Strong vision guides Emory on path to eminence

World-class faculty, the best and brightest students, high-quality staff — these are the key markers on Emory’s path to eminence, supported by investment and advancement aspirations for the next five years and beyond.

Three years into implementation of “Where Courageous Inquiry Leads,” the University’s strategic plan, Emory’s faculty and administrative leaders have used the first in-depth evaluation of progress to clarify goals and sharpen focus. Based on recommendations coming out of the update process, strategic plan leaders developed three global priorities and supporting principles:

- **Quality**: The recruitment and retention of world class, distinctive, diverse, and high-quality faculty remains the most critical priority for Emory. Developing strategies to recruit and retain top-choice students and staff, engaging in activities to develop leadership and strengthen both graduate and undergraduate academic programs, and providing high-quality health care also are primary objectives to realize this priority.
- **Distinction**: Emory will focus on the essentials and on the areas of excellence that will place the University in a position of strength in the future, including investing in distinguished interdisciplinary centers and institutes, reinforcing Emory’s strong community culture, and maintaining and seeking out new affiliations.
- **Financial Strength and Resource Stewardship**: With a reduced resource base, it is essential that Emory right-sizes activities, utilizes and develops resources more efficiently and effectively, aligns funding flows, and increases transparency.

By way of introduction to this report, I announced our strategic plan — our road map, as it were, toward our vision for Emory — we committed ourselves to reviewing our progress down the road. We hold this out as a requirement, not just for measuring how close we might have come to reaching our goals, but also for making any course corrections that might have become necessary in the intervening years.

During this past year, after three years on the road, the Strategic Implementation Advisory Committee, chaired by Provost Earl Lewis and Executive Vice President for Health Affairs Fred Sanfilippo, led the deans, strategic plan initiative leaders, cabinet members, and others in taking stock. The process was both deliberative and, certainly, deliberate — in the sense that it was methodical, comprehensive and painstaking. The report before you sums up the conclusions of that process and provides an update on progress we have made toward our vision as an intellectual community.

By way of introduction to this report, I would note several important points. The first is that our vision statement, which you will find printed on page 8, appears to be still the right one for Emory at this time. It does all three things that a good vision statement should do: it names our aspirations as a university; it confesses that we have not yet achieved our vision for ourselves; and it holds us accountable as a community for making progress toward our vision.

As this report will make clear, we have made genuine progress in our major themes, thanks to the hard work of the faculty and staff members who daily think about, plan, carry out, and build on the various initiatives being worked out under each theme.

At the same time, our review process has clarified for us a number of distinctions and refinements to our original plan, so that we can now describe better the end we originally had in view. Our vision has become sharper. The section on the newly renamed framing principles of the strategic plan will give you a better sense of just how our vision has become clearer.

Likewise, while we continue to be well served by the road map we set off with — a map that offered a variety of paths toward the same vision — it has become evident that not all of those paths will now get us where we want to be as efficiently as we need to get there. Indeed, some of those paths now look like dead-ends. Others are running so closely parallel to neighboring paths that we will do just as well to merge them. What you will find in this report is an accounting of where we have reached general agreement about how best to move forward in view of those unanticipated roadblocks or opportunities to build bridges. In any case, the exploration has been worth the effort.

The timing of our review was fortunate: we had begun the process well before the extent and duration of the economic downturn had become known, and we were already well along in our consolidation of some initiatives and programs as we began also to wrestle with the wider impact of the economy on our university. We were fortunate also that we had long been planning to launch publicly our Campaign Emory to raise the funds needed to invest in our strategic priorities.

Since announcing the campaign publicly last September, we have continued to attract resources specifically devoted to certain of our initiatives, from Emory Advantage to religions and the human spirit, and from predictive health to faculty development. With a heavy emphasis on providing more resources for students, faculty and staff to succeed personally at Emory, Campaign Emory is essential to determining whether Emory will succeed institutionally.

I remain ever grateful for those who have given so much to help move the University forward over the past five years. And I remain confident that we have mapped a fitting and challenging direction for Emory to continue moving forward over the next five years.

---President Jim Wagner
Leading from a position of strength

QUALITY

Emory Report: What moves Emory forward on the path from excellence to eminence?

Earl Lewis: The people who comprise our community are the keys: with the faculty who are first-rate teachers, scholars and clinicians — individuals who are in very fundamental ways altering what we know.

Fred Sanfilippo: Mike Mandl, executive vice president for finance and administration; and Fred Sanfilippo, executive vice president for health affairs and CEO, Woodruff Health Sciences Center.

Then we want to be a place that attracts bright students on the undergraduate, graduate and professional levels, because it’s those students who are the key to sustaining whatever we do. They are the ones who will ask questions that will make us look in a new way at issues we think we have resolved.

Add to that a mix that high-quality staff. What you realize when you work for a university, particularly in senior administration, is that faculty are important, students are important, but in a complex organization with 23,000 employees you rely from the very beginning on a highly qualified and motivated staff in all areas.

