



Where *Wonder* Leads.

**A Vision for
Oxford's Future** 2025-2030





Our *collective* ambition.

A NOTE FROM DEAN BADIA AHAD

Strategic plans often invite skepticism. They can be documents that offer (vague) grand promises and lofty language, meticulously bound and ceremoniously presented, but eventually find themselves relegated to dusty shelves, forgotten drawers, and digital files.

This is not that kind of plan.

Perhaps we shouldn't even call it a "plan." A framework? A compass? Whatever the designation, it is my sincere hope that this living expression of our collective ambition defies convention by embracing what makes Oxford College truly exceptional: *its people*.

When I arrived at Oxford College in August 2023, many asked about my "vision" for the college. While I could immediately name any number of exciting opportunities, I recognized that the most compelling vision for Oxford would not emerge from my "vision" or any single perspective, for that matter, but would reflect the wisdom, experience, and aspirations of our entire community.

This realization shaped our approach to creating what is before you. The plan emerged from the collaborative efforts of faculty, staff, students, and administrators across disciplines, ranks, and units. We are profoundly grateful to the many individuals who contributed their insights, expertise, and enthusiastic love for Oxford to this process. Over several months, three working groups came together to explore how we might strengthen what makes Oxford special and reimagine what is possible. They identified ways to deepen our academic programs, enrich student life, reimagine our physical spaces, and better support the people who embody our mission. We listened closely. Through emails, conversations, and community feedback, what emerged is a sincere reflection of our shared hopes, challenges, and commitments.

A *Living* Framework

Our strategic “plan” is grounded in our belief that a liberal arts education should cultivate academic excellence, intellectual agility, moral character, and a purposeful commitment to service. This belief is not merely aspirational—it is the foundation upon which our entire strategic framework is built. Each of the plan’s **four core commitments** reflects this conviction: advancing Oxford’s distinctive academic mission ensures our students receive a transformative education; building sustainable financial and operational strength safeguards the resources needed to support that mission; and deepening community impact and partnerships extends the values of a liberal arts education into the broader world.

Our implementation committee will ensure we remain on course while helping us adapt as circumstances evolve. This document is not etched in marble but inscribed in possibility. It is rooted in our values while setting us on a path to national recognition as a distinctive and distinguished liberal arts college experience.

Beneath the goals, key performance indicators, and action steps lies something more fundamental: hope. In the recent book, *Love’s Braided Dance: Hope in a Time of Crisis*, Norman Wirzba describes hope as “a way of being in which people commit themselves to the healing of our wounded world and, in doing so, communicate a future worth striving for.” It is my sincere hope that, through our collective efforts as outlined here, we will better equip our students to truly understand the beautiful versatility of a liberal arts education—and, in turn, imagine the world anew.

That vision begins with how we define the purpose of education itself. We reject the false divide between the liberal arts and pre-professional pursuits. At Oxford, we affirm that deep engagement with the arts *and* the sciences cultivates the curiosity, empathy, and critical thinking that shape not only better physicians, attorneys, and business leaders but better citizens. By investing in both academic excellence and the formation of character, we prepare graduates with intellectual agility, moral clarity, and a heart for service who are ready to apply their wisdom in pursuit of the greater good. This is the essence of a liberal arts education, and it lies at the very heart of who we are and what we do.

Our strategic vision is rooted in **four core commitments** that chart an ambitious and enriching path ahead—beginning with the power of a liberal arts education, expanding outward to engage the world, sustained by the people who animate our mission, and uplifted by the spaces that foster connection, discovery, and belonging. For each commitment, we will pursue a set of tangible strategies to bring these commitments to life. These strategies translate aspiration into action, guiding our community forward with clarity and purpose.

