

Emory Report



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Emory University Strategic Plan, 2005–15



where
courageous
inquiry
leads...



Why a Strategic Plan?

American higher education is a source of our nation's pride and strength, making the United States the educator of tomorrow's leaders and a destination for the rest of the world. But it was not always this way—and it may not last forever. The world calls more loudly than ever for institutions to pursue "courageous inquiry": to lead others toward new heights of understanding and innovation, toward an ethical high ground for the new millennium. Emory will be one of the institutions that answers the call.

What is courageous inquiry? Call it both a defining characteristic and an intellectual destination, and Emory's plan

is the road map that will guide us there. As with any map, there are multiple routes we could take. Some are familiar to us, while others wind through uncharted territory; we will follow all of them with renewed energy and vigor. Some will require risk, though we will direct the journey with enough experience and intelligence to manage the risk. Nearly every path we take toward our vision will exhilarate us by its vistas, even as it



Jon Root

President James W. Wagner

challenges us with obstacles. There is no prescribed path, but we are duty-bound to begin the journey.

Emory University is about to undertake work that will transform not only the campus but also our community, that will greatly and positively transform our region—indeed, that will build a better world for our children's children. There is no more important or more enjoyable quest than that upon which we are about to embark. This is Emory's journey: to become a destination university, a place where courageous inquiry leads.

Planning Process

The 18-month comprehensive strategic planning process began in March 2004. Building on the community-wide effort that created Emory's vision statement in 2003–04, the process included development of school and academic, research and operating unit plans. Emory is built upon the success of its schools and units; the University-wide goals, strategic themes and initiatives were developed to tie together the unit-based plans in ways that will create greater impact and differentiate Emory.

The process was explicitly designed to build on existing strengths and opportunities by integrating a bottom-up process, originating from the faculty and schools, with a top-down process involving University leadership. Throughout the 18 months, mechanisms were set up to gain broad input from the community. The general principles, specific goals and ambitions set forth in the plan will provide a framework that is both flexible and durable, and will allow Emory to guide its path over the next five to 10 years.

Strategic Issues

The University's virtually unprecedented rise to prominence in the last quarter-century has resulted in significant strengths on which to build. Even before Robert and George Woodruff's historic \$105 million gift to the University in 1979, Emory had established a long tradition of excellent graduate and undergraduate teaching. But that gift propelled Emory to new heights of research excellence; its \$352 million in external research funding in 2004 represents a more-than-fourfold increase from 1990 totals. Buoyed by strong endowment performance, Emory has been able to attract and retain a renowned faculty, which in turn has drawn record numbers of graduate and doctoral students, along with undergraduate applicant pools that continue to grow in size and quality. Finally, one of Emory's most compelling draws is its location in the vibrant, international city of Atlanta, whose diversity the University has nearly matched; Emory's faculty, staff and student bodies are among the most racially and religiously diverse in its peer group.

Strong as its advantages are, Emory shares a number of concerns with its peers in an increasingly global and competitive higher-education market: inadequate financial aid across all the University's schools, resulting in overdependence on tuition and decreasing socioeconomic diversity; space and infrastructure constraints; and inadequate numbers of faculty and staff. Despite (or, perhaps, because of) its rapid ascension, the Emory most Americans know—and there are many who don't know us at all—lags behind our reality. Markers of this lag, such as unsatisfactory rates of applicant yield and alumni giving, no doubt will improve in tandem with the University's reputation.

Strategic Goals

By 2015, the following four statements will be clearly, measurably true:

- Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship and service programs.
- Emory enrolls the best and the brightest undergraduate and graduate students and provides exemplary support for them to achieve success.
- Emory's social and physical environment enriches the intellectual work and lives of faculty, students and staff.
- 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 21st century frontiers in science and technology.

School Aspirations & Academic, Research and Major Operating Unit Goals

Emory's strategic plan is built upon the aspirations and achievements of its individual schools and academic, research and major operating units. Each conducted its own strategic planning process, and the courses they set for themselves collectively represent the soul of Emory's vision. A review of the plans identified many common aspirations, including:

- distinguished faculty
- principled leaders
- destination for students, faculty and staff
- strong community engagement
- impact on the world
- peer recognition
- groundbreaking scholarship that addresses society's problems

These common aspirations provide the foundation for development of the first three strategic goals, themes and University-wide initiatives of the plan. These areas also reflect some of the basic foundational elements that make a university a strong and vibrant place.

