REDEFINING the CENTER

emory campus life strategic plan

2017-2020
As the Emory Campus Life team, we have completed our multi-year strategic planning process with the invaluable input of hundreds of Campus Life staff and other members of our university community – including students, faculty, alumni, trustees, and community partners.

We have developed a blueprint for action that articulates our values, passion, and potential – and provides fundamental direction for our work in the years ahead as we continue to serve Emory’s students and our entire university community.

As we celebrate this major landmark, let us recommit ourselves to "Redefining the Center." As we pursue the shared vision and goals that constitute the plan’s core and the focus of our future endeavors, we will be building on the impressive accomplishments of the Campus Life team over many years past.

I thank you for your contributions to the planning process and your ongoing work with Emory Campus Life. I look forward to your continued insight and engagement as we embrace unprecedented opportunities for growth, development, and co-curricular learning through implementation of our innovative strategic initiative.

Best Regards,

Ajay Nair
Senior Vice President and Dean of Campus Life
MISSION

Emory Campus Life (ECL) strategic planning process began in summer 2013 with the development of ECL’s current mission, vision, and values – an effort that involved input from all ECL staff and the larger university community.

Based on its declared values, ECL developed Shared Opportunities on which its departments could collaborate. Next, ECL departments completed their individual strategic plans, from which ECL synthesized its goals.

This document describes the foundations and connections that merge our shared opportunities, goals, and individual departmental strategic plans into one plan that will guide Emory Campus Life over the next three years.

EMORY CAMPUS LIFE MISSION

Emory Campus Life cultivates a welcoming and dynamic community that is committed to developing skills necessary for lifelong success and positive transformation in the world.

VISION

Emory Campus Life, a community recognized internationally for advancing education into action and delivering world-class programs and services, promotes a healthy and sustainable environment where students live what they learn and learn what they live for self and society. Emory Campus Life catalyzes lifelong self-reflection and self-critique that fosters polycultural exchange and community building to pursue of authentic engagement with the world.

VALUES

1. COURAGEOUS INTEGRITY
   - Campus Life will work to create and sustain a culture of courageous integrity that embodies strength, grace, and courage, and inspires positive transformation in the world.

2. CRITICAL INQUIRY
   - Campus Life is committed to engagement that challenges and supports community members in their efforts to critically question the world and themselves by pursuing authentic, free, and open exploration.

3. CULTURAL HUMILITY
   - Campus Life will catalyze lifelong self-reflection and self-critique that fosters polycultural exchange and community building to pursue authentic engagement with the world.

4. FLOURISHING COMMUNITY
   - Campus Life will inspire and empower all members of the Emory community to optimize their potential by encouraging physical, mental, social, emotional, and spiritual health and well-being.

5. PERSONAL + PROFESSIONAL EXCELLENCE
   - Campus Life will share knowledge, expand skills, develop new ways of knowing and understanding, and develop innovative models of collaboration that strengthen our community.

6. SOCIAL JUSTICE
   - Campus Life will provide an inclusive and diverse community that challenges injustice, affords equitable access to resources, and affirms and appreciate our differences and interactions as members of the Emory community.

GOALS

The strategic plan, Redefining the Center, reflects countless hours of collaboration by hundreds of members of the Emory University community, including every member of ECL. At the same time, it encompasses the ECL departmental strategic plans, which embrace our values.

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SHARED OPPORTUNITIES

1. SUPPORT ACADEMIC ENGAGEMENT + STUDENT SUCCESS
   - To challenge and support students to optimize their academic, career, and social mobility through self-discovery, intellectual inquiry, and polycultural exchange.

2. PRACTICE COMMUNITY
   - To encourage students to struggle together to enact the turkler’s ideas and, where they intersect, and to foster a sense of belonging in all of our students.

3. DEVELOP IMPACT + INFLUENCE
   - To attract and develop potential solutions to better serve our community and the world.

4. CREATE A SAFE, HEALTHY + SUSTAINABLE ENVIRONMENT
   - To engage in practices that positively impact our health and collective well-being, safety, and environment.

5. ENHANCE INFRASTRUCTURE
   - To provide students and community support through effective and efficient operations, financial stewardship, information security and technology, professional development, and a communications infrastructure to deliver the mission and support our community and the world.

This document is derived from all six ECL Values.

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PRACTICE COMMUNITY

Increase student engagement

- Develop and sustain diverse programs and community-building initiatives to create a better sense of belonging for students — especially those from marginalized and underserved populations.
- Promote engagement with Emory University through traditions, student organizations, athletics, iconography, and community gathering spaces.

Grow partnerships

- Increase partnerships both inside and outside of Emory, including local and global communities.

Build organizational capacity

- Develop and improve physical spaces, including the new Campus Life Center.
- Increase resources to meet critical and increasing student needs.

Build individual capacity

- Expand education and training for students and staff to increase cultural humility and a greater understanding of the needs and experiences of a dynamic and diverse community.
- Identify the needs of students related to their sense of self, specifically examining class, race, gender, ability, and sexuality.

