

Strategic Plan Update

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 investments that will advance Emory's 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.

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LETTER FROM THE PRESIDENT

In 2005, when we at Emory 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 held 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.



Jim Wagner

I remain ever grateful for those who have given so much to helping 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

Strategic Plan Update

Leading from a position of strength



Earl Lewis



Fred Sanfilippo



Mike Mandl

What originally had been intended as an 18-month evaluation process of the strategic plan was accelerated to an eight-month assessment period as Emory, along with other universities across the country, adjusted its planning in light of new economic realities.

“Many, many people worked extremely hard to say here’s what we want to do, here’s where we want to make investments. We applaud the Emory community, who worked so diligently through pretty difficult times, for advocating that we accelerate the process, and for participating so enthusiastically and successfully in it,” says Provost Earl Lewis, executive vice president for academic affairs, and other members of the strategic plan implementation executive committee: Mike Mandl, executive vice president for finance and administration; and Fred Sanfilippo, executive vice president for health affairs and CEO, Woodruff Health Sciences Center.

In interviews with Emory Report, Lewis, Mandl and Sanfilippo discussed how the plan’s three strategic priorities resonate throughout the University:

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: we start with the faculty who are first-rate teachers, scholars and clinicians — individuals who are in very fundamental ways altering what we know.

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 mix a 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.

ER: 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 are programs addressing work-balance 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 should have. 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 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: We have internal and external assets that help make this happen, and the strategic plan provides resources to stimulate interdisciplinary initiatives at a university level.

In the health sciences, for example, our new Orthopaedics & Spine Hospital has brought together neurosurgeons, orthopedists, cell biologists, and many other disciplines in a 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 a cross-disciplinary and cross-institutional program such as the top-ranked biomedical engineering department we have with Georgia Tech. The NIH grant that established 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 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 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 also will 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 natural over time 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, and 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.

Strategic Plan Update

Framing principles sharpen focus

To 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 in implementing their individual strategic plans.

"These 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 arising from those discussions was that Emory should continue its legacy of bringing scholarship to bear on society — in the words of the Emory vision, "to work for positive transformation in the world." Initially that imperative took shape as a proposed Institute for Advanced Policy Solutions that would cut across all schools and disciplines. Rather than create a new office or institute, however, it has seemed wiser to emphasize simply that all of Emory's initiatives must consider policy matters; must generate published and widely-cited scholarly work; and must demonstrate what Emory's vision statement calls "leadership in... social action."

INTERNATIONALIZATION

Under the former rubric of "Internationalization Plan and Initiatives," this principle suggested less of an umbrella for all of the strategic plan and more of a distinct, separate initiative. In fact, Emory's 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 to Emory or take Emory into the world more emphatically?"

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 recast 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 collaborations.

Campaign gifts fuel strategic plan goals

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 Cruse, 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 philanthropic goals by supporting the people, programs and places that speak to their personal interests and passions.

"Whether donors invest in a specific school or unit or make an unrestricted gift, their dollars further the goals of Emory's strategic plan," Cruse says.

Gifts to support faculty, 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 establishing new endowed 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, Cruse says. Private gifts are funding facilities improvements to support teaching and research across the University. Gifts to Campus Life strengthen the Emory experience for all students.

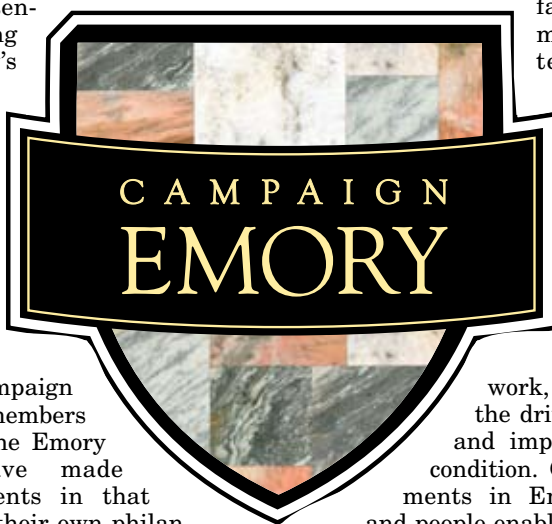
At the core of Emory's academic work, Cruse notes, is the drive to understand and improve the human condition. Campaign investments in Emory's programs and people enable the exploration of spirituality and humanity across disciplines, promote dialogue across cultures, and improve health locally and around 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, donors are increasing 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, Cruse says. The result, she adds, is a vibrant university that reflects 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 campaign.emory.edu.



