Message from the president

E mory University’s strategic plan, “Where Courageous Inquiry Leads,” has set our course for the past five years, serving as our roadmap to 2015. During this time the landscape around us has changed dramatically. But we can say one thing for certain about our experience so far: the national economic climate has become thinner, and the terrain of higher education has become rockier, but the constellation of goals by which we are guided remains our true north. We are still headed in the right direction. The stories in this special issue offer a stunning summary of the greatest promise for us to advance excellence and efficiency and fiscal responsibility. Happily, we have succeeded as a community in keeping these priorities always uppermost in our efforts of the last five years. We could not have done so without the tremendous thought, creativity, imagination, and hard work of countless men and women throughout our several campuses.

Among the highlights of our community’s success, an overview on pages 4 and 5 in this issue offers heartening confirmation that we have succeeded as a community in keeping these priorities always uppermost in our efforts of the last five years. We could not have done so without the tremendous thought, creativity, imagination, and hard work of countless men and women throughout our several campuses.

One promise we made to ourselves while setting out on this journey in 2010 was to check our progress regularly. Through the good work of our Office of Institutional Research, we have been helped by a full and detailed array of metrics in gauging how we are doing with regard to student quality, faculty strength, staff satisfaction, fundraising, and health care delivery. We are doing well by many measures, but have some work to do in others. Those areas of concern are at the top of our list of issues to address during this current academic year, and we are confident that we will be able to make course corrections.

Five years gone, with five to go, this report serves as a toast to achievements thus far and a spur to further hopeful aspiration.

—President Jim Wagner
Distinguished faculty drive excellence

Faculty members are an essential resource for achieving Emory’s vision of an inquiry-driven, ethically engaged and diverse intellectual community. The strategic plan has allowed the University to improve the quality and value of Emory’s research program, increasing cultivation of new levels of resources to strengthen faculty distinction through development and excellence, tenure and promotion, and recruitment and retention. The following faculty are representative of the many scholars and teachers who embody the University’s vision every day through their teaching, research, service and patient care.

Carol Anderson
Carol Anderson, associate professor of African American Studies, plunges down $250 million in fictitious funding and instructs her class to use it to transform the beligerent New York City public school system.


Anderson’s other research traces the international community’s response to apartheid. An initial endorsement from U.S. and British governments helped cement South Africa as a vital ally in the war against communism, she argues, but the system was eventually repudiated due to mounting public pressure.

“I’m fascinated with norm-changing,” she says. “What does it take to make something unacceptable, acceptable? How do you unframe the debate?”

Anderson was to speak about the role of minorities in economic life at the United Nations’ Third Session of the Forum on Minority Issues, in Geneva, Switzerland in December. In summer 2011, she will convene 15 top scholars on campus to discuss the intersection of globalism and human rights as part of an annual meeting of the Society for Historians of American Foreign Relations.

Carol Anderson

Uriel Kitron
Uriel Kitron is a disease chaser, tracking how and where they spread, trapping some of the responsible parties and devising intervention strategies to mitigate their impact the next time around.

As professor and chair of the Department of Environmental Studies, Kitron is now working with more than a dozen Emory undergraduate and graduate students on a large-scale, federally-funded project to help determine the conditions leading to West Nile Virus outbreaks in the Atlanta region.

His students rise at 6 a.m. to trap mosquitoes at Peavine Creek, which is home to one of the largest breeding sites in the state.

Kitron’s research focuses on the environmental risk factors of tropical and emerging diseases, including climate change, urbanization and agricultural practices. A Jerusalem native, he has studied Lyme disease in the U.S., malaria in Kenya, dengue fever in Peru and Chagas disease in Argentina, using geographic information systems to trace disease agents and their blood-sucking vectors.

Laura Otis
Laura Otis, a former chemistry major with a penchant for literature electives.

She notes that word and image creation can lead to frustration and misunderstandings.

In college, Otis was a molecular biophysics and biochemistry major with a penchant for literary electives. Pursuing lab work after graduation, she found she missed the “musicality” of sentence construction and so went back to school to a PhD in comparative literature, fueling her passion for 19th-century realist novels.

At Emory, Otis’ students represent a variety of disciplines and viewpoints. In her “Literature and the Senses” course, she encourages students to define terms and express themselves freely, with a focus on the “musicality” of sentence construction and the environment influence “the outsourcing of the word.”

