



## The **Emory University Strategic Plan**, 2005–2015



Where **Courageous Inquiry** Leads

**Executive Summary**



Over an eighteen-month period, Emory University conducted an intense, searching, sometimes difficult but forward-looking inquiry into itself and its role in the local, national, and international communities of which we are a part. Our collective discussion has been deeply reflective and revelatory and has resulted in an inspiring and achievable plan for our university over the next ten years.

**“Our aspirations** as a university can best be **reached within** overarching, university-wide **strategic goals.**”



## How did we come to this? We began with the University's Vision Statement:

Emory is 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.

Gathering in our traditional academic and administrative units, we worked with our immediate colleagues to clarify everything from our performance to our institutional values and goals. From our home units we then engaged with our colleagues from across the Quads. We explored our diversity, comparing and sharing our individual passions and interests. We evaluated our performance compared to our peers and against our own high standards and aspirations. We took stock of our resources and of the many challenges facing higher education in this new century. We took an honest account of ourselves: how far we have come as a relatively young research university and how far we might go. Into these discussions we invited esteemed colleagues, alumni, and friends from beyond our University community.

We had hoped, in this vital process, to learn much about ourselves and our community. And we did. We enriched our understandings of our diverse and common heritages.

We came away struck by just how thoughtful, ethically engaged, interesting, and inspiring are our colleagues and how vital are our alumni, community partners, and friends. We decided that we can enlarge our aspirations and look for more opportunities to catalyze and lead positive transformation in our world, both locally and globally. We came to realize the scope of what we can accomplish as a UNIVERSITY if we leverage the MULTIplicity of our strengths, including the extraordinary power of penetrating, relentless, and principled inquiry. One illustration of this multiplicity is the ethics discipline, with its interdisciplinary focus and the crucial role it plays in the life and mission of the University.

As a result of our collective discussion and planning, we have undertaken a profound commitment. Emory University shall be a place "Where Courageous Inquiry Leads." We will be both a destination and an embarkation point for transforming ourselves and our world.

# The Five Pillars of Courageous Inquiry

- I. University-wide Strategic Goals
- II. Individual School and Unit Plans for Preeminence
- III. Crosscutting University-wide Themes and Initiatives
- IV. Creative Implementation Strategies
- V. Growing and Leveraging Our Institutional Resources

## University Strategic Goals

Our planning has shown us that our aspirations as a UNiversity—to be “Where Courageous Inquiry Leads”—can best be reached within overarching University-wide strategic goals reflecting our commitment to (1) humane teaching and mentorship and a respectful interaction among faculty, students, and staff; (2) open disciplinary boundaries that encourage integrative teaching, research, and scholarship; (3) using knowledge to improve human well-being; and (4) a global perspective on the human condition. The first three goals emerged naturally and by consensus directly from the plans of our schools and other units. The fourth grew out of subsequent discussion regarding our aspirations for transformational impact locally, nationally, and internationally.

**(1) Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, and service programs.**

Our faculty members are critical to the success of the University. Emory needs to further the development of faculty who have achieved or will achieve preeminence in 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.**

Emory will attract smart, curious, creative, and socially engaged students who will become lifelong learners and responsible citizens. We will prepare students who are fully engaged and literate as citizens of the twenty-first century.

**(3) Emory’s social and physical environment enriches the intellectual work and lives of faculty, students, and staff.**

Emory will be an employment destination for staff and faculty. Our environment will promote and celebrate diversity, build supportive infrastructure and spaces, provide competitive compensation programs, support interdisciplinary and collaborative activities, and nurture respect and accountability.

**(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 twenty-first century frontiers in science and technology.**

Emory faculty, staff, students, and alumni will play an increasingly critical role in addressing the most pressing issues of our time. We will do so within the time-honored traditions of humanistic scholarship and teaching that explore languages and literatures, philosophies, histories and artistic expression, as well as the sciences and technology.

## Individual School and Unit Plans

Emory’s schools and other major academic, research, and operating units are our bedrock, without which we cannot build or aspire to anything of lasting value. The individual plans developed within each of these units form the core of the University’s exciting plans for the future. We aspire to transformational leadership on the basis of achievable plans for preeminence developed within each of our schools and our other major academic and operating units.

