

Strategic Plan Update

Investing in Emory's vision

Creating a path to sustainability as initiatives gain momentum

Emory's \$301 million investment in its strategic plan vision is paying off.

More than two years and \$57 million into implementation, the strategic plan initiatives are going full tilt. To name just a few accomplishments to date:

A Center for Faculty Development and Excellence has been created, the financial aid program Emory Advantage has reduced student debt, a Work-Life Resource Center is in place.

Vaccine research is tackling the most deadly infectious diseases of the developing world; new partnerships with community physicians are making cancer trials available throughout Georgia.

The Carlos Museum brought us "Cradle of Christianity," and now a major King Tut exhibition to delight and enlighten Emory and the greater Atlanta community.

And we're just two years into the 10-year strategic plan, which also includes a five-year capital investment of \$309 million for a total commitment of more than half a billion dollars by Emory.

This special Emory Report section is but a snapshot in time of the plan's implementation, a crucial time as strategic plan leaders enter the next phase of measurement, prioritization and alignment with Campaign Emory.

As President Jim Wagner stated in his message, "we must hold tightly to the creativity, energy and innovation that have infused this plan," as we move forward with strategic discipline.

Since the plan's inception an infrastructure has been in place to shepherd its evolution. Implementation activities are guided by the Strategic Implementation Advisory Committee, comprised of president's cabinet members, deans from across the University, and strategic theme leaders.



JON ROU

Please see STRATEGIC PLAN on page 4



In some ways it's more fun to plan than to implement — this was my observation published in the first Emory Report special strategic plan implementation issue last January.

A year and a half later, a sense of fun is less descriptive of where we

are now. We are beginning to sense the allure of a deep satisfaction, which is uniquely the product of discipline and exertion in pursuit of a meaningful goal.

The public launch of Campaign Emory has been set for Sept. 25. Deans and initiative/theme leaders will be meeting within the next couple of months to help align our vision across the schools and units, within the goals of the campaign.

As we take ownership and move forward, the process will become more rigorous. We will need to evaluate our projected results in light of overarching institutional goals, and make difficult decisions about resource allocation.

We are definitely entering another phase, but as we do so, we must hold tightly to the creativity, energy and innovation that have infused this plan from its inception.

Congratulations to all, and thank you for your commitment and contributions. I look forward to helping forge the campus-wide partnerships that will move us closer to our future as a globally recognized destination for the world's finest scholars and students.

— President Jim Wagner

Where Courageous Inquiry Leads

Emory University's mission is to create, preserve, teach and apply knowledge in the service of humanity.

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.

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

Goal 3: Emory's social and physical environment enriches the intellectual work and lives of faculty, students and staff.

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

Goal 4: 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.

Creativity and the Arts

Strategic Themes	University-wide Initiatives
Strengthening Faculty Distinction	<ul style="list-style-type: none"> • Faculty development activities • Tenure and promotion practices • Recruitment and retention
Preparing Engaged Scholars	<ul style="list-style-type: none"> • Students • Community outreach • Curriculum • Pedagogy
Creating Community — Engaging Society	<ul style="list-style-type: none"> • Professional and leadership development • Diversity • Sustainability • Work-life enhancement
Confronting the Human Condition and Human Experience	<ul style="list-style-type: none"> • Understanding religions and the human spirit • Understanding race and difference • Implementing pathways to global health
Exploring New Frontiers in Science and Technology	<ul style="list-style-type: none"> • Neuroscience, human nature and society • Predictive health and society • Computational and life sciences

Strategic Alliances

Institute for Advanced Policy Solutions

Internationalization Plan and Initiatives

Strategic Plan Update

SCHOOLS

CANDLER SCHOOL OF THEOLOGY

Phase I of a new building to house Candler School of Theology and the Ethics Center is nearing completion. Filling that space will be more distinguished faculty, as Candler anticipates appointments of an associate dean of Methodist Studies, the first Hankey Professor in World Evangelism, and the first director of lifelong learning. The school is undertaking a new initiative to reduce student debt by enhancing need-based scholarships, and providing stipends for students to work in church and community ministry.