This spring, Roy will offer a seminar for graduate students across the natural sciences, social sciences and humanities to discuss alongside national experts the biotechnical implications of synthetic biology, a rapidly evolving discipline that pushes the limits of genetic engineering.

“Emory is doing a great job to help prepare our students for the future scientific to think broader way,” says Roy. “Students can’t sit themselves. They have to see how neurosciences is making its way into the humanities and how the humanities influence neurosciences.”

Applying feminist philosophy to the natural sciences can transform the way in which knowledge gets produced, she says.

“While my work is not primarily geared to increasing the number of women in the sciences, if you don’t change the approach, you’re not going to be able to attract those people,” she explains. “I’m looking for science to launch inquiries, giving a voice to the marginalized.”

Frank Wong
Frank Wong, associate professor of behavioral sciences and health education, explores the interconnected web of alcohol, syphilis and HIV/AIDS.

The Rollins School of Public Health professor teaches courses at Emory on global health programming and syndemics, which explores how adverse social conditions, such as poverty and oppressive social relationships, can lead to clustering of disease in certain populations.

His research focuses on China, where HIV/AIDS prevention falls under the authority of one government agency, while other sexually transmitted diseases (STDs) are handled by a separate department. Free HIV testing and treatment is available in government-sponsored clinics, while comparable services for syphilis and other STDs incur a fee.

With China’s explosive economic growth, syphilis has emerged as one of the fastest-growing epidemics, contributing to increasing rates of HIV infection. Establishing a network of integrative services is crucial to improving the country’s overall health, says Wong.

Wong’s research focuses on men who have sex with men, a group accounting for an estimated 11 percent of all HIV/AIDS cases in China. Under a five-year, NIH-funded study of 1,000 men in Shanghai—half of whom are prostitutes known as “money boys”—he is uncovering a pattern of behavior fueled by fear and stigma.

After completing a similar study in the U.S., Wong hopes to extend the Shanghai study by conducting a longitudinal analysis of men who have sex with men in southern China, tracking their health status and decision-making over 18 months.

“If we can get people to come forward, get tested and immediately enrolled in treatment, we are going to save a lot of lives and a lot of money,” he says.
External recognition on the rise

The outstanding scholarship of Emory faculty and students is internationally recognized. Below is a sampling of faculty honors in the past year:

- **Rollins School of Public Health professor Kathleen Miner** received the Association of Schools of Public Health/Phranawong University Faculty Award for Excellence in Public Health Practice.
- **Luke Timothy Johnson, Robert W. Woodruff Professor of New Testament and Christian Origins** received the 2011 V. Gordon Childe Award in Religion, which comes with $100,000, for his book “Among the Gentiles: Greco-Roman Religion and Christianity.”
- **Charles H. Kallstadt** was honored with the Academy of International Business’ Special Recognition Award for contributions to international business education and research.
- **Barbara Bennett Woodhouse**, L.C. Lamar Professor of Law, earned the American Political Science Association’s 2009 award for the best book on human rights.

Among recent student honors:

- **Emory College senior Shivani Jale** was awarded the prestigious Marshall Scholarship to study global health in Great Britain.
- **Laney Graduate School** students received Fulbright and Social Science Research Council Fellowships, as well as competitive research grants and fellowships from the National Institutes of Health and National Science Foundation, among others.
- **Medical student Seema Shah** received the Fogarty International Clinical Research Council Fellowship to study global health in Great Britain.

Rosy Gomez

Before enrolling in medical school to become an oncologist, Emory College junior Rosy Gomez plans to spend a year after graduation inspiring the next generation of scientists in citizenship.

Recently, Gomez was one of three Georgia students to receive a $2,500 scholarship funded by President Barack Obama’s Nobel Peace Prize money through the Hispanic Scholarship Fund. A neuroscience and behavioral biology major with a minor in Catholic studies, she plans to use the money to study abroad in Paris this summer.

On campus, Gomez hosts prospective students and organizes events for Essence of Emory, a multicultural visitation weekend. She is co-president of College Students Interested in Neuroscience, facilitating opportunities for students to shadow Emory neurologists.

She also trains counselors for the week-long Camp Kesem Emory, a summer camp for children whose parents have battling cancer or are undergoing treatment.