**EMORY COLLEGE** will become a national model for combining the personal engagement and excellent teaching of a traditional liberal arts college with the groundbreaking scholarship and resources of a major research university. Emory College will:

- significantly increase merit scholarships and need-based support to attract more of the nation's top students and continue scholarships to retain Emory's best students;
- hire 100 new faculty to strengthen those disciplines at the heart of the liberal arts curriculum;
- build on existing and emerging areas of interdisciplinary strength, including International and Comparative Studies, Religion, Ethics, Mind and Brain, Health and Society, and Creative and Performing Arts; and
- create an outstanding social and physical environment, including a science neighborhood, where ideas across disciplines can grow, flow, and flourish.

**OXFORD COLLEGE** will develop into an exemplar of a liberal arts college by creating a national model for undergraduate education built upon its distinctive, intensive, two-year liberal arts program. To achieve this vision, Oxford College will:

- determine the proper balance between growth and stability and pursue optimal size for student body, faculty, staff, and facilities;
- construct, renovate, and upgrade living and learning facilities to support academic excellence and community life;
- prioritize environmental stewardship and healthful living by integrating them into the planning and implementation of programs and facilities; and
- enhance programs that establish Oxford College as a full partner in positive social action in the local community and that engage students in roles of leadership and service.

**THE GRADUATE SCHOOL OF ARTS AND SCIENCES** will develop nationally recognized, interdisciplinary, and interschool research programs that create new knowledge and educate leading researchers, scholars, teachers, and societal leaders. To create a strong grants culture among faculty and students and to provide students with the optimal training experience,

the Graduate School of Arts and Sciences will:

- offer a new level of graduate student support, including health insurance, that will enable Emory's graduate programs to compete with national and international peer programs for the very best students;
- provide incentives, create a culture, and design support programs that encourage and enable faculty and students to apply for and obtain external grants;
- develop broader range of career development services and support programs that will provide the optimal training experiences and prepare Emory graduates for a wide range of careers inside and outside of academe; and
- strengthen its Teaching Assistant Training and Teaching Opportunity and English as a Second Language programs and develop new programs, modeled on existing ones such as Problems and Research to Integrate Science and Mathematics, Summer Undergraduate Research Program at Emory, and Summer Inquiry Research Program at Emory, that will integrate the research and teaching experiences of graduate students with the learning of undergraduate students both inside and outside the classroom.

**THE GOIZUETA BUSINESS SCHOOL** will be regarded as a thought leader—creating and disseminating knowledge at the cutting edge of management practice—and developing principled leaders for global enterprise who drive performance and value creation.

To achieve its vision, Goizueta Business School will:

- establish an institute dedicated to developing all its students as leaders;
- grow its faculty size, research productivity, and scholarly reputation; and
- advance its organizational culture to support and value a diverse community.

**THE EMORY SCHOOL OF LAW** will be nationally and internationally recognized for its commitment to the legal profession as a service profession, for its emphasis on teaching the practice as well as the study of law, and for its premier centers of excellence. The School of Law will:

- reflect the essential role of service in a

- program that offers every student the opportunity to work in the public sector or private nonprofit sectors; offer a substantially expanded loan repayment assistance program and greater scholarship assistance;
- teach the practice of law by building upon outstanding programs in Trial Techniques, Intellectual Property, Child Advocacy, and Environmental Law by adding clinical programs in criminal defense and juvenile justice and through expanded emphasis on transactional skills; and
  - assure that each of its centers of excellence will be interdisciplinary, integrative, and international in approach, and will include Law and Religion, International Law, Feminist Jurisprudence and Legal Theory, and Health Law.

**THE CANDLER SCHOOL OF THEOLOGY** will be a world leader in theological education and religious studies, a school committed to education for diverse forms of ministry and religious leadership, to intellectual vitality, and to the positive transformation of church and world. Candler School of Theology, in conversation with key church leaders, will:

- develop an educational plan that coordinates the activities of all of Candler's varied program units and strengthens the school's ability to equip students for effective ministry in today's church and world;
- implement a campus building plan that provides for a new building for educational, library, and administrative uses, renovation of Bishops Hall, and remodeling of the present library for other educational uses; and
- strengthen Candler as a leading research institution that will establish it as a vibrant center for learning and conversation in the Emory and Atlanta communities on issues of religion and public life.

**THE ROBERT W. WOODRUFF HEALTH SCIENCES CENTER**, consisting of the School of Medicine, the Nell Hodgson Woodruff School of Nursing, the Rollins School of Public Health, Yerkes National Primate Research Center, and Emory Healthcare, will lead progress and change in health care through its superlative programs in education, research, and patient care. Drawing on strengths throughout the

University, the WHSC will pioneer the creation of a new model of health and healing for the twenty-first century.