Emory College

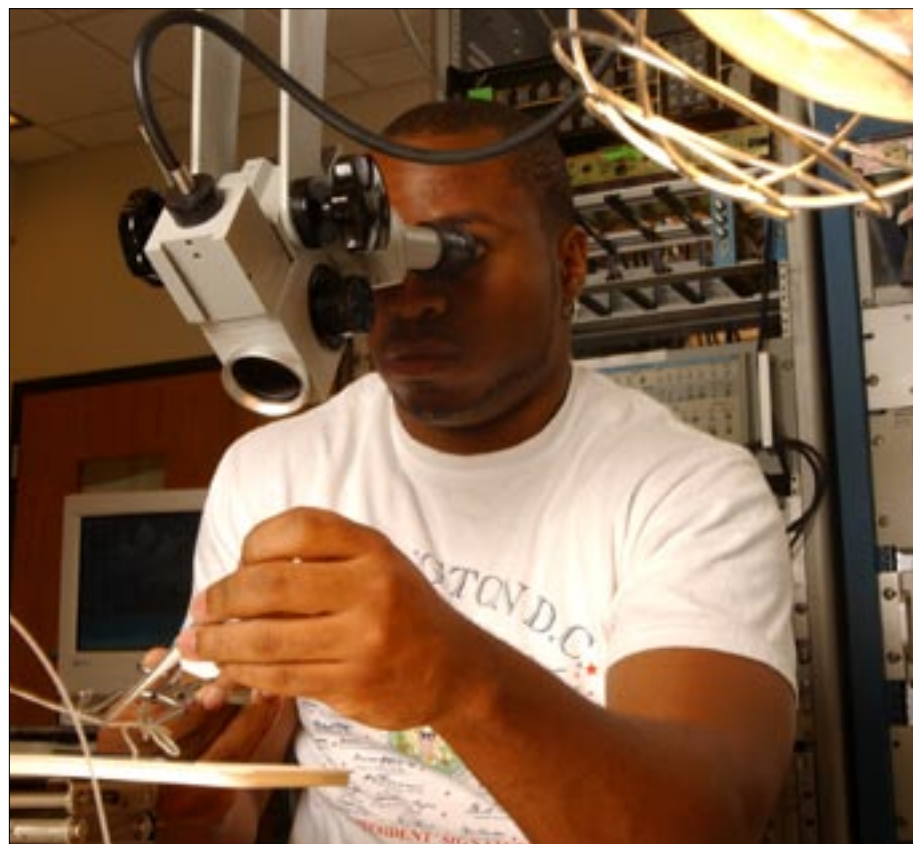
Emory College combines the best qualities of both a traditional liberal arts college and a major research university. But it aspires to be more than simply elite. With targeted investments and strategic growth, we are poised to provide a learning experience like no other—one that is distinctive in its offerings and lasting in its effects. The College's vision calls for increasing merit scholarships and need-based support for the nation's top students; hiring 100 new faculty and building a commensurate staff; creating an outstanding social and physical environment; sharpening the intellectual focus of undergraduate life; and investing in infrastructure that supports the teaching and research mission of the College. In addition, the College will strengthen those disciplines at the heart of the liberal arts curriculum and advance interdisciplinary programs to the point of genuine distinction.

Oxford College

Oxford College aspires to become the national exemplar of a liberal arts-intensive undergraduate institution. Focused on the first two years of the Emory baccalaureate degree, Oxford will become increasingly intentional in achieving those educational outcomes that distinguish liberal learning. Innovation and scholarship in the pedagogies of inquiry and engagement will continue with enhanced support from the new Center for Academic Excellence. The center's work will have impact throughout the University and the nation. This will establish Oxford as an invaluable complement to Emory College with its distinctive advantages within one of the nation's top research universities, and thereby promote Emory's emergence as a national leader in undergraduate education by 2015.

Graduate School of Arts and Sciences

The goal of the Graduate School of Arts and Sciences is to develop graduate programs that are recognized nationally to be among the top ranked programs in creating new knowledge and in training the next generation of leading researchers, scholars and teachers. We will do this through developing programs that attract the best faculty and students, developing and enhancing practices that ensure student success, and building upon our successes in developing the teaching skills of our students. Because the GSAS is the only school with programs in all schools of the University, it is in a unique position to develop new programs and reshape existing programs in ways that foster interdisciplinary and interschool research and scholarship. Additionally, in support of Emory's commitment to building a stronger and more diverse university community, the GSAS will create professional-development and career-service programs that will promote the stature of its faculty, students and staff, and nurture the growth of a University community more diverse in its representation of socioeconomic class, race, ethnicity, gender and intellectual pursuits.



Jon Rou

Goizueta Business School

By 2015, the Goizueta Business School and its academic programs will be branded and internationally recognized for producing principled leaders for a global enterprise. Goizueta will be a model community and will be well known for the distinctive strength of its talented, team-oriented and diverse graduates. Additionally, Goizueta's preeminent research and scholarship will be relevant to both the academic disciplines and business community, and build bridges within and across the University.

Emory Law School

The Emory Law School will be nationally and internationally recognized for its commitment to the legal profession as a service profession, for its emphasis on teaching the practice of law as well as the study of law, and for its premier centers of excellence. This essential role of service will be reflected in a program that offers every student the opportunity to work in the public sector or private nonprofit sectors, a substantially expanded loan repayment assistance program, and greater scholarship assistance. The school will 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. Each of our 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.

Candler School of Theology

By 2015, Candler will be the world leader in theological education and religious studies. Candler will have secured this leadership position through the renewal of its instructional, administrative and library facilities. Candler also will be known as a leader in shaping the community's conscience for the positive transformation of church and the world. Candler's aspirations for itself are enhanced and supported by the University's distinctive intellectual and programmatic profile. At Emory, the study of theology, of religion and of religious practice have found themselves in a place that is religiously pluralistic and intellectually complex, with many ties to specific religious communities in Atlanta and beyond.



Jack Keane

Woodruff Health Sciences Center

School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, Yerkes National Primate Research Center, Emory Healthcare

By 2015, the Woodruff Health Sciences Center (WHSC) will be recognized as one of the country's top 10 academic health sciences centers and will be leading change in health care through its education, research and patient care programs. Additionally, the WHSC will have created a new model of health and healing for the 21st century. The WHSC is a hybrid organization that has core missions of education, research and health care delivery. Emory has a strategic advantage in its integration of health sciences and health care delivery.

School of Medicine

By 2015, the School of Medicine will have an outstanding, innovative curriculum that is widely imitated by other medical schools. The School will continue to retain and recruit the most talented, world-class clinicians and scientists, maintaining its rapid rate of growth in sponsored research funding. Building on historic successes in the fields of neuroscience, cancer biology, transplantation, cardiovascular disease and infectious disease, the School of Medicine will emerge as a leader in new areas of emphasis, including nanotechnology, systems biology, health services research, predictive health and global health.