Career Center

Create a new event that brings together employers with students who have historically faced underrepresentation in the workforce or discrimination during the hiring process.

Recreation + Wellness

Increase awareness of and participation in the Healthy Emory initiative.

Center for Advancement of Student Advocacy + Agency

Provide programs to ensure Emory students have a strong sense of self that is informed by multidimensional understandings of class, race, gender, ability, and sexuality.

Dobbs University Center

Create intentional space for student engagement, especially associated with the new Campus Life Center.

To encourage students to struggle together to enunciate how they differ and where they intersect, and to foster a sense of belonging in all of our students.
To challenge and support students to optimize their academic, career, and social mobility through self-discovery, intellectual inquiry, and polycultural exchange.

Growing academic programming
- Reinvigorate Emory Campus Life’s programmatic curricula.
- Expand internal and external academic collaborations with the Office of Undergraduate Education, Oxford College, Emory’s graduate and professional schools, and other campus entities.

Enhance space and facilities
- Expand and promote Emory Campus Life spaces for academic discourse, including the new Campus Life Center, residence halls, dining facilities, recreation facilities, and bookstores.

Commit financial resources
- Increase scholarships and other assets to support academic, career, and social mobility.

Highlight ECL’s existing expertise
- Promote Emory Campus Life’s unique academic resources - including personnel, departments, and facilities - to build student success and create innovative programming.

Rethink professional practice
- Increase research and assessment to improve Campus Life practice.

SUPPORT ACADEMIC ENGAGEMENT + STUDENT SUCCESS

Grow mentorship opportunities
- Develop support for students to apply their coursework outside the classroom (i.e. to apply theory to practice.)
- Encourage students to know, express, and act on their own beliefs, values, and ideas.
- Train students on ethical decision-making, career readiness, work-life balance, and other life skills.

Promote a flourishing community
- Strengthen student programing around flourishing and positive psychology.
- Improve students’ engagement in ECL events and services that promote a stronger sense of self, well-being, resilience, cultural humility, and purpose, especially for students from populations that have historically faced underrepresentation, discrimination, social tension, and oppression.

Increase impact and influence through education
- Identify needs of students related to their sense of self and social identities, specifically examining class, race, gender, ability, and sexuality. Mentor students on how to apply this knowledge to everyday life.

Collaborate and communicate
- Demonstrate and model ECL’s expertise and initiatives in diversity and inclusion, social justice; and contributing to positive change in the world.
- Engage with students and the greater Emory and Atlanta communities to help ECL extend its impact.

Expand professional development
- Improve retention, impact, and quality of life through professional and personal development opportunities.

DEVELOP IMPACT + INFLUENCE

Promote psychological health
- Partner with the Emory University Office of Psychological Health to design and implement programming that promotes mental health and well-being.

Enhance learning and innovation
- Collaborate with other ECL departments to develop innovative faculty partnerships using the “service–teaching–scholarship” model.

Technology + Bookstore Relations
- Promote the bookstore’s role as a primary research space at Emory University. Ensure the bookstores maintain at all times an inventory that promotes academic engagement and diversity. Develop in-store programming to enhance the university’s academic mission.

Residence Life
- Increase student and professional staff competencies and experience with social justice and dialogue across difference.

Learning + Innovation
- Collaborate with other ECL departments to develop innovative faculty partnerships using the “service–teaching–scholarship” model.

Student Success Programs + Services
- Develop a resource center for students in crisis or in financial insecurity situations.

Promote a flourishing community
- Strengthen and market programming around flourishing and positive psychology.
- Improve students’ engagement in key ECL events and services that promote a stronger sense of self, wellness, resilience, cultural humility, and purpose, especially for students from populations that have historically faced underrepresentation, discrimination, social tension, and oppression.

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Sorority + Fraternity Life
- Create opportunities for our stakeholders to engage with the office of Sorority and Fraternity Life’s initiatives and programmatic thrusts.

Student Conduct
- Establish regional think tank to serve as a repository of excellence of practices for student conduct training and conduct office materials (e.g., policies, correspondence, sanctions).

Parent + Family Programs
- Determine means for engaging alumni with ECL departments.

Communications
- Build and practice community with students, staff, and alumni through increasing meaningful social media engagement.

To enact shared values, passions, and concerns as a community to seek positive transformation in our community and the world.
CREATE A SAFE, HEALTHY + SUSTAINABLE ENVIRONMENT

Build organizational capacity

- Understand, evaluate, improve practice, and increase resources and outreach to meet the diverse and changing mental and physical health needs of students.

Increase education on health and wellness

- Refine curricula to educate the community about alcohol and drug abuse, mental health issues, eating disorders, and sexual and interpersonal violence.
- Expand survivor advocacy coverage to include faculty and staff.

Create a culture of safety

- Collaborate with campus partners to ensure community members are fully aware of campus safety resources and utilize them as needed.

Engage in promising practices and around sustainability

- Employ high levels of sustainability modeling through support of student activism, ethical stewardship of ECL resources, leadership in green initiatives, and implementation of value-based built environments.