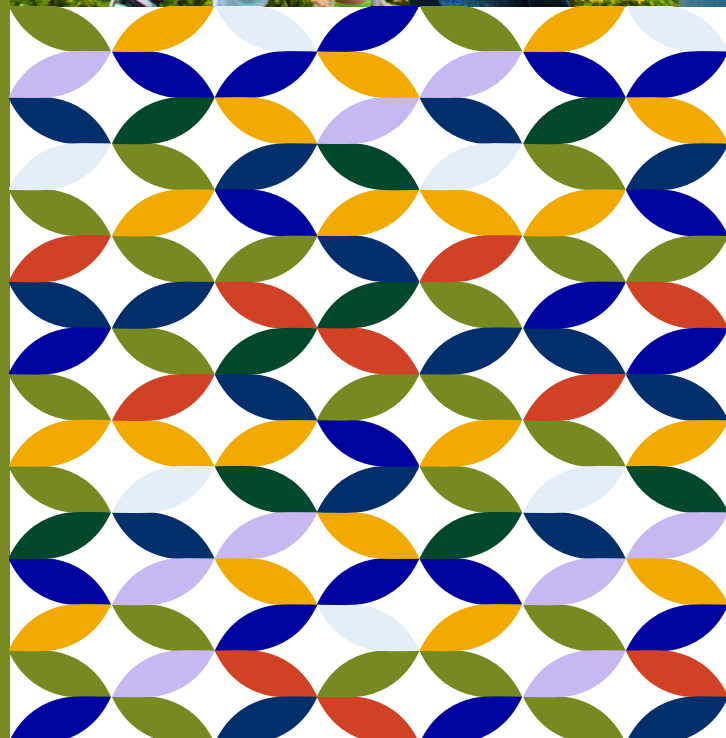
Dean Bodie Abad





Deliver an Inspiring and Integrated Academic Experience

We aspire to redefine what liberal arts education can be in the 21st century. At Oxford College, we envision a student experience that sets a national standard—embedded in the intimacy of a two-year residential community and elevated by the expansive resources of a world-class research university. As the only college of our kind, in the nation and in the world, we have a rare opportunity to double down on our unique identity and inspire a new model of undergraduate education—one that is both deeply personal and profoundly empowering. Our goal is to graduate students who not only discover their intellectual passions but who also leave Oxford with the curiosity, clarity, and courage necessary to shape a more just and humane world. Through this model, we aim to expand what undergraduate education can be—and what it can make possible.



1

The Oxford Experience Redefined

We will reimagine the student academic and co-curricular journey through new life-design frameworks, immersive leadership development, and purposeful mentoring that equips students for lives of impact.

- Establish the Oxford Experience Program to support first-year student success by aligning academic, social, and wellness programming with structured cohort-based experiences
- Enhance ATL Bound to become a four-year purpose pathway that begins at Oxford and extends through the Atlanta campus—integrating advising, mentorship, and experiential learning to help students connect their Oxford foundation to long-term academic, professional, and personal goals
- Establish thematic living-learning communities that connect residential life with students’ diverse academic and civic interests to deepen engagement and belonging
- Create structured programs within the Center for Pathways and Purpose combining ethical reflection, character building, and vocational discernment to help students align their values with their professional aspirations
- Enhance OxWell by expanding mental health and well-being resources through proactive, community-based initiatives—including peer support models, wellness education, and inclusive, timely care
- Redesign the Oxford “graduation checklist” into an intentional learning framework that helps students connect liberal arts coursework to future careers—integrating academic advising to guide intentional course selection, highlight interdisciplinary connections, and move beyond a transactional approach to the undergraduate academic experience

2

Access to Opportunities

We will increase need-based financial support, including scholarships, to ensure all students can equally access an Oxford education and what makes it so distinctive.

- Expand need-based financial support, including scholarships, to ensure all students can access internships, research opportunities, global learning experiences, and summer academic programs
- Expand support for all students, including first-generation students, through mentorship, tailored resources, and new initiatives—such as a summer pre-college program that cultivates early confidence, community, and academic engagement
- Fully endow the Center for Pathways and Purpose to ensure all Oxford students have sustained access to mentoring, vocational discernment, and global programs

Leading-Edge Liberal Arts Learning

We will launch new academic initiatives that integrate interdisciplinary inquiry-based learning to cultivate intellectual curiosity and moral imagination.