“I understand what it’s like to grow up more than you have to,” says Gomez, whose father died of colon cancer four years ago.

After graduation, Gomez hopes to return to her parents’ village of Cuilco, Guatemala, to teach elementary biology, with an emphasis on preventive care.

Zwade Marshall

Fourth-year medical student Zwade Marshall grimly recalls trying to teach geometry when a stray bullet pierced his blackboard at Towers High School in Decatur.

Marshall’s twin grade was astonishingly calm. One correctly identified the bullet as a .22 caliber.

After earning Emory’s School of Medicine, Marshall was determined to disrupt the cycle of violence threatening students’ confidence and motivation. In 2007, he co-founded Project Pipeline with then-medical student Samuel Funt to improve academic performance and foster an interest in the sciences among Atlanta-area high schools.

Supported by a grant from the Office of University-Community Partnerships and private donations, the program recently graduated its first cohort of 19 students from South Atlanta High School, all of whom are attending or will be attending college.

Students begin Pipeline in their sophomores year and continue through senior year working on interactive medical cases, developed and facilitated by Emory undergraduates, medical students, residents and faculty.

“I can definitely relate to the kids in the classroom,” says Marshall, a Guatemalan and 2010 Emory Humanitarian Award Winner. “I know the distractions they face and how much effort it takes for them to achieve.”

Betty Woodman

Thriving and surviving in a sustainable world is the focus of Betty Woodman’s doctoral work at Emory’s Graduate Institute of the Liberal Arts.

A recipient of the 2010 Robert S. Hascall Sustainability Innovation Award, Woodman helped launch Emory’s new sustainability minor. As a graduate fellow for the program, she has worked with the Office of University-Community Partnerships to develop service learning opportunities for students, from building a community garden in Decatur to advising local governments on training and recruitment opportunities for “green” industry.

This fall, Woodman assembled Emory faculty from the natural sciences, social sciences and business to teach “Foundations of Sustainability,” a course that encourages a multi-disciplinary approach for sustainability issues.

Before returning to graduate school, Woodman was a researcher in the technology industry and volunteered with social service agencies. She takes a holistic approach to observing power dynamics as they influence sustainable communities, connecting bullying on the playground to the pecking order at the office to issues of environmental domination.

“I look at a number of different categories of life history, in order to understand the possible constraints limiting freedom and a sustainable society,” she says.
Significant additions and upgrades in the past five years to residential space, academic facilities and open spaces have enhanced the living and learning experience for students, provided state-of-the-art research and teaching space, and inspired community engagement and a creative campus.

**Collaborative academic spaces**
Supporting academic excellence and distinction requires investment in new academic space on campus. In recent years, Emory enjoyed a series of groundbreaking additions for new academic facilities, including an expansive addition to the Goizueta Business School that opened in 2005; the new 70,000-square-foot home for the Candler School of Theology and the Center for Ethics, which opened in 2008; the new Psychology and Interdisciplinary Studies Building, which opened in 2009 near the site of the former Gilbert and Thomson residence halls; and a nine-story addition to the Rollins School of Public Health, which expanded its academic space in 2010. The School of Medicine’s new 162,000-square-foot academic center opened on Clifton Road in 2007. The space was designed in tandem with a new curriculum. More recently, the Oxford Road Building opened in 2010. It houses graduate admissions, as well as the new, three-story University bookstore, which consolidated the former undergraduate, medical and faculty bookstores previously located across campus.

**Innovative spaces**
As part of the University’s leadership in sustainable construction practices, Emory incorporates innovative technologies into its building design.

- **Evans and Few halls**, the first residence halls in Georgia certified as LEED Gold, include a series of water cisterns under a section of McDonough Field. Runoff water from the roof and ground is collected, filtered and dyed blue in the cisterns, then pumped — using energy from nearby solar panels — back into the halls for use in the toilets.

- **Longstreet-Means Hall** is one of the first facilities in Georgia to use captured greywater, or water collected from the building’s laundry, showers and sinks. The greywater is filtered, dyed and reused in the building’s toilets. This water design is expected to use approximately 30 percent less water than a typical project of comparable size.

- Considerable space was set aside in the design of Few Hall for a 43-spot bike storage room, which provides covered, secure storage for freshman bicycles.

Both the Longstreet-Means Hall and the Oxford Road Building were constructed with “green” roofs that include courtyards, gardens, trees and outdoor recreation space on top of parking decks.