EMORY COLLEGE

The College has made great strides in enhancing its student body, facilities, faculty and staff. The Emory Advantage program attracts excellent students from lower income families, and a retention task force will help all students graduate. Nearly 40 outstanding faculty have been added since 2005. New for staff: a development program and annual service awards. Three-quarters of College classrooms now offer the highest level of technology, and a new psychology building will soon anchor the "Science Commons."

SCHOOL OF LAW

Fulfilling its mission to prepare students for "more than practice," Emory Law launched the Center for Transactional Law and Practice, providing contract drafting, negotiation and deals-skill training. The Center offered workshops to practitioners in mergers and acquisitions and hosted a contract drafting conference for educators. Expanding on its foundational strength in international and comparative law, the school launched an International Humanitarian Law Clinic and its inaugural summer study program in Budapest.

GOIZUETA

BUSINESS SCHOOL

The strong need for principled leaders aligns with Goizueta Business School's focus on developing students into business leaders. Its set of core leadership characteristics helped guide the creation of the Full-time MBA Program's new curriculum, which begins fall semester. With the hiring of renowned faculty and a director for its school-wide leadership development program, Goizueta is positioned to remain a key producer of future generations of talented business leaders.

OXFORD COLLEGE

Oxford is completing a 350-bed residence hall for fall 2008 that provides space for student health/counseling services, exercise facilities and a career center. Applications to Oxford increased 130 percent due to the new "One Voice" admissions strategy that gives prospective Emory students a look at all undergraduate college options. Oxford remains focused on developing the best practices and scholarship in liberal arts teaching and learning, and has filled two key positions toward that goal.



Themes and initiatives

Strategic plan funding has enhanced and strengthened the major priorities of units, schools and colleges, touching upon virtually every aspect of the University's mission.

This special Emory Report supplement includes selected recent highlights, including an update on the progress of the five themes featured below.

As always, funding for strategic plan initiatives means an investment in the people who embody the University's vision on a daily basis through their teaching, research, service and patient care.

This special report demonstrates the tremendous worth of that investment, both within our community and far beyond.

PATTON EXEMPLIFIES OUTSTANDING FACULTY

Laurie Patton, an early co-convenor of the "Religions and the Human Spirit" initiative, has spent her academic leave this year thinking about public scholarship.

The Candler Professor of Religions has just completed a new translation of the "Bhagavad Gita." She is now writing a book about women, Sanskrit and religious identity in India, sponsored by Emory's Fox Center for Humanistic Inquiry.

A third book is set closer to home. "The Scholar and the Fool" explores case studies of incidents where "well-intentioned liberal scholars of religion offend some members of the communities they study." As she puts it, "I'm thinking about different kinds of relationships between scholars of religion and their newly configured reading publics."

Patton used strategic planning funds to organize the first Global Summit in Religion, Conflict, and Peacebuilding. Also building on new research funded by the strategic plan, she offered a free community class on the relationship between religion and women's economic empowerment, sponsored by the Atlanta Women's Foundation.



STRENGTHENING FACULTY DISTINCTION

• **CENTER FOR FACULTY DEVELOPMENT AND EXCELLENCE:** Emory's central resources for faculty development will for the first time be united in one place with the establishment of a center that will incorporate University-wide programs in support of research and teaching. A search for a director is under way.

• **"A COMMUNITY OF EXCELLENCE: REFLECTIONS AND DIRECTIONS FROM THE YEAR OF THE FACULTY":** Report from the Provost's Office outlines the issues that will shape the University's future. Pulled from a series of faculty dialogues, it features analyses, essays and action plans as Emory invests resources to strengthen faculty (<http://www.emory.edu/PROVOST/facultydevelopment/index.php>).

• **COLLABORATIVE HUMANITIES GRANTS:** Inaugural program provides increased support for collaborative research in the humanities. Three projects have been identified for funding. Based on Year of the Faculty feedback, the grants provide an opportunity for scholarship that bridges disciplines.

PREPARING ENGAGED SCHOLARS

• **VOLUNTEER EMORY:** The student-run department for volunteerism will greatly expand its service opportunities and help more fully focus students to craft a greater connection between service, scholarship and learning. These opportunities also will be extended to graduate and professional students.