**THE EMORY SCHOOL OF MEDICINE** aspires to be a top ten institution. To achieve this vision, it will continue to grow National Institutes of Health and other federally funded research, successfully implement a highly innovative curriculum, and provide cutting-edge, compassionate patient care. Specifically, the School of Medicine will:

- focus on the following research areas: cancer; neurosciences; immunity, host defense, and pathogenic agents; cardiovascular and epithelial biology; regenerative, transplantation and reparative medicine; integrative medicine and health services research; molecular structure and interaction/systems biology; global health; and predictive medicine;
- serve as a model for medical school education in the twenty-first century through the school's revamped and innovative medical curriculum, which better reflects both the new knowledge about adult-learning theory and rapid scientific advances in medical science. The revised medical curriculum and the school's cutting-edge research will be enabled by new state-of-the-art medical education and research buildings;
- provide an environment that will create future leaders who are creative and thoughtful thinkers by emphasizing pioneering research and innovative curriculum; and
- remain committed to delivery of care to its patients through service at Emory Healthcare, the Atlanta-based Veterans Affairs Medical Center, Grady Health System, and Children's Healthcare of Atlanta at Egleston, and by recruiting faculty that strengthen departments and interdisciplinary care.

**THE NELL HODGSON WOODRUFF SCHOOL OF NURSING** will be one of the nation's top three private schools of nursing and a leading global force in research, education, and leadership that improves nursing care. Building on its core values of social responsibility, scholarship, and leadership and key partnerships within and beyond the Emory community, the school will

continue its remarkable upward trajectory as a leading force for enhancing the health of vulnerable people in Georgia, the United States, and the world. To realize these aspirations, the School of Nursing will:

- become the leading private school of nursing in the world in the area of international nursing, including health workforce development, policy and global government nursing, and health leadership;
- become a national and international model for integration of social responsibility into all school curricula;
- provide international and national leadership in faith-based and mission-related nursing programs; and
- collaborate with key University partners in curricular reform and research relating to predictive health.

In support of these goals, the school will also develop a work community that supports excellence, health, well-being, and environmental stewardship.

### **THE ROLLINS SCHOOL OF PUBLIC HEALTH**

will become one of the top five schools of public health in the world. Serving as the hub of global health at Emory, the school will unite and energize the campus while enhancing the University's stature through its commitment to improving health and preventing disease locally, nationally, and globally. As complex local and global health challenges continue to threaten our health and future, the Rollins School of Public Health will be preeminent in training leaders for the public health workforce who can apply solid, grounded skills creatively in diverse environments. To achieve these goals, the Rollins School of Public Health will:

- recruit an additional twenty-five tenure-track faculty who will serve as catalysts for interdisciplinary research;
- double the number of PhD students and increase merit scholarships to attract the best MPH students;
- continue to nurture partnerships with the Centers for Disease Control and Prevention, The Carter Center, CARE, the Task Force for Child Survival and Development, the American Cancer Society, and state and local public health agencies that provide a strategic advantage in public health educa-

tion and research, reinforce the spirit of cooperation, and add to the distinction of the Rollins School of Public Health; and

- construct a new building to add to its current resources.

### **THE YERKES NATIONAL PRIMATE RESEARCH CENTER**

will lead the world in bringing together comparative behavior, genomics, proteomics, imaging, and transgenic technology to pioneer in comparative medicine and predictive health. Yerkes Center will focus on the following key initiatives to achieve this vision:

- integrate modern immunological science with a detailed understanding of how diseases develop. Discoveries in this area will foster the creation of new vaccines and vaccine strategies, which Yerkes will extend to include noninfectious diseases;
- implement new and unique biomedical research paradigms that capitalize on the differences and similarities between human and nonhuman primates to gain a deeper understanding of human vulnerability to disease across the life span;
- become the quintessential site for advancing biomedical and behavioral knowledge by combining the latest and most powerful crosscutting technologies, including microarray-based genomics, molecular imaging, and sophisticated behavioral assays that take advantage of the unique contribution of nonhuman primates as a model for human behavior and disease; and
- develop plans to secure funding for a new building on the Yerkes campus to support expanded programs and new initiatives proposed in its strategic plan.