- Advance the Professional Advancement Through Humanities Study (PATHS) initiative, funded by the Teagle Foundation Cornerstone Grant, to promote purposeful liberal arts pathways that connect academic inquiry with career exploration
- Create a signature Environmental Studies program that leverages the Oxford Organic Farm and Oxford's location in exurban Atlanta to examine sustainability through multiple disciplinary lenses while fostering environmental leadership and community partnerships
- Design a hallmark pre-business program that foregrounds liberal arts education as a pre-requisite for ethical leadership in business and society
- Offer interdisciplinary course development opportunities that bridge pre-professional goals with liberal arts education—linking fields like medical humanities, art and technology, and ethics and public policy to questions of meaning, purpose, and service to the greater good
- Create intentional opportunities for faculty and staff to explore how virtues and character formation can be thoughtfully integrated into their teaching, helping students grow not only as thinkers but as ethical, engaged citizens
- Develop new international learning opportunities that prepare students to lead with global perspectives in an interconnected world
- Establish a faculty-led Curriculum Committee to proactively consider best practices and innovative curricular approaches for helping students respond to a complex, changing world



Good
things

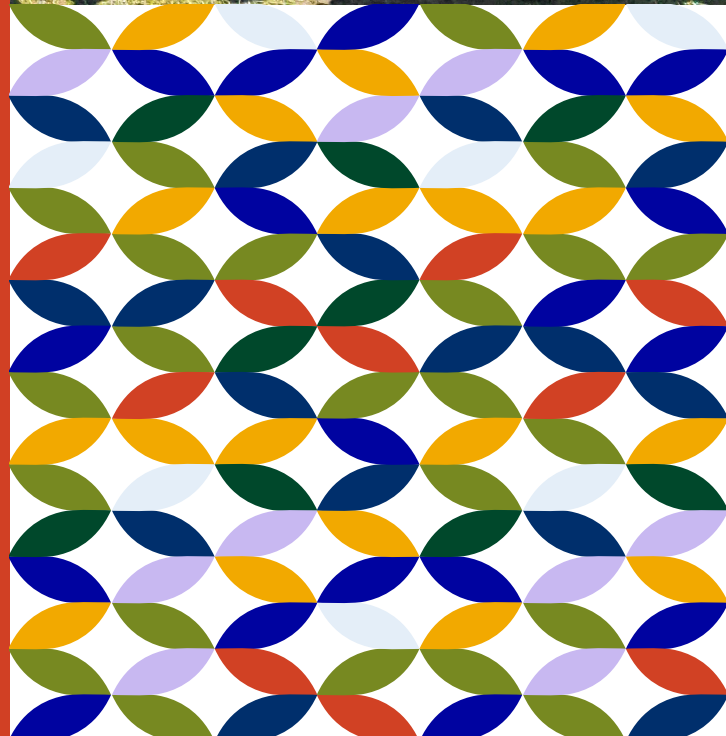
come to
those

who
seek.



Bring Oxford to the World, Bring the World to Oxford

To prepare students for lives of meaning and leadership, we must connect their Oxford experience to the broader world in bold and intentional ways. At the same time, Oxford's distinctive model—a powerful combination of connection, rigor, and purpose—should not remain a well-kept secret. Through this commitment, we aspire to make Oxford a model for civic and global engagement, ensuring our students learn from diverse communities while Oxford's values and initiatives help shape conversations and practices well beyond our campus.



4

Oxford on the National Stage

We will elevate Oxford's national visibility through strategic communications and high-impact storytelling.