Nell Hodgson Woodruff School of Nursing

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 characteristic values of social responsibility, scholarship and leadership, and its partnerships with The Carter Center, the World Health Organization and other key organizations, 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 around the world.

Rollins School of Public Health

The Rollins School of Public Health (RSPH) will be one of the top five schools of public health in the world and will be known for its excellence in global health and collaborative research, recognized for its unparalleled local partnerships, its capacity for global impact and its commitment to training the public health leaders of tomorrow. RSPH will serve as the catalyst to bring together key organizations such as The Carter Center, The Centers for Disease Control & Prevention, the American Cancer Society, CARE, and state and local government, furthering Atlanta's reputation as the public health capital of the world.

Yerkes National Primate Research Center

By 2015, Yerkes will have emerged as the only facility in the world where the fields of comparative behavior, genomics and imaging can all be combined with transgenic technology to study and clarify the biology of health and disease. Specific focus will be applied to the areas of neurosciences and vaccine development. The ability to compare the human genome with several nonhuman primate genomes, together with the oncoming technology for proteomics, uniquely positions Yerkes and Emory at the forefront of comparative medicine and predictive health.

Emory Healthcare

Emory Healthcare (EHC) has a great opportunity to contribute to the

community and region by delivering world-class health care, training and teaching health professionals for the 21st century, and developing new knowledge. By 2015, EHC aspires to build a premier health-care delivery system, designed from the ground up for health and healing in the 21st century. Emory's unique opportunity is to become an unparalleled center of learning and discovery, community and care: the destination of choice for those seeking, and for those practicing, learning and pioneering health care at its best.

Emory Libraries

By 2015, the Emory Library will earn distinction through its outstanding digital library program and through its internationally renowned humanities center for manuscripts and archives, focusing on modern literature and African American culture. Emory is at the forefront of creating digital resources and services to build an open digital library. In the new Manuscript, Archives and Rare Book Library (MARBL) building, faculty, staff and students from throughout the University, and scholars from major national research institutions nationally and internationally, will carry out groundbreaking research in the humanities and use original materials in innovative teaching. These resources will attract the best faculty and students, making Emory one of the preeminent universities in the country for humanities scholars and for students seeking the finest liberal arts education.

Michael C. Carlos Museum

By 2015, the Carlos Museum will be an international destination for scholars, students and visitors seeking to study the art and history of world cultures. The Museum will hold signature collections led by world-renowned curators comparable to peer university museums, bolstering Emory's teaching and research, and enriching the Atlanta and tourist communities. The Museum will stand as one of the region's premier centers for the conservation and preservation of material culture. The Museum will continue inquiry-driven, ethically engaged collaborations, such as the Ramesses investigation and return in 2003, that will result in new scholarship and cultural enrichment for both the campus and the community.

Campus Life

By 2015, Campus Life will have created an exemplary learning community that combines classroom and residential life with experiential learning that prepares students for a life of ethical leadership and active engagement. Ethical leadership will be developed through increased career exploration programs, mentor programs and the Second Year at Emory program, as well as comprehensive living-learning experiences in the residence halls. Students will take advantage of the opportunities provided through Campus Life-based programs, including improved spaces for informal gatherings, the creation of a multipurpose center, and signature programs such as the Barkley Forum Debate Team, Volunteer Emory and varsity and club athletics.



University Photography

Strategic Themes

Bridging the Silos

It is a great irony in higher education that, in today's era of ever-increasing specialization, academic disciplines are more interdependent than ever before in their search for truth. Advances in neuroscience may hold tremendous value to the religious scholar mining the verities of faith; the historian and the playwright could shine new light on the past by bringing it back to life. While acknowledging that other universities have prospered by allowing individual schools to flourish in relative isolation, Emory is choosing a different path. Or bridge, if you will.

Not only will the University work to build strong schools and academic, research and operating units, but it also will focus attention on five **Strategic Themes** that depend on the success of all units. We do this consciously, under the strategic philosophy that the sum of Emory's parts—working together in collaborative partnership, leveraging each other's strengths—can ultimately achieve far more than they could on

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their own. All themes are aligned with one or more of the University's goals, are supported through several initiatives that touch every corner of campus, and will be implemented in concert with the school and unit

plans. None is mutually exclusive. Each arose from a critical mass already present at Emory.

Every member of the Emory community—faculty, staff, student, trustee, patient, neighbor, even alumnus and alumna—is invited and encouraged to embrace these themes, and to think of new efforts that could fit under the broader rubrics. Too often, and in a time when it is perhaps least advisable to do so, higher education functions on a *multiversity* model, with a given institution's components working separately from—indeed, sometimes in competition with—one another. By building and reinforcing the bridges that crisscross our campus, Emory will become a model for what a true *university* can accomplish in the 21st century.

Strengthening Faculty Distinction

Emory's faculty are the primary drivers of its academic direction. The University needs faculty who influence conversation and expand knowledge within their respective disciplines. To be sure, additional financial support is critical to attracting and retaining the very best faculty, but perhaps just as important are new initiatives in nurturing excellent young talent and helping faculty develop over their career, and tenure and promotion policies that recognize traditional scholarship while acknowledging the breadth of contributions professors make to their academic homes.

A pair of new positions in the provost's office—devoted to academic planning and faculty development; and to community, diversity and institutional development—will help the University realize its goal of strengthening faculty distinction, which is universal across all schools and research centers.

