curriculum, throughout institutional programming, and in research activities.
7. Infrastructure to support growth – Infrastructure such as facilities, technology, traffic flow, human resources, and parking will need to be addressed.
8. Strategic partnerships in the Atlanta community – Emory’s community contributions often are disjointed and lack focus. To become a more vital and important community partner, Emory needs to focus its efforts strategically.
9. Nurturing and fostering community life – Faculty and staff must have the ability to interact easily with one another and with students.
10. Building a culture of philanthropy – Recognizing that funding of collegiate endeavors requires diversified revenue streams, Emory has to address the fact it is behind in the culture of philanthropy.

The University-wide plan will be revised based on the Theme, Initiative, and Implementation Strategy process, as well as the goal and issues assessment.

Process for Evaluating and Updating School and Unit Plans

Reviewing and updating the School and Unit Plans will involve:

- **Dashboards or scorecards** – Developing and implementing the use of School/Unit-specific dashboards or scorecards to provide detailed snapshots of school/unit progress

- **Environmental Assessment** – Assessing the current environment to develop new or updated goals and strategies
- **Strategic Issues** – Reviewing the impact school/unit plans have had on their unique strategic issues

Dashboards or Scorecards

Emory University utilizes a dashboard which consists of annual indicators that are base lined to measure progress toward improving Emory’s success as a destination for faculty, students, staff, philanthropy, and healthcare. Several Schools and Units noted that their school is not adequately represented in the University dashboard. Developing School/Unit specific scorecards would assist with ongoing evaluation of the University-wide plan, assist Schools and Units in tracking their plan goals, and create drill down data for aspects of the dashboard.

Currently, Schools and Units submit data with their annual report submission that contribute to the dashboard. Those data include faculty recruitment, tenure and promotion, retention, projected hires, and national and international recognition. Other data is related to students, such as admissions and placement. In addition, the annual reporting process requires Schools and Units to submit metrics related to their plan goals.

During FY09 it is proposed that Emory University Strategic Planning, in conjunction with Institutional Research and the WHSC Strategic Planning Office, assist Schools and Units develop scorecards. Scorecards will provide a format to examine whether the strategies Schools and Units are utilizing are working to accomplish their goals as well as University-wide goals. Scorecards differ from the University dashboard in that scorecards will utilize metrics that could be updated more frequently than once a year. Updating scorecard data on a more frequent basis allows for course corrections mid-year.

For the initial round of scorecards, proposed areas of focus are faculty, students, facilities, and programs. School and Unit scorecards could be incorporated into the Annual Reporting process, presented at SIAC meetings, used as a tool for communication to the Board, and potentially be used as a management tool.

It is anticipated that some Schools and Units may have their scorecard needs met through the set of core dashboard metrics, however, some Schools and Units may need to incorporate additional metrics to track progress toward goals as well as to examine the strategies they are using to accomplish those goals. It is also anticipated that the University-wide Dashboard may be modified during this process.

Environmental and Strategic Issues Assessment

In addition to evaluating progress using scorecards, Schools/Units will be asked to conduct an environmental assessment to identify strengths, weaknesses, opportunities, and threats and review/revise their unit's strategic issues. Schools and Units will be asked to update their strategic plans for 2010 – 2015 based on an assessment of their progress, impact to their strategic position, and changes in the current environment.

Schools on a different timeline, may or may not be involved in the update process, but should be included in scorecard development.

APPROVAL PROCESS

The Strategic Implementation Advisory Committee and the President's Cabinet will evaluate the themes, initiatives, implementation strategies, and EU Strategic Plan progress. Modifications to the University-wide plan, such as elimination or modifications of initiatives, will have to be approved by the Executive Committee, President's Cabinet, and the Board of Trustees.

The Strategic Implementation Advisory Committee and the President's Cabinet will also provide guidance as the Schools/Units update their plans. Updated School/Unit plans will need to be endorsed by the Executive Committee and President's Cabinet.

PROPOSED TIMELINE

Recognizing that some of the strategic plan components are further along than others due in part to differences in the timing of funding, leadership changes, dedicated staff, and time commitments of leaders, a staggered approach for the evaluation and update process will be utilized.

	Jan - May 2008	June - Aug 2008	Sept - Dec 2008	Jan - May 2009	June - Aug 2009	Sept - Dec 2009	Jan - May 2010	June - Aug 2010
Themes, Initiatives, Implementation Strategies	Annual Report letters distributed in May	Institutional Research and Planning will assist strategic plan leaders in setting goals, measures, and targets	Evaluation: Global Health, Predictive Health, Religions, Policy Solutions, Creativity and the Arts	Evaluation: Faculty Distinction, Creating Community, International, RDI, Neuroscience, CLS, Engaged Scholars, Strategic Alliances				
Schools and Units			Develop School/Unit-based dashboards (See extended timeline)	Begin school and unit scorecard data collection, and incorporate initial findings into University-wide assessment	Distribute strategic plan process instructions to Schools/Units	Begin update of School plans (environmental assessment), School/Unit-based dashboards due with Annual Report Oct 1	Continue and finalize updates to School/Unit plans (goals, initiatives, measures, targets)	Finalize updates by August
University-wide Plan			Begin review of Strategic Issues	Begin assessment of achievement toward University-wide strategic goals	Complete review of Strategic Issues and achievement toward goals. Complete preliminary update of the plan		Update University-wide plan as needed based on Theme, Initiative, Implementation Strategy evaluations and school and unit plans	Finalize updates by August
Reports	Annual Report letters distributed in May		Annual Reports due Oct 1. Implementation Status Report distributed to the Board Nov 1	Annual Report letters distributed in May		Annual Reports due Oct 1. Implementation Status Report distributed to the Board Nov 1		Updated University-wide Strategic Plan and Executive Summary
Approval			Present evaluation and update process to President's Cabinet and SIAC	Present evaluation and update process to President's Cabinet, SIAC, and Board			Present school and unit plans to SIAC	Present updates to Board

Extended Scorecard Development Timeline

September 2008	October 2008	November 2008	December 2008	January 2009
EUSP analyzes previously submitted School and Unit goal metrics	IR and EUSP develop scorecard resource manual and disseminate to Schools and Units	EUSP, IR, and WHSC SPO meet with Individual Schools and Units to provide technical assistance as they develop scorecards	EUSP, IR, and WHSC SPO meet with Individual Schools and Units to provide technical assistance as they develop scorecards. Working session with Schools and Units at IST meeting	Schools and Units finalize set of core scorecard metrics to be reported on

February 2009	March 2009	April 2009	May 2009	October 2009
<p>Schools and Units begin data collection for scorecard metrics. EUSP provides formal feedback on scorecards</p>	<p>Schools and Units evaluate and refine scorecard metrics if needed. Schools and Unit data collection continues.</p>	<p>Final list of scorecard metrics presented to SIAC</p>	<p>Scorecards get folded into assessment of achievement toward University-wide strategic goals. Annual Report instructions include School and Unit scorecards</p>	<p>Scorecard data due with Annual Report</p>