- Activate our new branding to articulate Oxford's unique value proposition within Emory and drive strategic recruitment of mission-aligned students, faculty, and staff
- Launch an alumni storytelling initiative showcasing graduate success across diverse fields and career paths
- Implement strategic recruitment initiatives that elevate Oxford's distinct identity—sharing the lived experiences of our students and highlighting Oxford's “the first two years” model, immersive liberal arts education, and opportunities for hands-on research, global learning, and purposeful leadership

5

Honoring Our History

We will honor our complex institutional history through programs that center the contributions of the Muscogee People and enslaved persons, including library-driven research and campus-wide education.

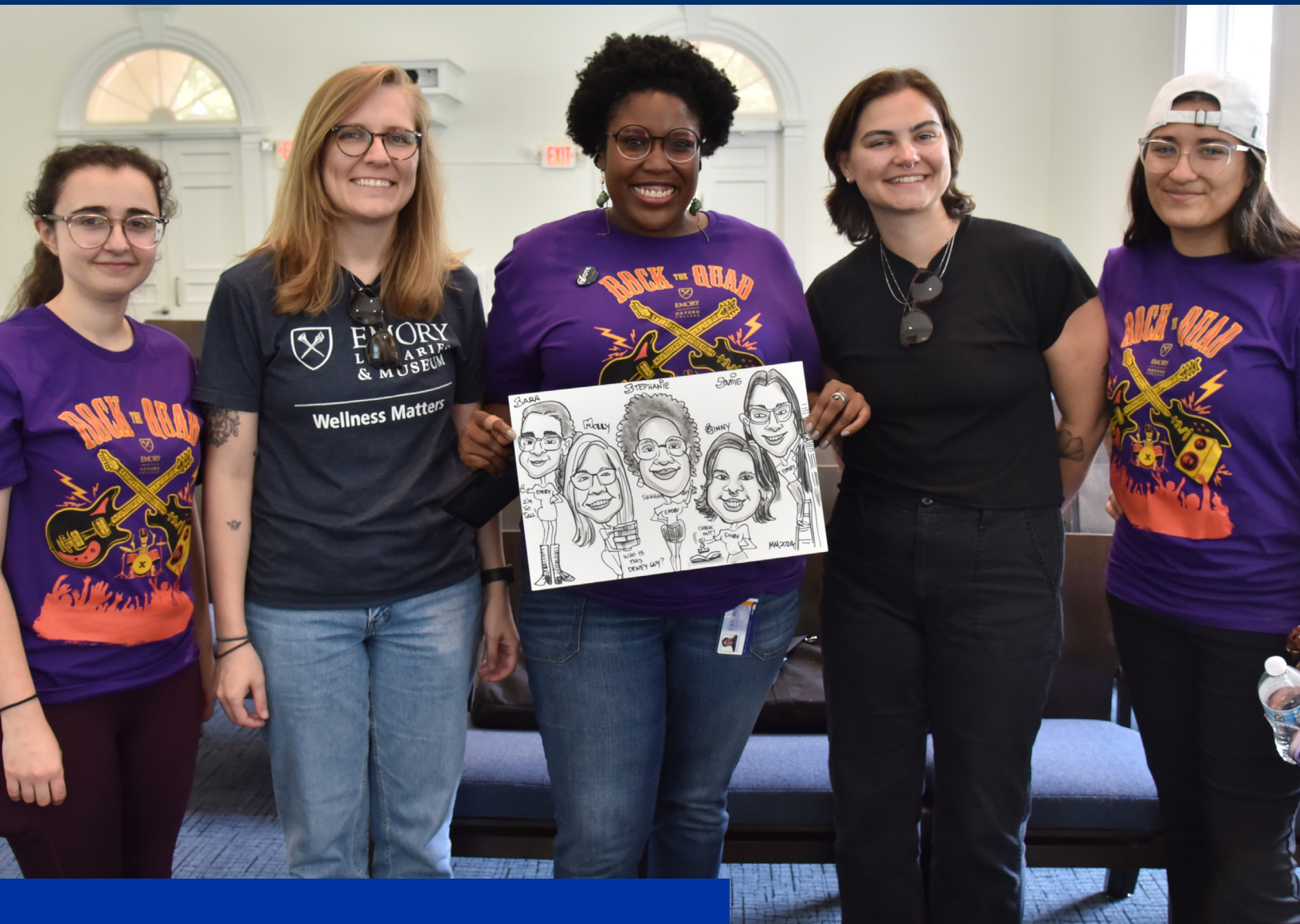
- Advance the Oxford College library as a vital center of historical discovery and community dialogue about justice and reconciliation to coincide with the Emory University Twin Memorials project
- Create comprehensive educational initiatives and campus markers that ensure our community learns from and honors the full complexity of our institutional heritage
- Deepen Oxford's connection to the Newton County community by making campus spaces, programs, and historical resources more accessible to better foster opportunities for shared learning, dialogue, and belonging