I think it’s these individuals, their quality and development, that we have to focus on, and the strategic plan moves us along the path to doing so.

Mike Mandl: What investments will we make to maintain the quality and development of Emory community members?

Lewis: We’ll continue to work with deans and faculty in identifying individuals and clusters of faculty who relate to the highest priorities of both schools and colleges, and of the University.

The Faculty Distinction Fund will focus on recruiting our top choices in a select number of fields. We have to hire our first choices if we want to continue to make the right kinds of investment in the short term.

One of the most explicit investments for staff coming out of the strategic plan is programs addressing work-life issues sponsored through the WorkLife Resource Center.

For undergraduate students, our emphasis will remain on recruitment and financial aid, with a special focus on securing the funds to sustain the Emory Advantage program. And once we get students here, we want to create a signature experience for undergraduate students by focusing on programs related to student engagement, and link experiential learning to classroom learning.

My office is working with academic divisions, Campus Life, the Office of University-Community Partnerships and other units across the University to ensure that undergraduates are having the experience they want and what we think they need.

Outside of the strategic plan, we spent a lot of time last year talking with undergraduates about their experiences at Emory, and as a result we’ll begin putting efforts in place to improve the overall undergraduate experience.

DISTINCTION

Emory Report: What will make Emory distinctive?

Fred Sanfilippo: Developing innovative, high-value programs that are hard to duplicate elsewhere. This happens when outstanding faculty and staff interface across different areas of interests in an environment that stimulates and facilitates such interdisciplinary interactions.

It’s not easy — if it was, everyone would be doing it — it means taking people out of their comfort zones.

ER: What are the challenges?

Sanfilippo: There are structural and programmatic barriers: Structural challenges require resources, including space, people and funds, to promote interdisciplinary interactions; while the programmatic challenges are to overcome the discomfort of working outside one’s discipline and area of control.

ER: How is Emory creating distinctive programs?

Sanfilippo: Our investment in internal and external assets that help make this happen, and the strategic plan provides resources to stimulate interdisciplinary initiatives at a university level.

In health sciences, for example, our new Operative & Spine Institute has brought together neurosurgeons, orthopedists, cell biologists, and many other disciplines focused physical setting, while our new Center for Critical Care Medicine is bringing together a range of specialties across multiple hospitals.

We also have extraordinary relationships and opportunities with external groups. No one else in the country has the level of inter-institutional collaboration such as the top-ranked biomedical engineering department we have with Georgia Tech.

The Emory-Georgia Tech Collaborative — the Atlanta Clinical and Translational Science Institute last year partners Emory with Morehouse School of Medicine, Georgia Tech, Children’s Healthcare of Atlanta, and many other collaborators including the Georgia Research Alliance, UGA, and the CDC.

The P30 grant at Winship Cancer Institute that gave us recognition this year as the only National Cancer Institute-designated cancer center in Georgia includes Georgia Tech, Children’s Healthcare of Atlanta and Grady Memorial Hospital, and our new Center for Comprehensive Informatics serves as another highly successful model.

These relationships — cutting across disciplines and organizations — continue to develop with enormous benefits to our faculty, students and patients, as well as to society as a whole.

ER: What will be the next five years bring in health care?

Sanfilippo: Emory should be a leader in terms of identifying all treatment modalities — conventional and alternative — and those approaches should be developed through predictive personalized health models to enhance health and healing.

We know that there are many advances that have proven effective in some people, but we don’t have a clue as to why. So we need to develop risk-benefit profiles for different individuals reflecting the fact that what may work for one person may not work for another. This approach takes traditional medicine out of its comfort zone of “standard of care,” but this is where health care is headed.

The key to improving the quality, value and effectiveness of health care is to have continuous and easy access to an integrated health provider team that helps each of us understand and consider the true risks and benefits of all potential options. Emory can and should lead the way in transforming health and healing together with our partners to make this happen.

FINANCIAL STRENGTH AND RESOURCE STEWARDSHIP

Emory Report: How can Emory increase resources to fulfill its strategic priorities?

Mike Mandl: We need to operate from a position of strength. This means, in light of new economic realities, that we need to right-size our activities and invest in areas that support Emory’s quality and distinction while ceasing activities that do not directly forward our highest priorities.

Developing a more pervasive entrepreneurial spirit will also be important in the years ahead.

ER: What is an example of right-sizing?

Mandl: A minor but illustrative example. Many years ago Emory funded a community recycling program in Emory Village when no alternative service was available in the community.

Now that the county provides this community service at a minor cost to residents, we decided to cease funding recycling activities in the village and direct our resources to initiatives more closely related to our core priorities.

This recycling program had value, no question — many of the activities that we will need to stop have value — but these are the trade-offs that we will have to make in light of where we are and what is demanded of us today.

It’s not a zero-sum game to do new things and to cease doing others; there’s a value in evolution.