• **E-PORTFOLIO:** Online e-portfolios will allow students to document and reflect on engaged learning activities as an integral part of their academics, and provide a documented foundation of experience for future careers. An online database will facilitate communication within Emory and with the community, and provide data to assess results of Emory's community engagement.

• **EMORY ADVANTAGE:** Emory was among the first schools in the nation to announce a student debt-relief program, furthering the goal to make an Emory education attainable for any qualified student. Emory Advantage provided loan replacement grants for 457 undergraduate students representing an additional \$3.3 million in need-based aid in 2007-08.



COMMUNITY SERVICE SPECTRUM TO BROADEN

Engaged scholarship, learning and service are poised to enter a new era with the completion of a comprehensive plan and a \$7 million strategic fund investment. "A Unified Vision for Preparing Engaged Scholars" is the result of a University-wide collaboration led by the Office of University-Community Partnerships, the Provost's Office and Campus Life.

"The vision that emerged from the strategic planning process will provide greater coherence, visibility and impact for Emory's community engagement activities. We expect great benefits for Emory faculty and students and for Atlanta metro-area communities," said OUCP director Michael Rich.

To foster stronger connections across Emory's academic, administrative and service units, the OUCP will move to the Provost's Office. Key priorities for the strategic theme investment over the next six years will be removing barriers to enable a broader spectrum of Emory faculty and students to participate in engaged scholarship, learning and service activities.

UNITS

CAMPUS LIFE

The new "green" Turman Hall opened for 130 first-year students, and the AlcoholEdu awareness program was implemented for first-year students, fraternities and sororities. An external review of the Career Center was completed, and the Center for Student Leadership and Engagement was reorganized to better serve students. An endowment was established for the position of athletics and recreation director, and fundraising initiatives resulted in the purchase of two vans for Volunteer Emory to increase their access and service to the Atlanta community.

EMORY HEALTHCARE

Quality is at the heart of all Emory Healthcare initiatives. Inspiration and dedication to accomplish quality principles come from every corner of the organization. At a recent Quality Conference, national leaders and EHC employees focused on a comprehensive, ongoing quality initiative, working to ensure outstanding patient safety, outcomes and service. Poster presentations reflected quality projects initiated across EHC. A popular Quality Academy fosters discussion of best practices. From patient care to research to teaching, quality and performance define the future of EHC.

MICHAEL C. CARLOS MUSEUM

As part of its Five Faiths Initiative, the Carlos Museum brought "Cradle of Christianity" and "Buddha in Paradise" to Emory and is in discussions about exhibitions on Islam and Buddhism. It hosted "Lost Kingdoms of the Nile," reinstalled its African galleries and launched the redesigned Odyssey Online and a podcast series. The Carlos built its collections with acquisitions in Greek, Egyptian and Works on Paper, and this fall will bring to Atlanta the much-anticipated "Tutankhamun: The Golden King and the Great Pharaohs."

Strategic Plan Update

CREATING COMMUNITY-ENGAGING SOCIETY

• **SUSTAINABILITY INITIATIVES:** In March, Emory held its first building-wide energy competition to raise awareness and lower consumption. Many buildings now have sustainability representatives to promote energy conservation. A 2007–08 energy audit will ultimately result in energy savings in over 1 million square feet of existing building space.

• **DIVERSITY PROGRAMS:** The Office of Community and Diversity is dedicated to supporting and enhancing Emory's commitment to engaged scholarship and courageous inquiry. Several projects and programs increase Emory's institutional capacity for self-reflection and community building, including the National Coalition Building Institute and the Dialogue & Dinner Program, among others.

• **"EMORY IN THE COMMUNITY":** In the past year, Emory's offices of Community and Diversity and University-Community Partnerships published "Emory in the Community" (www.emory.edu/emoryinthecommunity), an overview of how faculty, staff and students constructively engage in partnerships benefiting communities throughout Georgia. The Clifton Community Partnership also continues to engage local communities in beneficial partnerships.



LIFESTYLE ISSUES DRIVE DESTINATION WORKPLACE

From commuting to community initiatives, Emory is taking creative approaches to constructing its future as a destination workplace. New developments include exploration of work-life balance integration and a focused initiative to promote commuting to Emory by non-traditional means.