6

Extending Oxford's Impact Through Strategic Partnerships

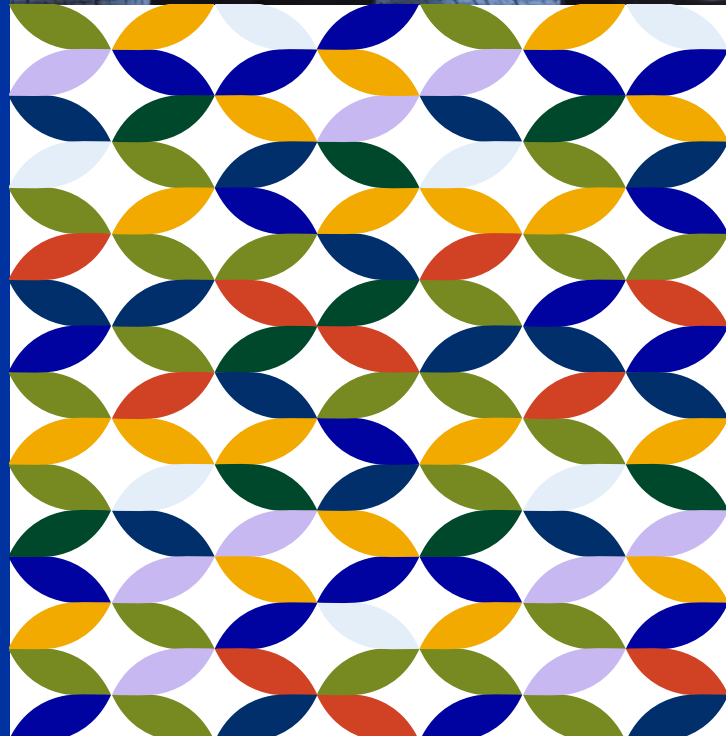
We will strengthen external engagement by launching high school summer programs, building alumni networks, and deepening community and civic partnerships across Newton County and Emory.

- Launch signature summer academic programs that inspire exceptional high school students and build a robust recruitment pipeline for Oxford's transformational education
- Establish an Oxford Consortium for Community and Civic Engagement to amplify our impact through meaningful partnerships that serve local needs and advance the common good
- Create new alumni engagement initiatives that foster lifelong connections, mentorship opportunities, and philanthropic partnerships that sustain and advance Oxford's mission



Foster Staff & Faculty Flourishing

The rich student experience we envision—and the lasting partnerships we aim to cultivate—are only possible through the talent, dedication, and imagination of our people. This commitment affirms that Oxford's faculty and staff are not simply stewards of our mission, but its co-authors and catalysts. Their leadership, creativity, and care will shape not only the future of our college, but the lives of every student we serve.



7

Advancing Staff Excellence

We will establish inclusive leadership pathways and career development programs that support staff growth, retention, and internal mobility.

- Create comprehensive leadership development programs and career advancement pathways that cultivate staff expertise and build a thriving internal talent pipeline
- Establish a Staff Excellence Fund that allows for professional growth, skill development, and innovative thinking across all staff roles and departments

8

Advancing Faculty Excellence

We will enhance faculty excellence by cultivating scholar-educators who lead in teaching, research, and service while advancing Oxford's distinctive liberal arts mission.