**LEED-certified buildings**
Emory’s Whitehead Biomedical Research Center was the first Leadership in Energy and Environmental Design (LEED)-certified building in the Southeast in 2001. At that time, Emory’s Board of Trustees committed to future construction as being LEED-certified, meeting high standards for energy efficiency, water conservation, indoor air quality, and the use of recycled, renewable, local or reused materials.

Today, Emory is consistently ranked as one of the top American universities based on square footage of certified green building space, with nearly 2 million square feet certified. To see a listing of Emory’s LEED-certified buildings, visit sustainability.emory.edu.
Walkable campus and creative commute options
With nearly 24,000 employees and more than 13,000 students, managing the sheer volume of commuters to and from campus and the movement around campus requires considerable planning and investment.

To promote a more walkable environment, in 2006 sections of Emory's core campus restricted vehicles and became accessible only by bike or on foot. Cars and buses were redirected around the core campus to enhance safety. Emory's Freshman Housing Plan also brought more first-year students, who are not permitted to register a car, to the vehicle-free core campus.

Emory's shuttle system, renamed Cliff in 2006, was also expanded that year to include Park-n-Ride lots at two local malls where commuters can park for free and take the shuttle directly to campus. These shuttles quickly grew in ridership and continue to be popular today.

The Park-n-Ride routes are just a part of an extensive, larger network of shuttle routes on and around campus that carry 2.6 million passengers annually. The entire shuttle fleet is 100 percent alternatively fueled by natural gas, electricity or biodiesel, a blend of diesel and processed cooking grease from University kitchens.

Beyond shuttles, Emory supports vanpool and carpool programs that reach across metro Atlanta’s 28 counties. In 2006, Emory launched the first car-share program in metro Atlanta, giving commuters who bike or ride the shuttle to work the option to use a car during the workday. In 2007, the University launched Bike Emory to encourage cycling and create a bicycling culture on campus. The program includes incentives to buy a bike, weekly mobile repair centers on campus and a free bike-share program.

For its innovative efforts to incorporate commute alternatives into its campus culture, Emory was awarded the Clean Air Campaign’s PACE award in 2004, and again in 2009.

Enhanced living learning spaces
The University continues to add new campus housing to accommodate changing student needs and lifestyles, as well as ongoing education beyond the classroom.

New halls have study lounges on each floor; and expansive common areas. In Few Hall, first-year students participate in cooking demonstrations using local and organic foods in a full-service professional teaching kitchen that is fit for a chef. Outside the residence halls and in eight locations across campus, educational food gardens grow seasonal produce as a means of highlighting sustainability and food. The gardens are maintained by faculty and students.

Inside the new freshman residence halls, energy consumption is fueled creatively, by competition. Building lobbies have electricity displays that allow residents to track their monthly consumption and compete between halls—and in some buildings, by floor—to lower energy use.

Accolades
Emory is recognized for its building practices and environmental awareness. Among recent honors:

In 2010, the Congress for New Urbanism recognized Emory, its Clifton Community Partnership and its urban design team for creating urban design guidelines for public spaces around Emory’s campus with considerable community input.

At the 2010 “Deals of the Decade” awards ceremony, the Atlanta Business Chronicle recognized Emory for its green building program.

The Urban Land Institute’s Atlanta District Council named Emory a 2009 sustainable development leader.

In 2008, the Georgia Conservancy honored Emory with its Distinguished Conservationist of the Year award for the University’s dedication and commitment to preserve and protect Georgia’s environment.

The Georgia WaterWise Council presented Emory with its 2007 Fox McCarthy Certificate of Achievement for Emory’s outstanding water conservation program.

Strategic Plan Update
Strategic Plan Update

Marking progress

Progress of Emory’s 2005-2015 strategic plan is monitored on an annual basis using tools and metrics developed at the onset of the plan, which was updated in 2009 in response to Emory’s new economic reality. It is clear that Emory has made many accomplishments as a result of strategic investments in faculty, students, community, scholarship, signature programs and infrastructure. At the mid-point of the 10-year plan, Emory is on track to achieve most of its goals. Emory faculty continue to excel in teaching and research, students are increasingly engaged in scholarship and community service, and programs and partnerships are positively impacting the world, garnering national and international recognition. Below is a status update of strategic plan progress by goal.