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This is a graphic illustration of how Emory's strategic themes will be realized through and encompassed by the three broad implementation strategies and methods (described on page 7). Within each strategic theme is a series of University-wide initiatives, and all themes will be supported by three critical strategies: greater internationalization, strategic alliances with key institutions and a new advanced-policy institute.



Jon Rou

Other initiatives required to build a distinctive faculty include providing funds for library and computing resources; creating support and administrative structures and policies for interdisciplinary work; building library collections in all formats; and upgrading facilities for special collections and the Carlos Museum.

Preparing Engaged Scholars

Emory's second theme is directed squarely at the group that serves as both resource for and product of the University's efforts: its students. This theme is intended to help students become the best contributors to themselves, their communities, their nation and their world.

Emory students will emerge from campus as rigorous thinkers, having wrestled with the vexing challenges of both historic and contemporary human existence from a variety of perspectives. They will be equipped with proven skills and values in community involvement, highly sought by prospective employers. Perhaps most important of all, they will have been inculcated with a respect and love for the life of the mind, driven to view their commencement ceremony not as the finish line of education but as another marker in a life's pursuit—one which yields its own rewards.

The University will devote itself fully to establishing a more ethnically, racially, socioeconomically and intellectually diverse community.

The resources we will bring to bear on this issue are considerable and range from the classroom to campus life, from financial aid to the varsity athletic field and out into the community beyond Emory's borders. Some of our initiatives include:

- building and renovating our residential facilities so that 80 percent of Emory students are housed on campus;
- expanding our commitment to service and outreach through successful programs such as Volunteer Emory and the Kenneth Cole Fellowship in Community Building and Social Change, and by integrating service-learning into curricula; and
- revising faculty reward and promotion systems to recognize service, including advising and mentoring efforts made outside the classroom.

Creating Community-Engaging Society

In more ways than not, a vibrant, well-functioning university resembles a small town, and any healthy town is composed of an interconnected community of individuals living and working together in an atmosphere of diversity, openness and respect. Creating such a community is the intent of Emory's third theme; by the time baby boomers begin to retire and competition for qualified, talented labor intensifies, the University will have distinguished itself as a preferred employer, as a destination in which faculty and staff can achieve their full potential.

The realization of this goal will come in several forms. Management excellence will be a hallmark of the Emory workplace. The University will devote itself fully to establishing a more ethnically, racially, socioeconomically and intellectually diverse community. Emory will urge faculty and

staff to consider issues of sustainability—economic, political, environmental and health-related—in all areas of pedagogy, professional planning and execution, and daily conduct. And Emory, currently the third largest private employer in Georgia, will facilitate all of this by providing and

The Graduate Division of Religion is ranked in the top five nationally among graduate programs, and several interdisciplinary centers focusing on religion have garnered well-deserved praise and attention.

funding opportunities for professional development of faculty and staff at all levels. Other initiatives include:

- identifying faculty and staff (especially women and minorities) with leadership potential and fostering their development;
- becoming an employer of choice in the local education and health care market; and
- supporting and encouraging staff to participate in University and community activities.

Confronting the Human Condition and Human Experience

No university that is committed to producing new knowledge can dare shy away from confronting timeless and timely questions of the human condition and the human experience. If universities are to fulfill their implicit social contract with the larger society, they must stand up and confront the most pressing issues with which society grapples. Indeed, universities are uniquely positioned to do just that in a vast, intellectual laboratory characterized by respectful dissension. Through a comprehensive process involving several hundred members of the community at all levels, Emory has identified three University-wide initiatives.

1. Understanding Religions and the Human Spirit.

Too often in top-tier research universities, the study of religion is marginalized. This attitude belittles a cultural institution that has bound human communities together since the beginning of history and still commands an inestimable influence on contemporary human affairs.

In contrast, Emory has capitalized on its roots in Methodism to foster a community in which serious analysis of religion—faith, theory and practice—occupies a central role in academic life. The Graduate Division of Religion is ranked in the top five nationally among graduate programs, and several interdisciplinary centers focusing on religion have garnered well-deserved praise and attention.

To understand religion in the context of art, music, language and social interactions is one of the endeavors of this cross-cutting initiative. Its goal is to explore the broadest features of

the human condition, to juxtapose the study of religions and the human spirit. The University can achieve distinction in four areas:

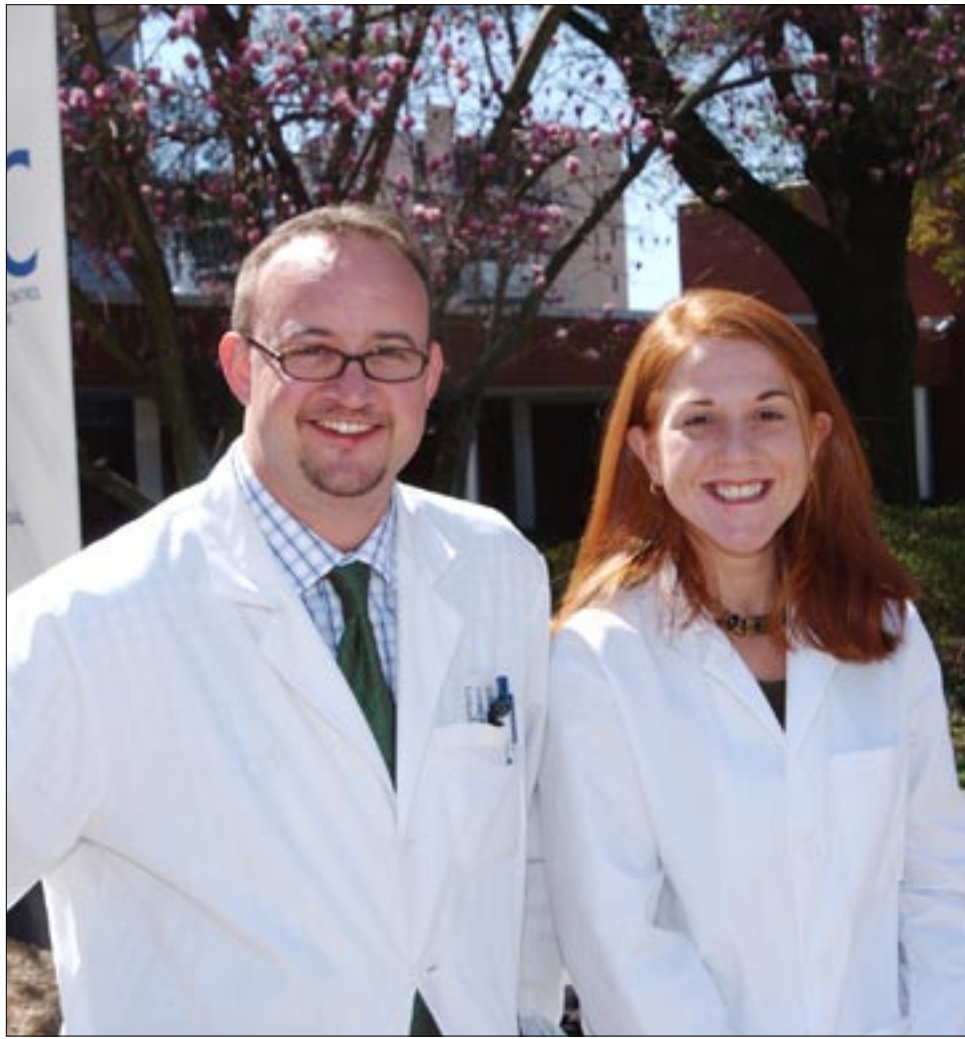
- Religion, Law and Public Policy;
- Religion, Health and Professional Practices;
- Religion, Identity and Conflict; and
- Religion, Culture and Critical Inquiry

Given its own religious pluralism as perhaps the most religiously diverse university in the Southeast, Emory is poised to set the lead agenda for the study of religion—and, by doing so, to contribute to policy and practice in a world imperiled by religious conflict.

2. Understanding Race and Difference. This initiative draws on Emory's almost unique ability to bring together a cross section of faculty and scholars, including humanists, social scientists and life scientists, to study race and social difference in the era of the genome. This initiative has broad social, biological, medical and ethical implications.

Given its history as an institution that has battled its share of social demons conjured by race, its strengths in science and health-disparities research, and its location in a city many consider the cradle of the U.S. civil rights movement, Emory faces a strategic opportunity for the study of racial difference that is simply too great to ignore. The University has an opportunity to lead in such areas as:

- Race, Science and Social Translation;
- Race, Community and the Emory Curriculum;
- Difference, Diversity and the International Community;
- Conflict Resolution and Social Engagement; and
- Difference, Gender and Sexuality.



University Photography

Even as this report is being prepared, a broad, multi-year effort called the Transforming Community Project is getting under way to take a comprehensive look at the history of race at Emory and how the University can create a more harmonious and respectful community. Launched by faculty in Emory College, the five-year program will examine the University's origins and historical struggles around race, develop an honest assessment of where it stands today, and propose solutions that could enable Emory to serve as a model for a diverse community that thrives through creative dissension and mutual respect. Using this project and a number of excellent academic departments and programs as a point of embarkation, Emory can make fresh, vigorous and informed contributions to another of humanity's age-old debates.

3. Implementing Pathways to Global Health. Great as the chemical and technological advances in health care have been in the last century, they cannot by themselves meet the global health challenges of the 21st century. Simple economics dictates that a more broad-based approach—one that takes into account determinants of health and disease to design appropriate responses from all sectors of society—must distinguish the course. And that course must be characterized by an acknowledgment that public health workers often are “guests in their neighbor's vineyard,” working with local cultures in an atmosphere of respect.

Atlanta has been called “the public health capital of the world” with its concentration of organizations such as The Centers for Disease Control and Prevention, The Carter Center, the American Cancer Society, CARE and others. Students and faculty working with each of these institutions already are in the field, meeting health challenges in all corners of the globe.

The University will create a Global Health Institute (GHI) to provide leadership and coordination, to nurture new collaborations, to supply seed funding, to facilitate curricular innovation and to serve as an intellectual breeding ground for new ideas in tackling the global health challenge.

Specific initiatives include:

- adding postdoctoral and senior fellows from diverse disciplines related to global health;
- developing interreligious literacy programs that will allow Emory students to approach and engage other cultures with respect; and
- coordinating with efforts devoted to race and difference to develop a blueprint and timeline for measurable, achievable action.

Exploring New Frontiers in Science and Technology

Partnered with social responsibility as a hallmark of higher education is research innovation. The 21st century will witness dramatic, as-yet-

unimaginable advances in science and technology; the same grass-roots examination of opportunities and strengths that identified clear paths in the previous section has found three University-wide initiatives in which Emory can provide leadership.

1. Neuroscience, Human Nature and Society. This initiative reflects Emory's desire to apply the knowledge gained through neuroscientific approaches to the central questions of human nature and uniqueness to meet crucial societal needs. New understandings of how mind and brain work—or even how they are defined—continue to provide insights into such disparate fields as pharmacology and religion, music and sociology.