- Launch the Grantseekers Cohort Program that amplifies research impact and increases external funding in support of Oxford's academic priorities
- Develop comprehensive leadership initiatives that equip faculty to guide institutional efforts and shape the future of academic excellence
- Expand faculty development initiatives that enrich disciplinary expertise, foster cross-disciplinary research and teaching, and promote inclusive and evidence-based pedagogy
- Evaluate and align faculty workload expectations to ensure transparency, equity, long-term well-being, and professional fulfillment

9

A Culture of Shared Commitment

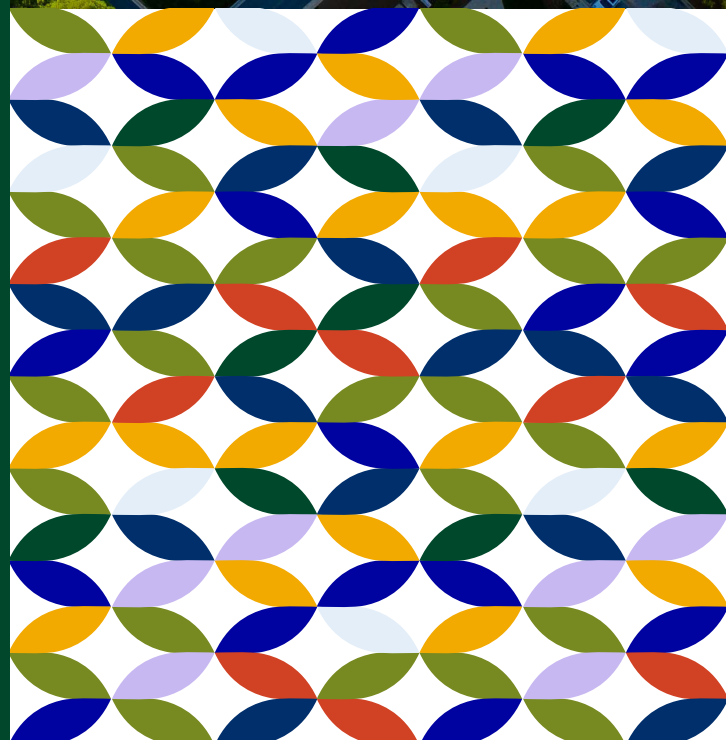
We will enhance the professional experience of faculty and staff by establishing clear structures, fostering open dialogue, and allocating resources thoughtfully to ensure that every member of our community feels valued, supported, and empowered to thrive.

- Reinvigorate the residential college experience by creating opportunities for meaningful connection—through shared events, informal gatherings, and inclusive traditions that foster a stronger sense of community and belonging
- Encourage deeper interpersonal connection among faculty and staff to enhance understanding of one another as co-educators, to engage in collaborative problem-solving, and to build a more cohesive campus culture
- Affirm and strengthen faculty governance as a cornerstone of shared responsibility and institutional effectiveness



Invest in Oxford's Physical Infrastructure

The student journey, the strength of our community connections, and the flourishing of our faculty and staff depend greatly on the spaces in which they take shape. This final commitment envisions a campus that does more than support our mission—it pushes it forward. We aspire to create a physical environment that invites inspiration, fosters belonging, and contributes to the well-being of all who learn, teach, and lead at Oxford.



10

The Oxford Master Plan

We will implement a visionary Campus Master Plan that reimagines Oxford's landscape with new spaces for wellness, creativity, and social connection.

- Reimagine and revitalize Williams Gym into a dynamic center for athletics, health, and wellness—featuring modern fitness facilities, flexible spaces for recreation and mindfulness, and new programs that support physical, mental, and social well-being
- Expand the presence of public art across campus by commissioning installations, murals, and student-created works that celebrate Oxford's identity, elevate diverse voices, and spark creativity in shared spaces

11

Next-Generation Residential Living

We will build a modern residential community that fosters student belonging, academic focus, and personal growth.