**EMORY HEALTHCARE**, as the clinical enterprise of the Woodruff Health Sciences Center and Emory University, is dedicated to caring for its patients, training health care professionals for the future, pursuing discovery research and clinical innovation, and serving its community. With its goal to be the leading health care system in Atlanta and the Southeast, differentiated by discovery, innovation, and compassionate, patient-focused care, Emory Healthcare will continue to build upon its distinctive strengths to become a model for other academic health systems to emulate. Emory

Healthcare will:

- implement the Emory Clifton Corridor and Emory Midtown master facility plan to support long-term growth;
- develop and promote key programs by providing high quality, compassionate care differentiated by nationally recognized research and education. Priority programs will focus on cancer, cardiovascular health, neurosciences, transplant, and lung health;
- develop evidence-based care models to impact quality of care, patient safety, and professional practice; and
- promote a high performance, patient-focused service culture.

**THE EMORY LIBRARIES** will support and enhance the vision and goals of the University and its academic units in the following ways. Emory Libraries will:

- build collections that provide distinction in key disciplines;
- create an outstanding digital library that seamlessly connects users with online information and resources;
- create an internationally renowned humanities center that will enable students and scholars from around the world to carry out groundbreaking research, building upon its distinguished special collections in modern literature and African American culture; and
- actively collaborate in teaching and learning, helping to produce digitally literate Emory graduates who are able to navigate a complex and ever-changing online information environment as successful scholars and effective citizens.

**THE MICHAEL C. CARLOS MUSEUM** will be a premier center for the conservation and preservation of material culture and an international destination for scholars, students, and visitors seeking to study the art and history of world cultures. The museum will use its programs and resources to measurably improve the quality of cultural life on campus for Emory students, faculty, and staff; provide educational and cultural resources to the Atlanta community, thereby setting an example for high-quality, enriching public service; and facilitate educational applications of technology by developing

distance-learning programs, audio guides, and websites that provide information, research opportunities, and interactive teaching and learning resources. The Carlos Museum will:

- build and upgrade its six major collection areas: ancient American art; ancient Egyptian, Nubian, and Near Eastern art; ancient Greek and Roman art; Asian art; sub-Saharan African art; and works of art on paper including European and American prints, drawings, and photographs;
- plan an enhancement of the Museum facility to accommodate growth in the collections and development of destination exhibitions and research spaces; and
- develop publications that support and expand intellectual inquiry and research at the Carlos Museum.

**THE DIVISION OF CAMPUS LIFE** will create an exemplary learning community, combining classroom and residential life with experiential learning that prepares students for a life of ethical leadership and active engagement. To achieve this vision, the Division of Campus Life will:

- develop staffing and upgrade facilities for Athletics and Recreation to meet community needs and to compete with top institutions;
- update, renovate, and operate residence halls and complementary facilities to meet the goals of housing a larger percentage of undergraduates on campus, providing for the current needs of today's students and promoting a living/learning community that fosters personal growth and discovery;
- explore issues of ethics, integrity, and honor throughout the University; and
- relocate and maximize space for Campus Life by gaining greater visibility for offices and creating a multipurpose center.

## University-wide Themes and Initiatives

To enable the greatest leveraging of the multiplicity of our University-wide strengths and resources, the school and unit programs for preeminence will interconnect by and through University-wide themes and initiatives.

We have identified several opportunities for such transformational interdisciplinary contributions:

### Theme 1

#### Strengthening Faculty Distinction

Our faculty shapes the University's academic direction through outstanding teaching, research, and service. Emory will invest in its faculty by recognizing and retaining current talent and by recruiting promising young scholars and distinguished established scholars.

### Theme 2

#### Preparing Engaged Scholars

Emory's diverse student scholars will be grounded in the arts and sciences and ready for significant achievement with a portfolio of skills and values tested in community involvement. Students will be challenged to engage the public and address societal issues as they develop the skills and attributes of critical thinkers and citizens.

### Theme 3

#### Creating Community-Engaging Society

Emory will create a community environment in which students, faculty, and staff can realize their full potential. Emory will be the preferred employer and first choice—a destination for staff and faculty to work, raise families, and contribute to the campus and the world.

### Theme 4

#### Confronting the Human Condition and Human Experience

No university committed to producing new knowledge can dare shy away from confronting timeless and timely questions of the human condition and the human experience. We will bring together interdisciplinary teams of humanists, artists, scientists, and social scientists to tackle difficult subjects, challenge prevailing beliefs, and assert the University's role in thoughtfully addressing important public policy issues.