Emory is ideally positioned to achieve distinction in neuroscience through resources such as integrative programs that link arts and sciences with health sciences and the Yerkes National Primate Research Center. Four areas present opportunities for the University to lead:

- Neurobiology of Well-Being and Disease;
- Evolution and Human Uniqueness;
- Interdisciplinary Study of Human Nature; and
- Neuroscience and Public Policy.

Emory will develop a Comprehensive Clinical and Translational Neuroscience Center that will integrate translational research, clinical care and education, extending beyond the health sciences and drawing on faculty and programs from public health, law, business, the arts and beyond.

2. Predictive Health and Society. Contemporary “health care” is too often a misnomer; what actually exists is more accurately termed “disease care.” Emerging technology and enabling academic disciplines are turning this paradigm on its head.

Emory and its partner institutions have the ability to lead in the basic science and discovery of predictive health and, more uniquely, by addressing the issue from a broader perspective than simply new technology. Such capacities include:

- combining technological expertise at Emory and Georgia Tech in areas such as nanobiology, imaging and genetics/metabolomics;

Emory will create a Global Health Institute to provide leadership and coordination, nurture collaboration, supply seed funding, facilitate curricular innovation and serve as an intellectual breeding ground for new ideas.

- integrating science, technology, ethics, humanities, law, business, health policy and economics. Successful and widely adapted advances in predictive health will require society-wide approaches similar to those applied in global health. Indeed, the two themes go hand in hand;
- moving from cellular to societal sciences. Scholarly rigor is required to identify and design social models that will function to implement a new health care system; and
- building bridges between population and individual health.

Emory's model will build on the expertise in population health and the opportunity to bring population-based principles together with the science, technology and individual focus. The opportunity to integrate these areas is special and unique. Emory's established institutional practices and partnerships with local, national and international organizations in global health will feed its efforts in predictive health, and vice versa.

3. Life Sciences. Fundamental scientific research—and providing basic scientific literacy for tomorrow's scientists—remains vital to the mission of Emory and the success of the nation. American universities, once the unquestioned destination for students of science from around the globe, face increasing challenges from the international market in science education.

To build stronger bridges between basic and applied science, Emory will enhance the size and scholarly strengths of all science departments and programs. Extensions of current research at the interface of the life sciences with chemistry, physics, and mathematics are essential to an understanding of the human condition through expansion of basic scientific knowledge, to solving existing health crises and understanding emerging diseases, and to developing new approaches for the education of future scientists.

Emory's planned initiatives include:

- capitalizing on interdepartmental collaborations and fostering strong partnerships with health sciences;
- realization of a physical “Science Village” in the area of campus surrounding the existing Atwood Chemistry Center, Cherry Logan Emerson Hall and the Math & Science Center; and
- directing resources toward improving research infrastructure, adding faculty and postdoctoral fellows, and upgrading facilities.

Implementation Strategies and Methods



Kay Hinton

Strategic Alliances

In the modern world, alliances have become critical to solving societal problems of any significant scope. Emory is blessed with several such partnerships with some of the pre-eminent institutions in the world, leading to such notable accomplishments as:

- one of the nation's top programs in biomedical engineering, the result of an 8-year-old partnership with Georgia Tech;
- a clinical and medical education partnership with the Morehouse School of Medicine that has helped Grady Hospital to become one of the country's most vital health care providers for the underserved; and
- wide-reaching public health programs undertaken in cooperation with The Carter Center, The Centers for Disease Control and Prevention, CARE, the American Cancer Society and other organizations.

Emory must continue to foster innovative collaborations, reaching out through the Office of University-Community Partnerships to the Atlanta community and to the larger world, as exemplified by the recent formalization of ties between the University and the Dalai Lama's Drepung Loseling Monastery in India. Emory's President and the President's Cabinet will lead the effort to augment and diversify the University's strategic alliances, with particular attention paid to forging new ties with the business community.

Internationalization

Although internationalization first was considered as a possible strategic theme for Emory, and a Task Force on Internationalization was formed in spring 2004 to explore the issue as such, it soon became clear that this issue undergirds all themes, all activities—indeed, the very life of the University itself as it moves further into the 21st century. Emory is well positioned to promote international research, teaching and social action, both because of its own efforts and partnerships and because of its location in a burgeoning international city, home to several multinational corporations and a world center measured across several industries and indices.

Among the Task Force's identified next steps are:

- creating a comprehensive database to document Emory's existing international activities, which will be used to develop an "Emory International" website in several languages and available for audiences all over the world;
- increasing international enrollment to 12 percent of the student body;
- forming international advisory boards, composed of leading alumni and influential leaders from various sectors;
- building "points of presence" in major international cities, as well as forming alumni chapters and holding alumni events in those cities;
- creating a University-wide faculty committee, under the provost's direction, to internationalize Emory's curricula; and
- centralizing the infrastructure that facilitates international activities, and bringing it together under one roof.

Institute for Advanced Policy Solutions

In terms of its social contract, a university can be defined as a diverse group of thinkers from a multitude of disciplines, all approaching common questions from their individual points of intellectual origin. This approach has worked successfully in a number of technologically creative fields, from computer programming to advanced aeronautics. Such a concept will be formalized—and directed at one of the primary avenues for

making a societal impact: public policy—through the proposed Institute for Advanced Policy Solutions. The Institute will:

- be composed of fellows from throughout Emory's schools, as well as visiting scholars from other universities, think tanks and the private sector;
- involve multiple specialties working collaboratively to study and meet complex challenges; and
- be organized around two to four key policy areas, initially capitalizing on Emory's existing faculty strengths but rotating its foci every two to five years.