STRATEGIC PLAN: Refining goals, focus



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 incorporated by all themes, initiatives, schools and units in implementing their individual strategic plans.

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

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Design: Erica Endicott and Christi Gray

Photography: Ann Borden, Kay Hinton, Jack Kearse, Bryan Meltz and Jon Rou

Special thanks to: Makeba Morgan Hill and Ruth Leinfellner

Strategic Plan Update

Themes and initiatives



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 that 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 that can come of these things is especially great," says the associate professor of philosophy. It also helped him connect with colleagues across the University.

By focusing on developing internal talent, the program also helps retain institutional memory. "It's important for leaders to know where Emory has come from to make decisions about its future," says Zupko.



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 University-wide criteria and 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 dossiers.

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 Religions 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

"John Emory" is now taking your calls. Named in honor of Emory's founder, the new "Ask John Emory" Web site provides students a central place to share questions about life at Emory.

"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 frequented 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.

Strategic Plan Update

CREATING COMMUNITY — ENGAGING SOCIETY

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 recommendations from Emory's Work-Life Initiative and promoting a work environment that allows the University and its people to excel and thrive.

Says Kosky, "Part of our initial work was to compile the extensive services 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 opportunities for more dependent care enhancements.

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



INITIATIVES

Emory's culture and physical environment will enrich the lives and intellectual work of faculty, students and staff, making Emory a preferred employer and a destination where all can realize their full potential.

Sustainability: 'Green' buildings continue to spring up on campus as Emory approaches the 2 million square foot threshold of LEED certified space. Building to LEED standards, plus changes in individual behavior inspired by a sustainability pledge, will enable Emory to reduce energy consumption by 25 percent per square foot and yield other significant results by 2015. New composting programs will help meet the goal of diverting 65 percent of waste from local landfills. And since 2006, Emory has offered more than 150 sustainability-related courses.

Professional and Leadership Development: Emory is identifying and cultivating tomorrow's leaders through an expanding portfolio of individual and group development programs, from the established Excellence Through Leadership and Woodruff Leadership Academy to the new Academic Leadership Program. Additionally, Emory invests in certification development programs for managers, supervisors and administrative professionals to excel in the workplace.

Culture: Emory's new Culture initiative is focused on developing strategies to foster ethics, diversity, work-life enhancement, entrepreneurship and philanthropy among faculty, students and staff. Some strategies are already being implemented. For example, the Office of Community and Diversity works in tandem with schools and departments to develop plans that enhance capacity for access, equality and inclusion; entrepreneurship is a focus of the Emory South Africa Drug Discovery Program that trains African scientists on the science, business and law of drug discovery; and Campaign Emory provides the opportunity for faculty and staff to help their peers through the economic downturn.

CONFRONTING THE HUMAN CONDITION AND HUMAN EXPERIENCE

INITIATIVES

Emory brings together interdisciplinary teams of humanists, artists, scientists and social scientists willing to tackle difficult subjects, challenge prevailing beliefs, and assert the University's role in thoughtfully addressing important issues.

Race and Difference: Faculty members Dorothy Brown, Martha Fineman, Tyrone Forman, Leslie Harris and Amanda Lewis are coordinating the University's pursuit of five goals: Creating a culture of collaboration and climate of inclusion; building intellectual density in the study of race and difference; training and mentoring the next generation of promising scholars studying race and difference; institutionalizing the study of race and difference; and developing collaborations and partnerships related to race and difference beyond Emory's campus.

Religions and the Human Spirit: In the area of religion and public health, the Religion and Public Health Collaborative is working to consolidate progress and lead new directions in these issues. Contemplative Studies is advancing its research by commencing the Compassion and Attention Longitudinal Meditation (CALM) Study, integrating initial research with additional projects that will add novel behavioral and neuroimaging components.

Religion, Conflict and Peacebuilding, with a newly created PhD concentration, is building the scholarly dimension of the field not only through the work of practitioners but by adding to the core research in this increasingly crucial area of study.