### Theme 5

#### Exploring New Frontiers in Science and Technology

In the twenty-first century, science and technology are going to change radically, with dramatic impact on the world and the human condition. Emory will address this in three specific ways: Neuroscience, Human Nature, and Society; Predictive Health and Society; and Computational and Life Sciences.

## University-wide Themes and Initiatives

1. Strengthening Faculty Distinction
  - a. Faculty development activities
  - b. Tenure and promotion practices
  - c. Recruitment and retention
2. Preparing Engaged Scholars
  - a. Students
  - b. Community outreach
  - c. Curriculum
  - d. Pedagogy
3. Creating Community-Engaging Society
  - a. Professional and leadership development
  - b. Diversity
  - c. Sustainability
  - d. Work-life enhancement

4. Confronting the Human Condition and Human Experience
  - a. Understanding religions and the human spirit
  - b. Understanding race and difference
  - c. Implementing pathways to global health
5. Exploring New Frontiers in Science and Technology
  - a. Neuroscience, human nature, and society
  - b. Predictive health and society
  - c. Computational and life sciences



## Creative Implementation Strategies

Four specific strategies have been identified as important vehicles for realizing our transformational ambitions:

- the infusion of **Creativity and the Arts** in all that we do;
- critical **Strategic Alliances** with local, national, and international partners;
- a comprehensive **Internationalization Plan** that will enable enhanced collaborations and resources necessary for international programs with impact;
- the creation of an **Institute for Advanced Policy Solutions** that can provide the resources, platforms, and direction necessary for significant cross-disciplinary and other complex, collaborative policy solution efforts.

## Growing and Leveraging Institutional Resources

Our ability to realize our vision depends in large measure upon our capacity to create and harness the resources necessary for such transformative ambitions. Key resources include:

- A Campus Master Plan updated to reflect and incorporate our consensus goals;
- A comprehensive Campaign for Emory's Future, through which we can secure the support of our entire extended community for our strategies and plans.

## Conclusion

Our planning shows that Emory—its faculty, staff, students, alumni, parents, and friends—is a University absolutely committed to leadership for the twenty-first century. We understand and intend to demonstrate that transformational leadership, creativity, discovery, and innovation are where courageous inquiry leads.

**“Emory’s schools** and other major academic, research, and operating units are our bedrock, without which we cannot **build** or aspire to anything of **lasting value.**”



# EMORY

## Emory University Strategic Plan Where Courageous Inquiry Leads

Emory University's mission is to create, preserve, teach, and apply knowledge in the service of humanity.

### Vision Statement

Emory is 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.

**Goal 1:** Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, and service programs.

**Goal 2:** Emory enrolls the best and the brightest undergraduate and graduate students and provides exemplary support for them to achieve success.

**Goal 3:** Emory's social and physical environment enriches the intellectual work and lives of faculty, students, and staff.

**Goal 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 twenty-first century frontiers in science and technology.

### Creativity and the Arts

Creativity and the Arts	
Strategic Themes	University-wide Initiatives
<b>Strengthening Faculty Distinction</b>	<ul style="list-style-type: none"> <li>• Faculty development activities</li> <li>• Tenure and promotion practices</li> <li>• Recruitment and retention</li> </ul>
<b>Preparing Engaged Scholars</b>	<ul style="list-style-type: none"> <li>• Students</li> <li>• Community outreach</li> <li>• Curriculum</li> <li>• Pedagogy</li> </ul>
<b>Creating Community-Engaging Society</b>	<ul style="list-style-type: none"> <li>• Professional and leadership development</li> <li>• Diversity</li> <li>• Sustainability</li> <li>• Work-life enhancement</li> </ul>
<b>Confronting the Human Condition and Human Experience</b>	<ul style="list-style-type: none"> <li>• Understanding religions and the human spirit</li> <li>• Understanding race and difference</li> <li>• Implementing pathways to global health</li> </ul>
<b>Exploring New Frontiers in Science and Technology</b>	<ul style="list-style-type: none"> <li>• Neuroscience, human nature, and society</li> <li>• Predictive health and society</li> <li>• Computational and life sciences</li> </ul>

Strategic Alliances

Institute for Advanced Policy Solutions

### Internationalization Plan and Initiatives



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