Campus Master Plan

Due to roll out this fall is an updated Campus Master Plan, which identifies an additional 3.5 million gross square feet (GSF) of capacity on top of the remaining 1.2 million GSF identified during the initial 1998 plan, for a total of 4.7 million new GSF of capacity. The 2005 update was developed under four major themes:

- strengthening on-campus living/learning communities;
- integrating teaching and research to reflect Emory's mission as a university;
- allowing "silos" to thrive while bridging them together; and
- planning comprehensively and in balance with the environment.

Comprehensive Campaign

Key to accomplishing the objectives of both the Campus Master Plan and the Strategic Plan will be an ambitious—and successful—comprehensive fund-raising campaign, planning for which has already begun. The University's Office of Development and University Relations (DUR) has outlined the operational changes necessary to conduct such a campaign, and these include:

- significantly increasing the number of face-to-face visits with potential donors;
- exercising the full power of market research and analysis to target DUR activity; and
- raising Emory's national profile through a strategically focused external communications program.

Conclusion

This report represents the ambition of Emory University—our vision of what we can become. Now that you've read about the path we've chosen to get there, you might be thinking: Words are fine, but they don't mean much without action. And you'd be absolutely right.

Every year we will take a reckoning. We will assess our progress and recalibrate our short-term goals. We've identified a number of milestones and benchmarks, some of which are described in these pages. But there are many more, and we invite you to review them for yourself by visiting www.admin.emory.edu/Strategic_Plan/. This website features the full Strategic Plan, complete with supporting documentation and summaries of the school and unit plans. The plan's framework will be woven into our annual planning cycle to ensure that we continue moving forward.

Finally, it bears repeating that this is the *University's* plan. It was created through a two-year process of hard work, by nearly 1,000 members of the Emory community, and we all owe them our gratitude. They, along with their thousands of colleagues who make up this great institution, represent our most precious and irreplaceable resource, and Emory will depend on everyone's energy and hard work in making this plan a reality.

James W. Wagner

For online event information, visit www.events.emory.edu.

Events for the Emory Community

PERFORMING ARTS

WEDNESDAY, SEPT. 28

Concert

Adam Frey, euphonium, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

THURSDAY, SEPT. 29

Theater

In-Gallery Theater Performance. 7 p.m. Greek and Roman Galleries, Carlos Museum. Free. 404-727-4291.

Concert

Adam Frey, euphonium, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

FRIDAY, SEPT. 30

Concert

The Vega String Quartet, performing. Noon. Reception Hall, Carlos Museum. Free. 404-727-4291.

SUNDAY, OCT. 2

Concert

"Friends of Music Musicale." 3 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

TUESDAY, OCT. 4

Concert

Karen Freer, cello, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

THURSDAY, OCT. 6

Arts and Cultural Performance

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15; \$6 for students; \$12 for discount groups. 404-712-9118.

Dance Performance

"Lelavision." 8 p.m. Williams Hall (Oxford). Free. 770-784-8888.

Concert

Badi Assad, guitar, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. \$10. 404-727-5050.

FRIDAY, OCT. 7

Arts and Cultural Performance

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15; \$6 for students; \$12 for discount groups. 404-712-9118.

VISUAL ARTS

Visual Arts Gallery Exhibit

"Hand and Eye: Visions of Myanmar, Reflections on a Journey." Visual Arts Building Gallery. Free. 404-727-6315. Through Oct. 15.

Schatten Gallery Exhibit

"Dolls of Japan: Shapes of Prayer, Embodiments of Love." Schatten Gallery. Free. 404-727-6861. Through Oct. 23.

Schatten Gallery Exhibit

"Harmony with Nature: Ai-zome Textiles from Japan." Corridor Gallery. Free. 404-727-6861. Through Oct. 28.

Carlos Museum Exhibit

"Excavating Egypt: Great Discoveries from the Petrie Museum of Egyptian Archaeology." Third-floor galleries, Carlos Museum. \$7 suggested donation; free staff. 404-727-4282. Through Nov. 27.

MARBL Exhibit

"Fixed Stars Govern a Life": An Exhibition To Celebrate the Fifth International Ted Hughes Conference." Woodruff Manuscript, Archives & Rare Book Library (MARBL). Free. 404-727-6887. Through Nov. 30.

WEDNESDAY, OCT. 5

Oxford College Art Exhibition

"Oxford Twentyfour/Seven." Hunt Gallery, Oxford Student Center. Free. 770-784-8888. Through Oct. 31.

LECTURES

MONDAY, SEPT. 26

Biology Lecture

"Role of Ang II in Insulin Resistance." James Sowers, University of Missouri-Columbia, presenting. 9 a.m. 317 Woodruff Research Building. Free. 404-727-8147.

History Lecture

"Figures of Thought & Figures of the Flesh." David Nirenberg, Johns Hopkins University, presenting. 4:30 p.m. 323 Bowden Hall. Free. 404-727-8362.

TUESDAY, SEPT. 27

Latin American and Caribbean Studies Lecture

"Brazil Under Lula: Can Democracy Take On Empire?" Jeffrey Rubin, Boston University, presenting. 4 p.m. White Hall. Free. 404-727-6562.

WEDNESDAY, SEPT. 28

Latin American and Caribbean Studies Lecture

"Women Holding Paradox: Subjecthood, Mobilization and Doing the Dishes in Southern Brazil." Jeffrey Rubin, Boston University, presenting. 4 p.m. 206 Anthropology Building. Free. 404-727-6562.

Women's Studies

Lecture

"Sex, Power and Politics: The Movement Against Sexual Harassment in the United States." Carrie Baker, Berry College, presenting. 4 p.m. 101 White Hall. Free. 404-727-0096.