ER: How do we make these decisions?

Mandl: Emory leaders need to provide good, transparent information, along with tools and resources, so deans, department chairs and directors can make well-informed decisions and can effectively assess trade-offs that are appropriate for their individual schools and units.

This information, in turn, has to be shared throughout the organization. There are a lot of smart, talented people here who care deeply about Emory and our mission, who have many good ideas and are excited about the path we are on. There is a growing entrepreneurial spirit here, and broad-based active engagement, with people working creatively in leveraging support across the University and piggybacking off of other units to get projects done.

ER: How can we be effective stewards of Emory’s resources?

Mandl: By always keeping in mind that Emory’s resources are entrusted to us by our constituents, and we have a collective responsibility to be accountable and wise in our use of all resources, keeping with our vision of ethical engagement.

There is a growing, deeper philanthropic culture building among Emory’s friends, alumni and the greater community, a growing realization that Emory is making an important difference, and that we are a place providing enormous benefits to society.
Framing principles sharpen focus

T o support the plan’s overall goals more effectively, four framing principles — strategic collaborations, internationalization, societal impact and creativity: art and innovation — will be incorporated by all themes, initiatives, schools and units implementing their individual strategic plans.

“This framing principles go to the heart of Emory’s vision statement — to work collaboratively for positive transformation in the world, within an inquiry-driven, ethically-engaged and diverse community,” says Earl Lewis, provost and executive vice president for academic affairs.

How each principle has been clarified for greater authority in guiding the work of Emory’s strategic plan is outlined below.

SOCIETAL IMPACT

When faculty focus groups laid the groundwork for the strategic plan in 2004-05, one of the imperatives discussions was that Emory should establish a new scholarship to bear on society — in the world. This work would take place within a “long-range vision for positive transformation in the world.” Initially that imperative took shape as a proposal for an Endowed Development Fund for Advanced Policy Solutions that would cut across all schools and fulfill its own mission; create a new office or unit; or make an unstructured gift, their dollars further the goals of the University or make an unrestricted gift, their dollars further the goals of the University.

“Emory will apply these priorities as they guide community members to ask the question, “In what way does my proposed initiative bring the world more empathetically?”

INTERNATIONALIZATION

Under the former rubric of “Internationalization Plan and Initiative,” this principle suggested less of an umbrella for all of the strategic plan and more a focus on the importance of internationalization in advancing Emory’s strategic plan. The strategic plan pushes every part of the University toward that vision statement of being “internationally recognized,” and therefore the international dimensions of Emory’s community should be manifested in every new initiative.

This principle thus guides community members to ask the question, “In what way does my proposed initiative bring the world more empathetically?”

CREATIVITY: ART & INNOVATION

The word “poetry” derives from the Greek word that means “making.” The human being is a “making” animal, a “poetic” animal. Thus, human inventiveness, ingenuity and “poetry” or “making,” can be viewed as ranging across many more endeavors than those typically thought of as “the arts.” The framing principle formerly referred to as “Creativity and the Arts” therefore has been reconstituted in order to suggest the reality of Emory’s creative university community, where innovation occurs in archival research, in laboratory techniques, in classroom teaching, and in other activities that enhance Emory’s culture as it is broadly defined. The strategic plan asks the Emory community to consider how its initiatives manifest creativity or innovation, whether in the arts, the sciences, the humanities, administration or service.

STRATEGIC COLLABORATIONS

As a community “working collaboratively” in countless ways, Emory faculty, staff, students and alumni accomplish their goals through partnerships both internal and external. For decades, important discovery and learning have been nurtured within the Emory community through interdisciplinary scholarship and teaching. Beyond campus, key linkages both locally and internationally have guided and empowered Emory’s work. Moving forward, Emory will measure its progress in various initiatives by the degree to which they engage in and are informed by such linkages.

Providing the framework for Campaign Emory, Emory’s strategic plan informs every area of fundraising across the University. Because the priorities of the campaign were derived from the plan, Emory is assured that its fundraising efforts support those areas essential to achieving the University’s long-range vision, not just meeting its short-term needs, says Susan Cruise, senior vice president for development and alumni relations.

Since the campaign began in 2005, members and friends of the Emory community have made steady investments in that vision, fulfilling their own missions; create a new office or unit or make an unstructured gift, their dollars further the goals of Emory’s strategic plan,” says Cruise says.

Given the goal, for example, help ensure that Emory has exceptional teachers and researchers to direct the University’s learning, research, scholarship, and service programs, she says. Donors are the essential key to faculty chairs and professorships, funding existing ones, and providing support for academic fellowships to attract leading scholars.

Investments in scholarships and financial aid enable Emory to enroll the best undergraduate and graduate students and provide support for them to succeed. In particular, donor support through Campaign Emory is advancing the University’s goal of building a permanent Endowment for Emory Advantage. This and other financial aid programs fulfill Emory’s commitment to need-blind admission, which expands the economic and cultural diversity of the student body.