Focus on wellness

- Develop and improve programs, services, and facilities that enable community members to understand and articulate how nutrition and physical activity work with other aspects of health, exercise, stress management, and overall wellness.

Promote healthy behaviors

- Increase positive mental health self-care, healthy sexual behaviors, immunization compliance, HIV testing, active bystander interventions, healthy sleep, and other wellness behaviors.

Elevate community response mechanisms

- Improve rapid recognition and response to infectious disease outbreaks and other wide-scale emergencies within the Emory student community.
- Reduce preventable injuries and illnesses.
- Direct suicide prevention efforts to reach all students, especially those with identifiable increased risk.
- Increase resources around students in crisis to support student success.

- Counseling + Psychological Services
  Meet the increasing demand for mental health services.

- Health Promotion
  Create and formalize a sustainable on-call advocacy system for survivors of interpersonal violence.

- Student Health Services
  Collaborate with campus partners to create an Emory safety app (LiveSafe).

- Campus Dining
  Promote understanding of responsible and ethical treatment of animals and sustainable food specifications.
ENHANCE INFRASTRUCTURE

Improve facilities
• Expand, renovate, and upgrade facilities and capital equipment across all of ECL.

Expand and enhance communications
• Reimagine the marketing of programs, services, and initiatives to strengthen the relationships between ECL and students, faculty, staff, families, alumni, and other partners.
• Improve social media presence and upgrade ECL websites.

Implement robust fundraising plans
• Identify innovative opportunities to increase financial resources for ECL’s strategic priorities.

Integrate assessment into financial practices
• Develop and implement finance and budgeting processes to ensure appropriate stewardship of financial resources.

Employ state-of-the-art technologies and technological practices
• Ensure all technologies and practices are current, dynamic, and appropriate.

Maintain the highest levels of information security
• Ensure the integrity, redundancy, and security of ECL data.

Engage in robust contract and compliance processes
• Continue to manage contracts fairly and consistently, in line with Emory University and ECL policies and practices.
• Ensure ECL’s responsibilities related to compliance with federal and state laws are maintained at all times.

Support organizational development
• Consistently assess staff recruitment, retention, and organizational structures and implement changes to meet the needs of the Emory community.

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To provide state-of-the-art facilities and equipment, financial stewardship, information security and technology, professional development, and a communications infrastructure to serve as foundations for Emory Campus Life success.

Finance Service Center
• Partner with Goizueta Business School and Emory Finance Network (EFN/FON) to create an externship/mentorship program in the Finance Center for students.

Athletics
• Initiate a comprehensive Athletics Facilities Master Plan.

Housing Operations
• Create a plan to address deferred maintenance for all residential buildings to ensure safety, sustainability, and well-maintained facilities.

Sport/Recreation
• Initiate a comprehensive Athletics Facilities Master Plan.
DEPARTMENTAL PLANS
Departmental strategic plans are living documents and will reside on the ECL Strategic Planning website (www.emory.edu/CAMPUS_LIFE/strategic_planning). These plans reflect the varying stages of development of ECL departments. Some ECL areas were created relatively recently, representing fresh growth and new opportunities.

ASSESSMENT
The Assessment Committee oversees ECL’s innovation infrastructure and assessment strategies. Annually, departments use assessment data and changes in functional areas to identify gaps and underperforming programs.

BRIDGE FUNDING
To assist departments in their strategic planning efforts, Emory Campus Life created a Bridge Fund for new or enhanced initiatives. Proposals for funding such initiatives, subject to approval by the Bridge Fund Committee, may range from $1,000 to $30,000 over three years. Two or more departments, with the support of their Senior Staff members, must co-sponsor each proposal. Funding is subject to availability and will not continue beyond spring 2020.

The Bridge Fund Committee is comprised of Campus Life staff members and co-chaired by Dave Furhman, Interim Associate Vice President for Finance, Administration, and Operations; Bruce Covey, Senior Director, Technology and Bookstore Relations; and Michael Shutt, Senior Director, Community Portfolio.

CONCLUSION
The Emory Campus Life Strategic Plan is an extraordinary expression of the collective values, passion, and potential of our Emory University community. This endeavor—which has been a community effort since its inception—must now be transformed into reality through implementation by our Campus Life team.

Among other things, this document clearly indicates that there is a role in implementation for each member of our ECL community, including students, faculty, alumni, trustees, and the many Emory partners beyond our campus.

Together, let us embrace the challenges this document outlines, the opportunities it creates, and the promise it offers to realize a caring, inquiry-driven, socially just, and poly-cultural community of practice that advances education into action and delivers world-class programs and services for all.

REDEFINING THE CENTER is a blueprint for action that articulates our values, passion, and potential. It is rooted in our values, which we share as members of this university community. It is born of our passion to serve our community. And it is driven by our potential as an agent of change recognized internationally for advancing education into action and delivering world-class programs and services.
Get the story at emorycampus.life.

EMORY UNIVERSITY

Campus Life