In 2007, Emory's Work-Life Task Force, a group charged with recommending opportunities to retain, attract and sustain a diverse Emory community, completed its recommendations (<https://www.admin.emory.edu/StrategicPlan/WorkLife/>) and presented them to President Jim Wagner. One recommendation was a Work-Life Resource Center for employees to explore alternative work arrangements, dependent care options and a liaison for faculty work-life integration. A manager for this program is expected to be hired later this year.

EmoryMoves, a new initiative derived from the Excellence Through Leadership Class of 2007, is kicking off to highlight cheaper, sustainable and less stressful commute options and reduce dependence on "one person one car." Look for more news from EmoryMoves later this year.

INDIA IS A PRIMARY FOCUS OF GLOBAL HEALTH INSTITUTE

It's not every day the World Health Organization classifies a new disease, but it recently did just that with the co-infection of HIV and tuberculosis. Approximately one-third of the world's 40 million people with HIV/AIDS are also infected with TB. Of those, 90 percent die within months of contracting TB if not promptly treated.

"India now has the largest number of HIV-infected people in the world, and 5.7 million of them have HIV/TB co-infection," says Rafi Ahmed, Emory Vaccine Center director and a Georgia Research Alliance Eminent Scholar.

In response to this health challenge, the Emory Vaccine Center and the International Center for Genetic Engineering and Biotechnology (ICGEB) have launched the Joint ICGEB-Emory Vaccine Center in New Delhi, India. A primary focus of the Emory Global Health Institute, the center is dedicated to vaccine research focused on HIV/AIDS, TB, hepatitis C, dengue virus, malaria and other infectious diseases that disproportionately affect the developing world.



CONFRONTING THE HUMAN CONDITION AND HUMAN EXPERIENCE

• **RELIGIONS AND THE HUMAN SPIRIT:** His Holiness the XIV Dalai Lama's October visit to Emory as Presidential Distinguished Professor provided groundbreaking opportunities for learning about peace building across religions and cultures, and about connections between spirituality and science. An Emory delegation traveled to the Drepung Loesling Monastery in India in January for the first of an ongoing series of science presentations to Buddhist monastics.

• **RACE AND DIFFERENCE PROJECT:** The newly established Vulnerable Populations Project, co-directed by professors Martha Albertson Fineman and Rosemarie Garland Thomas, is a University-wide initiative exploring the legal dimensions of race and difference that will support collaborative research and organize a major conference on vulnerability and state responsibility.

• **CIVIL RIGHTS SCHOLARSHIP:** The James Weldon Johnson Institute for Advanced Interdisciplinary Studies received a \$400,000 Mellon Foundation grant for a visiting scholars program to support three to five visiting faculty beginning this fall. The Southern Christian Leadership Conference and Emory announced the placement of the SCLC archives at the University, providing invaluable research and teaching materials.

NEW FRONTIERS IN SCIENCE AND TECHNOLOGY

• **NEUROSCIENCE:** Neuroscientist Dennis W. Choi, renowned for his groundbreaking research on brain and spinal cord injury, is the new leader of the Neuroscience, Human Nature and Society Initiative and the WHSC Comprehensive Neuroscience Center. Choi will oversee the development of neuroscience education, behavioral neuroscience and cognition, brain therapeutics, and molecular and translational imaging.

• **COMPUTATIONAL AND LIFE SCIENCES:** Multiple new faculty appointments and an interdisciplinary postdoctoral fellowship program within the CLS initiative are expected to attract exemplary scholars to Emory and to build on strengths that span the physical, biological and health sciences. A Ph.D. program in informatics is entering its second year.

• **CENTER FOR HEALTH DISCOVERY AND WELL BEING:** Opened in August at the Emory Crawford Long campus. The center currently is enrolling the first 700-patient cohort in a research-based program that will help define health and disease risk, with a focus on maintaining health rather than treating disease. Learn more at <http://www.predictivehealth.emory.edu>.



EMORY LAUNCHES CENTER FOR SYSTEMS IMAGING

New radiological imaging techniques hold great promise for identifying disease before health irreversibly deteriorates or before the patient develops symptoms. This potential has led to the newly created Center for Systems Imaging at Emory.