Donors who invest in Emory’s social and physical environment help enrich the intellectual work and lives of students, faculty and staff, Cruise says. Private gifts are funding facilities improvements to support teaching and research across the University.

At the core of Emory’s academic work, Cruise notes, is the drive to understand and improve the human condition. Campaign investments in Emory’s programs seek to enable the exploration of spirituality and humanity across disciplines, promote dialogue across cultures, and improve health locally and around the world.

Guided by the strategic plan, gifts to advance Emory’s research efforts are driving progress across the disciplines, shifting the focus of contemporary medicine from disease management to prevention and health maintenance, and inspiring creative collaboration among disciplines in exploring new ideas.

In all areas, Emory is leveraging the University’s positive contributions to the larger community, improving Emory’s ability to collaborate with growing numbers of partners, and fostering innovation and creativity, Cruise says. The result, she adds, is a vibrant university that respects the strengths and challenges of the world around it.

“When this campaign ends in 2012, we’ll have built a community that values philanthropy as a way to create positive change in the world,” she says.

For more information, visit www.emory.edu/campaign.

Continued from the cover

“Emory will apply these priorities as deeply as possible throughout the organization, and institutional decisions will be based on these three criteria,” says Provost Earl Lewis who, along with Fred Sanfilippo and Mike Mandl, is a member of the Strategic Plan Executive Committee.

In this update of the strategic plan, the five strategic themes and accompanying University-wide initiatives essentially remain the same, with minor revisions to better reflect Emory’s identity and aspirations.

To support the plan’s overall goals more effectively, four framing principles — strategic collaborations, internationalization, societal impact and creativity: art and innovation — will be incorporat- ed by all themes, initiatives, schools and units in implementing their individual strategic plans.

For more information, visit www.emory.edu/strategicplan.

Contributors


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STRATEGIC PLAN: Refining goals, focus

Campaign gifts fuel strategic plan goals

EMORY REPORT • SEPTEMBER 28, 2009 • STRATEGIC PLAN IMPLEMENTATION

SPECIAL THANKS TO: Makeba Morgan Hill and Ruth Leinfelder
The sum of Emory's parts — working together in collaborative partnership, leveraging each other’s strengths — can collectively achieve far more than they could on their own. The University-wide themes are mechanisms that interconnect school and unit programs to enable the greatest leveraging of Emory’s strengths and resources. Each theme is related to one or more goals of the strategic plan and consists of a set of related initiatives that describe specific strategic focus areas designed to move the University closer to achieving its goals. The themes recognize faculty, students, staff, alumni, and community resources and needs, and also delineate an intellectual agenda that will drive the reputation of the University. The themes and initiatives have essentially remained the same, with the exception of Preparing Engaged Scholars. This theme has been recast as Ensuring Highest Student Quality and Enhancing the Student Experience, which takes into consideration that in addition to community-engaged learning and scholarship, there is a need to create strategies to enhance recruitment and financial aid for students and ensure cutting-edge curricula and pedagogy in all schools and colleges in the coming years. Also new to the plan is Emory’s Culture initiative to develop strategies to uplift a culture of ethics, diversity, work-life enhancement, entrepreneurship and philanthropy across campus.

STRENGTHENING FACULTY DISTINCTION

Program grows academic leadership

Welcoming its second cohort in 2010, the Academic Leadership Program is helping to grow Emory’s next generation of academic leaders. A vehicle for professional development, it seeks to retain the University’s best faculty, provide concrete opportunities for leadership in academic affairs, promote and develop from within, and ensure success at key transitions along the faculty life-course. Through case studies, skills sessions and hands-on projects, the accelerated program of internal leadership development focuses on the business of the University and the subtlety of the academy. For Jack Zupko, a member of the inaugural class, the Academic Leadership Program was an opportunity to strengthen and renew his skill sets. What he learned reinforced his belief that the key to leadership is to communicate effectively and treat people with respect. "The good transitions along the faculty life-course, within, and ensure success at key opportunities for leadership in academic best faculty, provide concrete oppor-

Initiatives

Faculty members are an essential resource for achieving Emory’s vision of an inquiry-driven, ethically engaged and diverse intellectual community. Through teaching, research and service, scholars and teachers of all ranks and disciplines leave an enduring imprint on those whose lives the University touches. To strengthen faculty distinction, Emory must invest in and grow its faculty from within. Emory must foster external recognition of its faculty, building its distinguished faculty and nourishing, retaining and recruiting the next generation of outstanding scholars.

Faculty Development: To foster successful faculty career trajectories, Emory provides development programs that address teaching, research and service to the institution and the discipline. Faculty development activities include the Academic Ladder writing and time management workshop for tenure-track assistant professors. Emory celebrates its faculty accomplishments, and nominates outstanding faculty for prominent awards and membership to the national academies.