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

- Emory’s success depends heavily on faculty. Faculty across schools have continued to demonstrate distinction through collaborative work, national awards and increased membership in national academies. By implementing University-wide and school-based strategies related to faculty development and excellence, tenure and promotion, and recruitment and retention, faculty in all schools and colleges have been strengthened and Emory is on track to achieve 2015 targets.

-Compared to the baseline year for the strategic plan, the total number of members who have been elected to select national academies rose from 17 to 33, and the number of major external awards and honors awarded annually increased to 21, from a low of 16 in 2005.

-Relative to a benchmark group of 13 universities, Emory faculty continue to be highly diverse, ranking first for percentage of minorities (28 percent), seventh for female representation (38 percent), and seventh for international representation (7 percent).

-Sponsored research as well as the number of new invention disclosures, number of published articles and number of issued patents grew steadily over the past five years, reaching all-time highs in 2009-10.

-Faculty in all schools have received major awards and fellowships from external organizations, including the Association of Theological Schools, the National Endowment for the Humanities, the National Institutes of Health and the Luce Foundation.

2 Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success.

-Emory Advantage for undergraduate students in Emory College of Arts and Sciences, Oxford College, Goizueta Business School, and the Nell Hodgson Woodruff School of Nursing is improving access to low- to middle-income, high-quality students. In 2010, there were 802 new and returning Emory Advantage students and the admissions yield for the program is 68.6 percent compared to 27.6 percent for all matriculants.

-The University met its goal to increase the representation by international undergraduate students to 12 percent from 8 percent in 2005, an all-time high for Emory.

-There has not been measurable progress in improving strategic enrollment metrics (including acceptance rate and yield for Emory College against Emory’s benchmark group). A process led by the Provost is currently under way to develop an undergraduate strategic enrollment management plan to meet institutional goals.

-The Office of University-Community Partnerships was established to facilitate the Engaged Scholars Program (a signature student experience) and received the distinguished 2008 Presidential Award for General Community Service.

-The University made dramatic changes to residential life programs and spaces, such as implementing themed “First Year at Emory” communities and increased capacity for housing undergraduates living on campus from 64 percent in fall of 2005 to 70 percent in fall of 2010.

-After nearly three years of planning involving hundreds of medical faculty and students, and key members of Emory’s schools of nursing, public health, and graduate programs in the arts and sciences, Emory School of Medicine implemented an innovative medical curriculum in August 2007. Emory Law, Oxford College and other schools and programs have also developed innovative curricula.

-Emory continues to support technological advances and the connection between technology and learning through programs such as Emory’s Center for Interactive Teaching’s “Technology, Pedagogy, and Curriculum,” which trains graduate students on the uses of technology in the classroom.

3 Emory’s culture and physical environment enrich the lives and intellectual work of faculty, students and staff.

-Programs to enhance creativity, including art and innovation, have enriched the lives and intellectual work of faculty, students and staff through a commitment to expand the presence and vitality of the arts on campus.

-Emory has worked to achieve this goal by implementing initiatives designed to create community and engage society, including diversity programs, sustainability initiatives, professional and leadership development programs, and the Emory WorkLife Resource Center. The University is on track to meet this goal by 2015.

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4 Emory is recognized as a place where scholars work collaboratively as a strong and vital community to confront the human condition and experience and explore twenty-first century frontiers in science and technology.

As a result of strong leadership from faculty and the academic deans, collaboration has flourished, producing new courses, new degree programs, new knowledge, and more than $100 million in research grants generated by leveraging strategic plan funds.