According to CSI Strategic Director Carolyn Meltzer, the public health impact that growing technologies will have in terms of enhancing quality of life, health care cost savings, and

reducing the burden of caregivers is enormous.

"Imaging plays an increasingly vital role in modern clinical medicine. The ability to examine the structure and function of the human body in the earliest stages of disease can eliminate the need for biopsies and other invasive medical procedures and guide the development of effective new treatments," says Meltzer. "CSI will serve as a center of excellence for multi-disciplinary research teams comprised of top scientists and clinician investigators to advance novel strategies of disease detection and treatments."

SCHOOLS

ROLLINS SCHOOL OF PUBLIC HEALTH

Construction will begin this summer on the Claudia Nance Rollins Building to expand teaching and research space for the Rollins School of Public Health. Funded by a \$50 million commitment from the O. Wayne Rollins Foundation and Grace Crum Rollins, the building will strengthen collaborations within and outside Emory. When it opens in 2010, it will more than double the school's size and consolidate classrooms, labs and offices. The building will also raise the school's profile as a destination for public health students and leaders.

SCHOOL OF MEDICINE

In addition to a new building and new curriculum, the School of Medicine is poised to expand clinical trials. The Atlanta Clinical and Translational Science Institute, through a \$31 million NIH grant, is a new partnership to develop innovative treatments. The NIH selected Emory, with a \$23 million grant, to join the national Vaccine and Treatment Evaluation Units. Emory is a new member of national clinical trials groups for HIV/AIDS. The Winship Cancer Institute is partnering with community physicians to make more clinical trials available throughout Georgia.

NELL HODGSON WOODRUFF SCHOOL OF NURSING

Compounding the shortage of nurses in this country is a dearth of faculty, as baby boomers retire during the next two decades. The School of Nursing is meeting this challenge with a number of innovative solutions. The school has established a fast-track summer program to enable master's-prepared nurses to become educators, and students who have excelled as undergraduates are encouraged to go straight into an expanded doctorate program. Four tenure track faculty with significant research programs have been hired, and there are plans to fill two Woodruff Chairs.

GRADUATE SCHOOL

The Graduate School has focused on laying the foundation for growth. In coming years, the funding of doctoral students will be more firmly anchored in all the schools that participate in doctoral programs. This will position the school to expand graduate programs to support Emory's strategic goals and complement a growing faculty. Enhanced opportunities for innovative graduate education include a new matching fund supporting interdisciplinary innovation and intellectual enrichment, and two new courses encouraging teaching in interdisciplinary or emerging domains of scholarship.

UNITS

EMORY LIBRARIES

The Emory University Libraries hosted readings by Salman Rushdie and Alice Walker, both of whom have placed their archives here. Fourteen U.S. poets, including Richard Wilbur, participated in a poetry celebration, and the first major exhibition of the Raymond Danowski Poetry Library was unveiled. On the e-frontier, the Libraries hosted a digital scholarship-digital libraries symposium; and announced a one-time distance-learning program for the master's degree in library and information science. It's the only North Georgia-based MLIS option accredited by the American Library Association.

YERKES NATIONAL PRIMATE RESEARCH CENTER

Exploring new frontiers in science and technology was an underlying theme of "Bridging Immunology, Neuroscience and Imaging: New Strategies for Developing Vaccines for Infectious and Noninfectious Diseases." Sponsored by Yerkes and the Emory Vaccine Center, this October 2007 conference explored links between vaccine development, assessments of cognitive functions and imaging technologies. Collaborations forged at the conference hold the promise of developing biological markers to track the effectiveness of all vaccines throughout the body.

Strategic Plan Update

IMPLEMENTATION STRATEGIES

STRATEGIC ALLIANCES

On a number of fronts, Emory continues to build on existing partnerships or forge new ones to advance the strategic plan.

In February 2008, delegations from Emory and Ethiopia's Addis Ababa University held a workshop at AAU to evaluate the past year of a collaborative relationship and to refine the programs and focus of the partnership. Goals were set for the coming year in areas such as information technology; administrative capacity building; work in the health sciences; and advancing Ph.D. education.