Tenure and Promotion: Emory endeavors to provide an environment that is conducive to faculty advancements in their career, their discipline, the academy and society. The University is committed to providing the resources that ensure a successful progression along the faculty career ladder and ensuring continuous improvement in processes for faculty promotion and tenure. The Office of the Provost is leading a review of processes that guide the selection of external reviewers for promotion decisions.

Recruitment and Retention: The Faculty Distinction Fund is a key investment tool to reward and retain distinguished faculty and recruit promising scholars whose contributions support University-wide priorities. The fund has attracted faculty essential to the Computational and Life Sciences and the Religion and Human Spirit initiatives.

ENSURING HIGHEST STUDENT QUALITY & ENHANCING THE STUDENT EXPERIENCE

Initiatives

What is an “Emory Education”? The answer is expected to be defined and refined during the next five years under the University’s expanded “Ensuring Highest Student Quality and Enhancing the Student Experience” theme. Creating and investing in a signature education for our undergraduate students is a vital component of the strategic plan,” says Provost Earl Lewis. “Recruitment and financial aid is one part of it. What we distinctively offer our students when they are here is the other.” Through the Office of University-Community Partnerships (OUCP), a particular focus is on building the faculty’s ability to employ engaged learning, and providing the resources to support logical, planned and thoughtful progressions for students along the continuum of engagement, from volunteer service to experiential learning to original scholarship addressing pressing community problems.

This fall saw the implementation of advising systems for freshmen and pre-health majors. And in fall 2010, the new freshman village will be completed.

Recruitment and Financial Aid: The University and its schools are examining recruitment strategies at all levels. Attracting the very best undergraduate, graduate and professional students is key to sustaining the mission of the University. For undergraduates, Emory Advantage for low-to-middle income families and financial aid for all students with assessed need will remain a priority.

Engaged Scholars: Emory’s OUCP in coordination with the schools and colleges, Campus Life and Volunteer Emory, will continue to build the capacity for community-engaged learning and scholarship opportunities.

Curriculum and Pedagogy: Curriculum and its implementation are being refined at the school level.

A virtual hub for students

“Although there are many people here at Emory poised to provide answers, we also know that it is not always self-evident to whom one should turn for answers or general advice,” says Santa Ono, senior vice provost for undergraduate academic affairs.

Ask John Emory is a comprehensive listing of Emory’s most frequently-queried Web sites. Students also can send a private message to a committee of administrators; questions and answers are confidential and anonymous.

Included is a link for students to submit reflections on life at Emory. “These will also help us consider ways to improve the student experience,” says Ono.

Campus Life and the Office of the Provost created the student portal based on recommendations made at “Dialogues on the Emory Undergraduate Experience,” a series of conversations with undergraduates to assess the quality of their collegiate experience.
Resources help balance work, life

For John Kosky, Emory’s recent recognition in The Chronicle of Higher Education’s 2009 Great Colleges to Work For listing was especially satisfying. Last fall, Kosky was tapped to head the WorkLife Resource Center, charged with implementing recommenda- tions from Emory’s Work-Life Initiative and promoting a work envi- ronment that allows the University and its people to excel and thrive.

Kosky says, “Part of our initial work was to compile the extensive resources Emory already provides its employees. At www.worklife.emory.edu, employees can survey these resources and view a road map of projects under way.”

One key area of focus is dependent care, which includes child care, elder care, adoption and special-needs dependents. An external market analysis was conducted of child care resources within five miles of Emory, and from that, the WorkLife Center developed a child care network that will provide discount and priority admissions to families, without making actual referrals to specific facilities. Future analysis of existing campus resources may provide opportuni- ties for more dependent care enhancements.

Additionally, long-term emphasis on workplace flexibility and alternative work arrangements will allow managers and employees to reframe where, when and how work gets done.

CONFORTING THE HUMAN CONDITION AND HUMAN EXPERIENCE

Religion and public health address social issues

Ellen Idler, new director of the Religion and Public Health Collaborative, is a gerontologist who holds a joint appointment in soci- ology and public health. But it’s her study of religion together with those disciplines that has brought new knowledge to her field.

Among Idler’s recent research findings is that elderly people who had more religious connections “had a better quality of life both socially and psychologically during their last year of life.”

A new study Idler is investigating is the impact of religion on end-of-life decision-making. In contrast to the earlier study, “we’re finding that people who are more religious are less likely to have had discussions about end-of-life treatment,” she says. “We need more research to understand why and what can be done.

“Faculty at Emory are very well-suited to address this issue, not only from a research standpoint but also from a practice stand- point,” says Idler. “Social action is part of the agenda here. Faculty in theology, religion, public health and medicine can talk to each other in a way that they just can’t do at other places.”

EXPLORING NEW FRONTIERS IN SCIENCE AND TECHNOLOGY

Initiatives

Emory brings together interdisciplinary teams of humanists, artists, scientists and social scientists willing to tackle some of the most pressing challenges of the day and ask—only from a research standpoint but also from a practice stand- point—more research to understand why and what can be done.