Triangle Lecture

"Plants, People and Pathogens: Public Health and Crop Security in an Age of Bio-Preparedness." Jacqueline Fletcher, Oklahoma State University, presenting. 6 p.m. Nursing School Auditorium. Free. 404-712-8340.

THURSDAY, SEPT. 29

Surgical Grand Rounds

"Colorectal Cancer: Bench to Bedside." Daniel Beauchamp, Vanderbilt University School of Medicine, presenting. 7 a.m. Emory Hospital Auditorium. Free. 404-712-2196.

Latin American and Caribbean Studies Lecture

"Participatory Democracy: Theory and Case Studies from Brazil." Jeffrey Rubin, Boston University, presenting. 9 a.m. 108, 1385 Oxford Road. Free. 404-727-6562.

Biochemistry Lecture

"Guided by COMPASS on a Journey Through Chromatin Modifications, Regulations of Genes Expression and the Pathogenesis of Leukemia." Ali Shilatifard, St. Louis University, presenting. Noon. Nursing School Auditorium. Free. 404-727-3361.

SUNDAY, OCT. 2

Asian Studies Lecture

"The Gandhi Everyone Loves to Hate." Giriraj Rao, presenting. 3:30 p.m. Jones Room, Woodruff Library. Free. 404-727-2108.

TUESDAY, OCT. 4

Health Culture & Society Lecture

"Medicine as Medium in Northern India: Pluralism, Pragmatism and the Stigma of Leprosy." Ronald Barrett, Stanford University, presenting. 4 p.m. 860 Rollins Building. Free. 404-727-8686.

History Lecture

"Liquid Lecture: Baths, Brothels and Sewers in the Ancient Roman City." Ann Olga Koloski-Ostrow, Brandeis University, presenting. 7 p.m. Reception Hall, Carlos Museum. Free. 404-727-4291.

WEDNESDAY, OCT 5

Poetry Lecture

"Craig Raine: Keynote Address for 5th International Ted Hughes Conference." 6 p.m. Jones Room, 311 Woodruff Library. Free. 404-727-7620.

Visual Arts Lecture

"Hand and Eye: Visions of Myanmar, Reflections on a Journey." Diane Solomon Kempler, presenting. 7 p.m. Gallery, Visual Arts Building. Free. 404-727-6315.

Arts and Cultural Lecture

"Perspectives on Performance: Badi Assad, guitar and voice." Badi Assad, presenting. 2:30 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

RELIGION

MONDAYS

Zen Meditation and Instruction

Rustin Room, Cannon Chapel. 4:30 p.m. Free. 404-727-5120.

SUNDAY, OCT. 2

University Worship

"Journeys of Reconciliation." 11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6225.

SPECIAL

THURSDAYS

Toastmasters

Zaban Room, The Carter Center. Noon. Free. 404-420-5102.

MONDAY, SEPT. 26

Newspaper Research Workshop

6 p.m. 310 Woodruff Library. Free. 404-727-0657.

TUESDAY, SEPT. 27

Woodruff Library Tour

1 p.m. Security desk. Free. 404-727-1153.

Research Workshop

"RedLightGreen." 2:30 p.m. 310 Woodruff Library. Free. 404-727-0178.

Historical Research Workshop

4 p.m. 310 Woodruff Library. Free. 404-727-0657.

WEDNESDAY, SEPT. 28

Dedication Ceremony

Goizueta Foundation Center for Research and Doctoral Education. 11 a.m. Patterson Courtyard, Goizueta Business School. Free. 404-727-8484.

Women's Health and Wellness

"Surfing for Better Health: How To Use Web Technology for a Healthier You." Barbara Brandt, Academic Technologies/ITD, presenting. Noon. Computer Lab, Cox Hall. Free. 404-727-2000.

Google Scholar Workshop

Noon. 304 Bishops Hall. Free. 404-727-1218.

Endnote Bibliography Workshop

2 p.m. 310 Woodruff Library. Free. 404-727-0147.

Wireless Clinic

3 p.m. 310 Woodruff Library. Free. 404-727-0300.

Executive MBA Open House

6:30 p.m. 208 Goizueta Business School. Free. 404-727-6311.

THURSDAY, SEPT. 29

11th Annual W. Dean

Warren Visiting

Professorship

Daniel Beauchamp, Vanderbilt University, presenting. 7 a.m. Emory Hospital Auditorium, Emory University Hospital. Free. 404-712-2196.

Endnote Introduction Workshop

1 p.m. 310 Woodruff Library. Free. 404-727-0147.

Environmental Research Workshop

4 p.m. 310 Woodruff Library. Free. 404-727-8932.

MARTA Inner Core Transit Public Hearing

4 p.m. Rita Ann Rollins Room, Eighth Floor, Rollins School of Public Health. Free. 404-727-5166.

SUNDAY, OCT. 2

An Evening With Elizabeth Peters

4 p.m. Reception Hall, Carlos Museum. \$10 per person. 404-727-4291

MONDAY, OCT. 3

EndNote Workshop

12:50 p.m. 310 Woodruff Library. Free. 404-727-6863.

Admissions Seminar

Mercer School of Pharmacy, presenting. 6 p.m. 103 White Hall. Free. 404-727-0954.

***Please recycle this newspaper.

For sports information, visit www.go.emory.edu.

To submit an entry for the *Emory Report* calendar, enter your event on the University's web events calendar, Events@Emory, which is located at <http://events.cc.emory.edu/> (also accessible via the "Calendar" link from the Emory homepage), at least three weeks prior to the publication date. Dates, times and locations may change without advance notice. Due to space limitations, *Emory Report* may not be able to include all events submitted.