Emory and Georgia Tech have

partnered to propose the creation of the Global Water Research Institute, which would address the world's increasingly urgent need for clean and accessible water.

The Institute for Developing Nations met in Liberia in early March with its newly formed Working Group on Gender Violence. The aim was to help further the work of The Carter Center through community education about the law in rural areas and better understanding of how traditional practices and national laws might be harmonized.

INTERNATIONALIZATION

Emory continues to welcome increasing numbers of international students and scholars with some 2,530 from 123 countries in 2008. The dedicated staff of the University-wide office of International Student and Scholar Programs — now located in the North Decatur Building with the Office of International Affairs and The Halle Institute — work closely with these scholars to navigate the complex and changing U.S. regulatory environment.

More Emory students are studying abroad in more diverse locations in low-income countries. To strengthen all aspects of the study abroad experience,

Emory aims to move to an online application and management process within the coming year.

New developments with Emory and Asia: the launch of the Korean language at Emory with support from the Academy of Korean Studies; the introduction of the Chinese language in Atlanta public schools through the Confucius Institute led by Emory and Nanjing University faculty with support from the Chinese Ministry of Education; the deepening of the Emory-Tibet Science Initiative with support from His Holiness the XIV Dalai Lama; and pioneering graduate research projects in Thailand.

CREATIVITY AND THE ARTS

This strategic implementation framework, led by Rosemary M. Magee, vice president and secretary of the University, includes support for the October 2008 Future of Evolution Conference; "A Fine Excess," the recent poetry conference; "Luminaries in the Arts" and "Creativity Conversations," artist lectures and conversations with Salman Rushdie, Dorothy Allison and others.

In addition, the Emory College Center for Creativity & Arts, launched in February with Theater Studies Chair Leslie Taylor serving as inaugural executive director, supports artist grants and commissions, event

sponsorships, and student initiatives, such as "Artist Survival Skills" workshops; "Out There Arts" grants; and "Emory Arts Passport." The Center established an Arts Council and executive committee, with its international advisory committee to be named soon.

In May, Emory's Public Art Committee will dedicate a Jose de Rivera sculpture donated by Donna and Marvin Schwartz, to be sited in front of the facility bearing their name.

The full array of these programs and projects will soon be available on www.creativity.emory.edu.

INSTITUTE FOR ADVANCED POLICY SOLUTIONS

Emory's Institute for Advanced Policy Solutions recently initiated its Health System Transformation Seminar Series to discuss the state of the U.S. health care system, health security, and the role of public health and health policy.

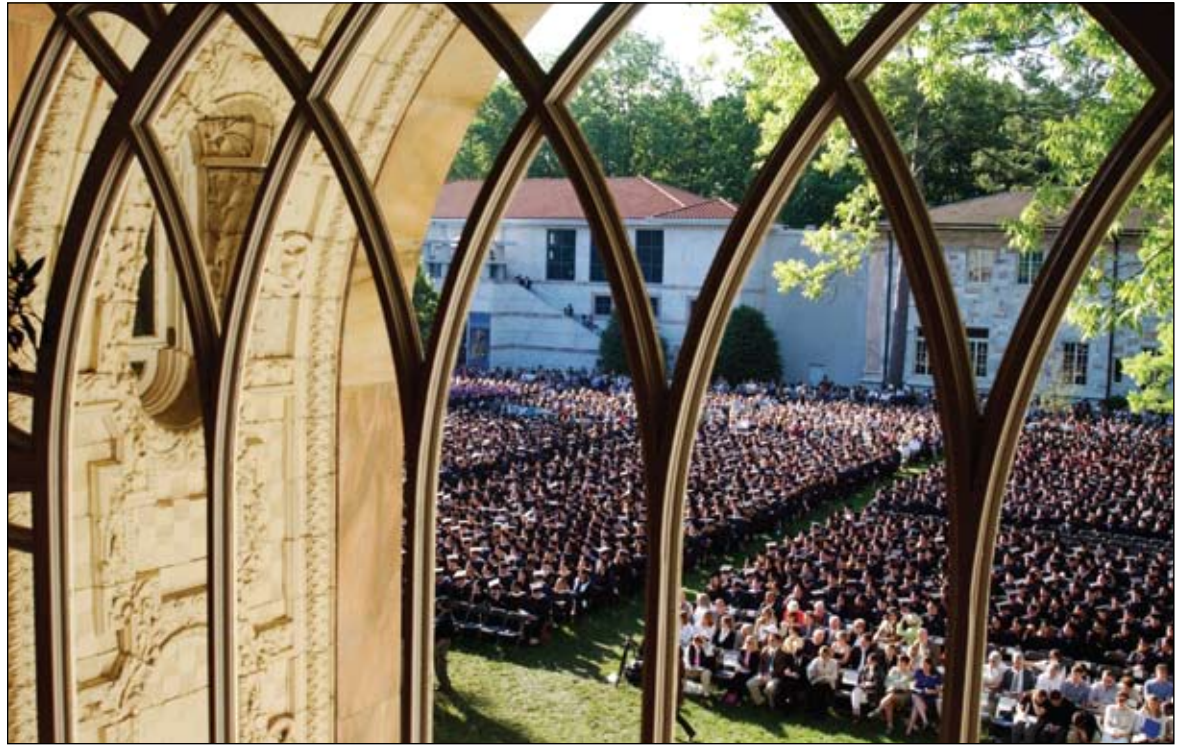
Centers for Disease Control and Prevention Director Julie Gerberding gave the inaugural lecture on the status of the nation's health, while the second seminar addressed approaches to reducing health disparities. The April 28 seminar will highlight chronic disease prevention and management. Kenneth Thorpe, Institute director and