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CANDLER SCHOOL OF THEOLOGY

Candler continues to strengthen its emphasis on practi-cal and public theology, especially focusing on interna-tionalizing the curriculum and conflict transformation, and peacebuilding.

Partnering with the nonprofit organization Interna-tional Relief and Development, Candler sent seven student interns to serve sites in Eastern Europe, Asia, Africa and North America. These internships are sponsored by the Halle Institute went to Germany to attend Kirchenrat, a large Protestant Church leaders’ conference in addition to workshops with German theologians. In September, the school hosted “Sharing Best Practices: Internationalizing Theologi-cal Education,” a gathering of representatives from Candler and 11 other seminaries gathered to discuss current and future models of internationalizing theological education.

The introduction of a new dual degree with Rollins School of Public Health further underscores Candler’s commitment to global public health.

New faculty appointments support Candler’s growth in international programs and partnerships, including a director of international initiatives, David Jenkins; a distinguished senior scholar-in-residence, a position filled by long-time civil rights activist and authority on nonviolent social change, Bernard LaFayette; and an associate professor of Christian ethics and conflict transformation, Ellen Ott Marshall.

JAMES T. LANEY SCHOOL OF GRADUATE STUDIES

The James T. Laney School of Graduate Studies contin-ues to pursue goals that reflect the strategic importance of doctoral education to the vitality of the greater University. Several recent developments worth noting: A grant from the Council of Graduate Schools funds a Project on Schol-arship that was launched this year. The project seeks to build contexts in which ethical dilemmas can be candidly discussed, focusing on students’ development as reflective, informed, and ethical thinkers.

A grant from the MacArthur Foundation funds the launch of a new master’s program in development practice. Emory’s award is one of ten around the world, aiming to train a generation of development professionals who can address poverty, population health, conservation and human rights as interconnected problems requiring sustained and comprehensive interventions.

This year also sees the launch of a new master’s program in bioethics, a collaboration with the Center for Ethics drawing together faculty from several schools, as well as a graduate certificate in digital scholarship, a col-laboration between the Laney Graduate School and the Woodruff Library.

ROLLINS SCHOOL OF PUBLIC HEALTH

As the 2009–2010 academic year begins, a new strate-gic planning process is expanding the concept of global-ization throughout the Rollins School of Public Health’s (RSPH) six programs.

RSPH welcomed more than 450 new students, the largest first-year class in Rollins history, and dedicated new support for its faculty, students, and programs, and watched the Claudia Nance Rollins Building top-out in June 2009. Total faculty now number close to 280. Dean James Curran was honored with the naming of the James W. Cunn Darrell M. Carter, Jr. Department of Environmental Health, and placed Curran in the RSPH faculty as Hubert Professor and chairman of the Hubert Department of Global Health. Lance Waller was named Rolls Professor and chairman of the Department of Biostatistics and Bioinformatics, and a search for a new department chair took place.

Midway through Campaign Emory, philanthropic support has brought the school to more than 80 percent of its ambitious goal of $150 million.

EMORY COLLEGE OF ARTS & SCIENCES

Emory College looks forward to strategic planning in the coming years that will clarify priorities and strengthen the focus on what makes Emory great. The opportunity this presents is no less than to rethink the nature of the liberal arts college in the 21st century. A new College Revisions Committee charges some of the finest minds at Emory to move from understanding new economic reali-ties to imagining together what the College should look like in 2015, 2025 and beyond.

Creativity is essential — in all of art, science and hu-manities research but also in the planning process itself. Creating a decision-making model that integrates both the teaching and research missions that are at the heart of the Emory experience.

The College’s societal impact will expand, too, with continuing efforts to attract and graduate the nation’s best students. Innovative new leadership programs like Emory Ad-vantage yield an even stronger and more diverse student body. Sophomore Kelly Geraszla claims the Advantage scholar- ship “more than amazing — it’s life-changing.”

NEILL HODGSON WOODRUFF SCHOOL OF NURSING

Nursing dean Linda McCauley, who came to Emory in May 2009 from the University of Pennsylvania, doesn’t think Emory needs to look very far to increase the number of doctoral students in nursing. “The best and brightest doctoral candidates are already here — our undergraduate students,” she says.

“Students get mesmerized by clinical care,” McCauley says. “I want to set a goal of enrolling two students each year to go from BSN into the doctorate program. But we need to educate students as freshmnen and sophomores in college about nursing science. If we wait until they are junior and senior year, they’ve become so set that they don’t even want to think about staying in school for more.”

In addition to increasing the PhD student pool, McCauley’s recruitment plans will add to the school’s growing roster of research strengths, including maternal-child health, heart failure and alternative approaches to cancer. In the short time since her arrival, the school has experienced dramatic growth in proposal submissions and the funding of several new NIH applications.