- Emory has successfully established two new doctoral tracks in religion, conflict and peacemaking and religion and health, introduced an interdisciplinary PhD pathway in predictive health, and recently announced a new PhD track in biomedical informatics.
- Emory developed a master's degree program in computer science, launched new master's programs in biosphere and development practice, an accelerated bachelor/master's in science in nursing program, and established an undergrad minor in global health, culture, and society.
- The Yerkes National Primate Research Center has emerged as the number one-ranked of eight national primate centers in the United States as a result of its significant contributions to knowledge and research.
- The Emory-Georgia Tech Evolution Revolution symposium helped position Emory and Georgia Tech to win a $20 million Phase II grant from the National Science Foundation to create the Center for Chemical Evolution.
- Emory has developed a master's degree program in computation and statistics and is partnering with Agnes Scott College on a new joint undergraduate degree program.
- Emory has successfully established two new doctoral tracks in religion, conflict and peacemaking and religion and health, introduced an interdisciplinary PhD pathway in predictive health, and recently announced a new PhD track in biomedical informatics.
- Emory has garnered international attention by acquiring and exhibiting the papers of British author Salman Rushdie and the archives of Pulitzer Prize-winner Alice Walker.
- The Life of the Mind lecture series was implemented to celebrate Emory’s dynamic faculty.
- Emory Global Health Institute expanded global health programming to more than 77 countries in the world.
- The Race and Difference Initiative developed the “Motherhood at the Intersection of Race and Class” program.
- The Emory-Tibet Partnership developed a science curriculum for Tibetan monks.
- The Center for Ethics’ interdisciplinary Ethics and Servant Leadership Program has been successfully expanded due to increased student demand.

5 Emory stewards its financial and other resources to drive activities that are essential and those through which Emory can demonstrate excellence and provide leadership.

Emory is making strides in maintaining financial strength and being an ever-better steward of scarce resources, ensuring that resources are wisely and effectively spent to support Emory’s distinctive education and programming.

- The University responded and adjusted to the global economic events and effects of 2008, and is now focused on the continuous adjustments required—and opportunities presented—by the new environment going forward.
- In 2008, Campaign Emory was publicly launched. To date the Campaign has raised $1.1 billion, approximately 70 percent of the $1.6 billion goal.
- In addition to fundraising, in order to continue to have the ability to invest in essential and excellent programs, all schools have been charged to identify and develop creative net revenue growth opportunities; continue to develop cost-saving strategies such as increased productivity, elimination of unnecessary activity and restructuring or reorganizations; and establish synergies and strategies to make current programs more effective and efficient.
- As a result of strong leadership from faculty and the academic deans, collaboration has flourished, producing new courses, new degree programs, new knowledge, and more than $100 million in research grants generated by leveraging strategic plan funds.
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- Emory has done well on cost-saving, but has more to do on revenue generation. New revenue generation is a focus for all of the schools and colleges in the coming years.
- The University has implemented Enterprise Risk Management which has been recognized as best practice in higher education.
- A focus in the next year will be to enhance alumni engagement and the culture of philanthropy.
- Also under way is an effort to develop enterprise-wide best business practices that will better serve Emory and provide standards for others in higher education.

Where Courageous Inquiry Leads

MISSION

To create, preserve, teach, and apply knowledge in the service of humanity

STRATEGIC PRIORITIES

• Quality
• Distinction
• Financial Strength and Resource Stewardship

VISION

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.

GOALS

Goal 1: Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care and service programs.
Goal 2: Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides, exemplary support for them to achieve success.
Goal 3: Emory’s culture and physical environment enrich the lives and intellectual work of faculty, students and staff.
Goal 4: Emory is recognized as a place where scholars work collaboratively as a strong and vital community to confront the human condition and experience and explore twenty-first century frontiers in science and technology.
Goal 5: Emory stewards its financial and other resources to drive activities that are essential and those through which Emory can demonstrate excellence and provide leadership.

STRATEGIC THEMES

Strengthening Faculty Distinction
• Faculty development
• Tenure and promotion
• Recruitment and retention
Ensuring Highest Student Quality and Enhancing the Student Experience
• Recruitment and financial aid
• Engaged scholars
• Curriculum and pedagogy
Creating Community — Engaging Society
• Culture
• Sustainability
• Professional and leadership development
Confronting the Human Condition and Human Experience
• Religions and the human spirit
• Race and difference
• Global health
Exploring New Frontiers in Science and Technology
• Neuroscience
• Human nature and society
• Predictive health and society
• Computational and life sciences

INITIATIVES

Societal Impact • Internationalization
Creativity: Art and Innovation • Strategic Collaborations
A culture of giving

Through MyEmory, employees are contributing both intellectually and philanthropically to Emory’s vision, helping to inspire leadership and support vibrant learning and service communities at home and abroad.

“Some of the most provocative and important initiatives generated by the strategic plan have at least one foot in the health sciences,” says Caughman, “but they span other divisions, creating new interdisciplinary pathways for the benefit of faculty, students and society alike.”

—S. Wright Caughman