professor and chair at the Rollins School of Public Health, will lead the discussion.

In June, the Institute will host a conference with the Partnership to Fight Chronic Disease. Thorpe is executive director of PFCD, a bipartisan coalition of leading health care, business and labor experts and organizations, committed to positioning chronic disease care as a key health care issue.

The Institute unites researchers from public, private, academic and nonprofit arenas to develop innovative solutions to critical policy problems, including health and poverty.

STRATEGIC PLAN: What to expect in the year ahead



JON ROU

Continued from the cover

The SIAC is led by an executive committee that includes Earl Lewis, executive vice president for academic affairs and provost; Fred Sanfilippo, executive vice president of health affairs and CEO, Woodruff Health Sciences Center; and Mike Mandl, executive vice president of finance and administration.

As an example of the SIAC's role, a diagnostic assessment of the cross-disciplinary strategic initiatives and their implementation process conducted over the past year resulted in a set of recommendations to create linkages among the schools and the initiatives.

These efforts to bring the initiatives and schools in closer alignment become even more critical as Campaign Emory launches on Sept. 25 (campaign.emory.edu/insider).

At a SIAC meeting last month, Senior Vice President for Development and Alumni Relations Susan Cruse discussed how strategic initiative leaders

can prepare for the campaign, including ways to achieve sustainability through various forms of fundraising.

In reference to the campaign and as a guide to moving the strategic plan implementation forward to its next phase, Lewis outlined four core principles that provide a framework for the mapping process between the strategic initiatives and schools and colleges:

- Fundraising for strategic initiatives must map to one or more schools or colleges.
- Schools, colleges and initiatives must partner to be successful.
- Academic Affairs must determine the academic priorities for the University.
- Some initiatives may not be sustainable.

The SIAC and other University leaders will participate in a retreat and other meetings from April through June to discuss governance, administrative structure, crosscutting activity and long-term sustainability, and funding issues such as grants, corporate

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— Provost Earl Lewis

support, donations and endowment support.

"We'll be creating a path to sustainability that will be agreed upon by all and that will be clearly and consistently communicated to the Emory community," said Lewis. "By more closely aligning the strategic initiatives with school and college priorities, we can better work with campaign leadership to present a compelling case for external constituencies to join Emory in making major investments in our vision."

— Nancy Seideman
Executive Editor, Emory Report



Continued investment in Emory community

The new academic year will bring increased momentum for strategic plan initiatives with the launch of Campaign Emory, and new centers and programs that will support the work and lives of all Emory community members. Watch Emory Report and the University Strategic Plan Web site (<https://admin.emory.edu/StrategicPlan/>) for the latest news regarding the strategic plan's progress.