SCHOOL OF LAW

Emory Law prepares students for more than practice by delivering a world-class education in a student-centered environment where the best and brightest young minds receive the knowledge and practical skills to practice and deliver the legal profession.

“Emory is different from other law schools in that a lot of what it teaches you is practical,” says third-year law student Jason Estes. “Last summer, I interned at a large law firm and quickly saw how much of what I learned at Emory will be applied to my internships.”

Today’s eco-nomic realities have changed the legal profession, and law schools must add more business and technology to their curricula in order to educate graduates better equipped to enter legal practice seamlessly.

Emory Law is committed to:

• Providing graduates opportunities for practical legal study by adapting its curriculum and encouraging experiential learning opportunities.

• Offering additional career options to students by increasing financial support through increased endowed scholarships and partnering with alumni to provide mentor-ship and career guidance.

• Developing a collaborative learning environment that nurtures intellectual engagement by upgrading and en-hancing its facilities.

GOIZUETA BUSINESS SCHOOL

Leadership is the hallmark of Goizueta Business School’s degree programs. A new MBA curriculum and new lead-ership programs aim to provide students with individu-alized and holistic leadership development opportunities that advance their personal and professional growth while enhancing their abilities to contribute to the organizations and communities they serve.

In 2009, Goizueta’s schools and units developed ambitious and exciting plans that formed the backbone of Emory’s bedrock, without which it cannot build or aspire to anything of lasting value.

EMORY REPORT • SEPTEMBER 28, 2009 • STRATEGIC PLAN IMPLEMENTATION

Bold thinking, strategic focus propel school and unit plans

Schools and other major academic, research and operating units are Emory’s bedrock, without which it cannot build or aspire to anything of lasting value.

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CAMPUS LIFE

The opening of the new Emory Barnes & Noble Col- legiate Superstore in spring 2010 will bring an outstand- ing, national recognized bookstore to campus. With the move of the bookstore out of the Dobbs University Center, the vacated space may be used for a “green” grocery store and student organiza- tion space. Adjacent to the bookstore will be the Career Center which will relocate to the B. Jones Building where it will gain enhanced space.

The fourth new residence hall will be completed in May 2010 and will include 200 additional beds for first- year students. In historic Dobbs Hall, Residence Life will be piloting a “World Culture” theme as part of the First Year at Emory programs in 2010–11.

The student mental health and counseling fee imple- mented in 2009–10 has helped fund the Counseling Center near the Student Health Center. In addition, staff and resources were added to meet the growing needs of students.

MICHAEL C. CARLOS MUSEUM

As part of leading in the new economy, the Carlos Museum is focusing programming on the strengths of its permanent collections, enhancing interdisciplinary col- laborations at Emory and expanding the use of technol- ogy.

One of the museum’s strategic priorities, the “Five Faiths Initiative,” uses special exhibits, collections and programs to foster a deeper understand- ing of how art expresses and explores differ- ent-world religions and cultural contexts. To expand this programming beyond the five major religions, the “Five Faiths Initiative” will be merged with Emory’s “Religion, Society and the Arts.” This initiative will highlight the work of more than 50 faculty members. It will create linkages across the University to benefit students and the Atlanta community, and position Emory as the center of important interdisciplinary and interfaith discus- sion and leadership.

In keeping with this strategic goal, the Carlos Mu- seum secured “Scripture for the Eyes: Bible Illustration in Netherlandish Prints of the Sixteenth Century,” opening in fall 2009.

CENTER FOR ETHICS

It has been an eventful year for the Center for Ethics, moving into a new facility and welcoming a new direc- tor, Paul Root Wolpe. The Center now has 30 faculty, and through innovative programming has become a go-to resource for un- dergraduate and graduate stu- dents. In September 2009 the Center entered the new Masters of Arts in Bioethics program. The Center is also launching two major initiatives, one on public health ethics (with the Rollins School of Public Health and the CDC), and a collaborative program on medicine and environmental ethics. Reaching out to the Atlanta community, the Center is cosponsoring the Atlanta Mayoral Forum, and initiating collaborative projects with a host of Atlanta universities and institutions.

Next year, the Center for Ethics will celebrate its 20th anniversary. Recognizing innovative programming, popular courses, collaborative partnerships, and a focus on bringing ethics to the Emory community, the Emory Wheel edited a book that the Center has convened many other Emory institutions in its commitment to its mission — that of engaging students in ethical questions and issues.

WINSHIP CANCER INSTITUTE

As the largest comprehensive center within the Wood- ruff Health Sciences Center, the Winship Cancer Institute (WCI) is also the center with the most significant public impact. This year WCI became the only National Cancer Institute-designat- ed cancer center in Georgia, joining a select group of elite cancer centers in the nation.

WCI was recognized for leading the fight against cancer on three fronts — research that allows the center to take cancer advances from the bench to the bedside to the com- munity rapidly and effectively; education programs that prepare the next generation of health professionals to continue these advances; and cancer patient care that is unparalleled in the state. The designation also consolidates the collaborative nature of WCI’s work throughout the University and with key academic, health care and com- munity partners.