- Develop new residential spaces that support inclusive, living-learning environments and reflect the needs of today's students
- Launch a residential life model that integrates academic enrichment, mentorship, and community-building into the everyday rhythms of campus life

12

Spaces that Reflect and Inspire

We will activate underutilized properties and design dynamic indoor and outdoor environments that reflect Oxford's values and inspire community pride.

- Repurpose and revitalize existing campus spaces to support evolving academic, artistic, and community priorities—including the creation of more inviting study spaces that foster focus, collaboration, and intellectual engagement
- Enhance outdoor gathering spaces with thoughtful landscaping, seating, and amenities that encourage connection, reflection, and a sense of belonging

Classical Foundations, *Contemporary Goals*

The key to our future lies, paradoxically, in the origins of the liberal arts. First formalized by the Romans in the 1st century BCE, the “artes liberales” were designed to cultivate the knowledge, character, and civic wisdom required to live freely and contribute purposefully to society. In reclaiming this ideal, Oxford charts a path forward where education prepares students not just for a career, but for a life of purpose, leadership, and service. As we look toward 2030, we recommit ourselves to this foundational purpose—recognizing that the college experience must be more than a checklist of credentials and distribution requirements. It should be a pivotal journey that shapes how students think, live, and lead a complex world.







THE FOLLOWING INDIVIDUALS GENEROUSLY CONTRIBUTED THEIR TIME, INSIGHT, AND EXPERTISE AS MEMBERS OF THE STRATEGIC PLAN WORKING GROUPS. EACH PERSON PLAYED A SIGNIFICANT ROLE IN SHAPING THIS SHARED VISION FOR OUR FUTURE.

Onward, *Oxford.*



This framework represents not an end but a beginning—an invitation to co-create the Oxford we imagine—student-centered, anchored in the vast potential of a liberal arts education, and fueled by deep commitment to our collective mission.

The realization of this plan will establish Oxford College as a national exemplar in redefining liberal arts education for the 21st century: bold, inclusive, impactful, and deeply rooted in purpose. Our size and scope enable us to be nimble, take risks, and experiment with best practices and new technologies to re-envision what's possible for a two-year academic experience—proving that depth of connection, intellectual rigor, and personal transformation can occur in a short but intensely meaningful span. It will close equity gaps, launch the next generation of scholars and leaders, and embed Oxford's values into national conversations on education, flourishing, and belonging.

In the years ahead, Oxford will prepare students not just to succeed in existing systems, but to lead with imagination, empathy, and conviction in reshaping them. Through intentional investment in people, programs, partnerships, and place, Oxford will become an academic community of choice for exceptional students and educators.

Together, we will build upon Oxford's strong foundation to shape a future defined by ingenuity, inclusion, and impact, moving forward with clarity, purpose, and wonder. At Oxford College, there's a story here—and the next chapter belongs to all of us.

Badia Ahad, Sherice Allen-Henry, Kristin Bonnie, Kerry Bowden, Lauren Braun, Tammy Camfield, Darleny Cepin, Paige Crawl, Travis Culver, Tasha Dobbin-Bennett, Sarah Dobbs, Anouar El Younssi, Scott Foster, Laura Gafnea, Bridgette Gunnels, Carrie Harmon, Michele Hempfling, Megan Hulgan, Nitya Jacob, Ian Jesse, Travis Jordan, Melanie Lawrence, Christina Lee, Sharon Lewis, Kelley Lips, Michael Martin, Jennifer McGee, Molly McGehee, Valerie Molyneaux, Ellen Neufeld, Carlos Northern, Daphne Orr, Daniel Parson, Florian Pohl, Natalie Raymond, Gwendolynne Reid, Teresa Romano, Kevin Smyrl, LaTonia Taliaferro-Smith, Stacey Towler, Lindsey Van Note, Daniel Walter, and Claudia Zanjanchian.



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