

Emory College combines the best qualities of both a traditional liberal arts college and a major research university. Our students, faculty, and facilities are among the finest anywhere. But we aspire to be more than simply elite. Our vision calls for us to capitalize on the dynamic combination of people, places and programs that Emory alone can offer. With targeted investments and strategic growth, Emory College will forge even stronger connections between its teaching and research missions, allowing for a learning experience like no other – one that is distinctive in its offerings and lasting in its effects. To bring an even greater Emory within reach, we will support and sustain three broad aspirations, each of which encompasses specific goals that will be implemented through a set of strategic initiatives.

Aspiration #1 Cultivate a diverse and intellectually vibrant community by recruiting and retaining outstanding students, distinguished faculty, and excellent staff.

Emory College has always chosen its incoming class for their intellect, passion, curiosity and conviction – we seek young people who promise to shine in their own lives and to improve the lives of others. As a result, our students excel both in and out of the classroom: as scholars, debaters, artists, athletes, campus leaders, and community volunteers. But if we are to be a destination school, unique both in academics and in our impact on the world, we must attract and retain even more of the nation’s top-level students, regardless of their ability to pay. By increasing both merit- and need-based scholarships, and thus removing all barriers to the best, we can be still more selective in accepting students and more certain of enrolling those we accept. Once enrolled, students will be encouraged to think and act in creative, thorough, and thoroughly responsible ways. By sharpening the focus of undergraduate life to emphasize independent research, academic growth, and volunteer service, the College will create a rich intellectual experience that extends seamlessly from classroom to campus life to community engagement.

Our students can expect to work alongside world-class faculty who embrace their two-fold responsibility as both teachers and researchers. Emory College faculty are as devoted to teaching, mentoring, and advising as they are to publishing, pursuing their own research, and serving the community. But if we are to honor our commitment to high quality teaching at the same time that we demand significant research, we simply must have more faculty to get the job done. By hiring 100 new faculty, the first phase of a long-term plan of growth, we will reduce the student-faculty ratio from 10:1 to 9:1, enhancing the meaningful student-faculty interaction that is so crucial to our vision. Of course we must also motivate our best faculty to stay at Emory when well-respected competitors come calling with offers of better compensation, greater visibility, or more impressive resources. To this end we will not only maintain our current faculty salary program but enhance it, to reward excellence and create incentives for achievement. In addition we will continue to invest in opportunities and infrastructure that enable our faculty to excel in every facet of their lives as teachers and scholars.

Adding faculty will allow us to teach and conduct research at even higher levels – but it will also, inevitably, strain the staffing levels of our programs and departments, already staffed at only half the rate of our peer institutions. To maintain our high standards of excellence we will hire more staff to efficiently carry out administrative duties, allowing our faculty to concentrate their time and energy on superlative teaching, research, and service and thereby improving the educational experience and intellectual community of the College.

Aspiration #2 Invest in targeted areas of academic strength where Emory can achieve genuine distinction.

Our vision of providing an unparalleled learning experience begins with superb teaching. At Emory we expect every College faculty member to teach, and to do so with great skill. Enriching Emory's already strong tradition of classroom excellence, the College will increase both support for professional development in this area and rewards for high achievement.

The liberal arts tradition – the very idea of education – rests on a foundation of strong disciplines. From strong disciplines students gain the skills necessary to think critically, debate respectfully, and act responsibly. Emory College will identify the needs of core departments, target those areas, and hire in such a way that advances already fine departments and programs into the very front ranks of excellence both nationally and internationally.

Another mark of a great teaching and research institution is the ability to develop distinctive academic programs, particularly those that span traditional disciplines and create integrated approaches to framing issues and solving problems. Emory has acquired a national reputation for building strong interdisciplinary centers and for a culture that encourages the bridging of traditional divides between departments, divisions, units, and nearby institutions. We will promote Emory's talent for developing and guiding interdisciplinary work by establishing flexible, responsive support structures. And we will invest in those areas of current interdisciplinary strength, existing as well as emerging – among them African-American studies, mind-brain research, urban studies, and the creative and performing arts – that offer promise of achieving genuine scholarly distinction.

Aspiration #3 Create a distinctive social and physical environment that enriches the intellectual works and lives of faculty, students, and staff.

None of this can happen without a place as unique as the people who work, learn, and live here. On the whole, the quality of College space is excellent. However, College facilities are currently at or above 95% capacity and our faculty have 10% less assignable space than at peer institutions. To accommodate projected program growth, newly recruited faculty, and the changing nature of teaching and research, additional facilities will be required, and several existing facilities will have to be renovated. The College will provide the social sciences and humanities with new and needed facilities for teaching and research and construct a "science neighborhood" where ideas across disciplines can grow, flow, and flourish. In addition, the College will create more common spaces to foster interaction and collaboration between students and faculty, an essential step toward cultivating a more vibrant intellectual community. We must also invest in infrastructure, in our library and computing systems, to meet the growing demands of a College community that thrives on knowledge and connection.

Emory College has a long, proud tradition of bringing together the nation's finest teachers, learners and researchers, and we will continue to enhance our reputation for top-tier academics by enrolling the best students, recruiting the best faculty, and nurturing the best work from both. At the same time that we take pride in being recognized by our peers and the public as an institution with few rivals for academic excellence, we will continue to envision a liberal arts education that truly sets us apart. Our students must be scholars, our scholars teachers, and our teachers leading researchers to an extent that other universities can only envy. A vibrant liberal arts tradition is at the heart of every great academic institution, and the College believes its contributions will propel Emory toward its future as a true destination university.