The WCI has begun a comprehensive strategic plan- ning process under the leadership of Winship’s Bill Woods and Rollins School of Public Health Dean James Currin in order to position the center to accelerate its impressive momentum over the next five years.

EMORY LIBRARIES

The Emory Libraries continue building strength in special collections, digital innovations and customer-focused ser- vice. An example of that work is Libraries public program- ming for 2009–10, which will draw from Emory’s own special collections — a cost-saving measure that shares these treasures with the campus and the world.

Two top shows were “Origin,” an exhibition celebrating the 150th anniver- sary of Darwin’s “On the Origin of Species” and featuring the work of Emory faculty; and the early 2010 opening of the first exhibition from Salman Rushdie’s archives, a portion of which are “born digital.”

Emory Libraries will also host the 10th Annual 12th Night Fundraiser benefitting the Manuscript, Archives, and Rare Book Library, with award-winning poet Robert Pinsky as featured reader.

Emory Libraries initiate, manage and support library events and exhibitions through public programming to advance the library’s strategic initiatives, campaign goals, and contributions to the public cultural life of the campus and the community.

WOODRUFF HEALTH SCIENCES CENTER

Emory’s Woodruff Health Sciences Center (WHSC) encompasses Emory School of Medicine, the Neil Hodgson Woodruff School of Nursing, the Rollins School of Public Health, Yerkes National Primate Research Center, Winship Cancer Institute, and Emory Healthcare. With the vision of transforming health and healing together, WHSC components work within the framework of the overall strategic plan to be international leaders in groundbreaking research, education, patient care and public service.

These efforts include working across a multitude of disciplines to provide cutting-edge, highly specialized patient- and family-centered care without compen- sation many of the community’s sickest and most disadvantaged patients; to confirm the effectiveness of innovative diagnostic and therapeutic techniques through clinical research; to foster new discoveries in biomedical science and apply them in a clinical setting; and to educate future generations of health professionals who will advance these improvements.

Support across missions, units and disciplines is a key strategy of the WHSC,” says Executive Vice President for Health Affairs Fred Sanfillipo. “That alignment extends to the University and its strategic plan as well. WHSC can best achieve its vision by working together with the University to leverage internal and external assets.”

The success of Emory’s strategic plan depends on all of its units working in concert toward a shared vision,” says Provost Earl Lewis. “The efforts of the health sciences center are closely aligned with those of the University.”

Another key strategy of the WHSC is the transparent and best use of resources and assets, including people, partners, space, money and time. For example, as part of its patient- and family-centered care initiative, Emory Healthcare has invited patients and families to serve as advisers, and already more than 70 volunteers have signed on. They are serving throughout Emory hospitals and clinics in a variety of capacities, from providing information at the design of waiting rooms to editing patient admissions materials. As a group, their diverse perspectives are enriching the deci- sions of Emory Healthcare’s leadership. A third WHSC strategy is the creation of a performance culture in which engaged faculty, staff and student are highly satis- fied patients, students and other constituents.

YERKES NATIONAL PRIMATE RESEARCH CENTER

Stewardship, excellence, integrity, collegiality and people — these are the values that drive the Yerkes Re- search Center’s mission to conduct essential basic science and translational research to advance scientific understanding and to improve health and well-being. From nurturing indi- vidual brilliance to fostering a community of collegiality, Ye- kes researchers are committed to working passionately in the service of humanity.

Positioning Yerkes to do this is the new Clinical Veteri- nary Medicine Administration and Research building at the Lawrenceville field station. This LEED Gold-certified building is the cornerstone for new programs that rely upon the center’s genetically typed social colonies of nonhuman primates to help researchers understand the interaction between genetics and environment and the roles they play in human health and disease. Such genetic information is also strengthening the center’s longstanding research programs in microbiology, immunology, neuroscience and psychobiology, and providing area high school students with unprecedented opportunities to conduct their senior honors theses under the mentorship of Yerkes researchers. “Our innovation and collaboration will continue to position us as leaders,” says Yerkes Direc- tor Stuart Zola.
Where Courageous Inquiry Leads

EMORY UNIVERSITY STRATEGIC PLAN 2010–2015

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 undergraduates, 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 | INITIATIVES
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Strengthening Faculty Distinction | Faculty development
Ensuring Highest Student Quality and Enhancing the Student Experience | Recruitment and financial aid
Creating Community — Engaging Society | Culture
Confronting the Human Condition and Human Experience | Religion and the human spirit
Exploring New Frontiers in Science and Technology | Neuroscience, human nature and society

FRAMING PRINCIPLES

Societal Impact • Internationalization
Creativity: Art and Innovation • Strategic Collaborations

WWW.EMORY.EDU/STRATEGICPLAN
Updated August 2009