Global Health: The Emory Global Health Institute will continue to build on the innovative global health research and training programs it has helped develop and support in more than 70 countries as well as search for and facilitate new opportunities and global partnerships for Emory faculty, students and alumni interested in addressing global health challenges around the world.



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 sociology and public health. But it's her study of religion together with these 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 standpoint," 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

CCI facilitates data use

The Center for Comprehensive Informatics (CCI) is a new, multidisciplinary center that promotes collaboration between software system researchers and scientific research groups, motivated by the requirements of cutting edge scientific research projects. The CCI carries out a broad research and software development agenda in high performance computing, biomedical informatics, Grid computing, translational research informatics and imaging informatics.

Many scientists use large volumes of data in their studies on the mechanisms underlying biological functions and disease processes. For instance, a translational research project in biomedicine may gather clinical, molecular, pathology and imaging data to target better treatments by analyzing data from a group of patients. The CCI develops innovative, open-source software systems, tools and applications for the informatics needs of a variety of research projects.

The CCI is developing interactions with numerous programs and initiatives at Emory, including the Computational and Life Sciences initiative, the Rollins School of Public Health, Emory College and the Predictive Health Institute.

"For example, we expect new opportunities for faculty who may engage in computationally dense research about the choices people make around health behaviors," says Lynn Cunningham, administrative director for both Predictive Health and the CCI.



INITIATIVES

Researchers are pursuing groundbreaking interdisciplinary research that increasingly involves partnerships with other institutions. Along with more than \$484 million in external research funding over the past year, Emory researchers are receiving a boost through the "stimulus funding" of the American Recovery and Reinvestment Act. The NIH and the NSF have awarded at least 94 stimulus grants to Emory for more than \$26 million, with additional funds expected to follow.

Neuroscience, Human Nature and Society: With more than 400 faculty members from throughout the University working in the neurosciences, Emory's Neurosciences initiative is contributing to an understanding of the mind and the brain that aims to benefit society through collaborative research, teaching and clinical care. A new Web site (www.neuroclinical.emory.edu) describes the activities of the WHSC Comprehensive Neurosciences Center, the clinical arm of the Neurosciences initiative.

Predictive Health and Society: The Center for Health Discovery and Well Being is showing statistically significant improvements in the health markers of participants as data from the six-month and one-year visits are analyzed. Information is already being utilized in cross-disciplinary work. The fully subscribed undergraduate class in predictive health and the novel Burroughs Wellcome PhD program are early indicators of advances at Emory in health education.

Computational and Life Sciences: As CLS continues to hire stellar faculty and fellows in interdisciplinary fields, it has graduated the first cohort of informatics PhDs and launched several new programs. The collaborative community of Emory CLS scholars continues to grow, with the CLS initiative catalyzing and sponsoring exciting projects at the interface of computation and life sciences that enhance Emory strengths.

Strategic Plan Update

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. In 2005, Emory's schools and units developed ambitious and exciting plans that formed the core of the University-wide strategic plan. Emory aspires to transformational leadership on the basis of achievable plans for eminence developed within each of the schools and major units.

Each school and unit has since been charged with reassessing their aspirations, strategies and operating models in light of challenging economic times and smaller resource envelopes to support core operations and strategic investments. Bold thinking, focus and strategic decisions will be essential in propelling schools and units forward to achieve the University-wide vision and goals.

Schools

CANDLER SCHOOL OF THEOLOGY

Candler continues to strengthen its emphasis on practical and public theology, especially focusing on internationalizing the curriculum and conflict transformation/peacebuilding.

Partnering with the nonprofit organization International Relief and Development, Candler sent seven student interns to service sites in Eastern Europe, Asia, Africa and North America this summer. A second group sponsored by the Halle Institute went to Germany to attend Kirchentag, a large Protestant church festival, and conduct seminars with German theologians. In September 2009, the school hosted "Sharing Best Practices: Internationalizing Theological Education," where 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 engagement.

New faculty appointments support Candler's growth in internationalization and peacebuilding, 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 continues 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 Scholarly Integrity being 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 responsible researchers.

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 collaboration between the Laney Graduate School and the Woodruff Library.

ROLLINS SCHOOL OF PUBLIC HEALTH

As the 2009–2010 academic year begins, a new strategic planning process is expanding the concept of globalization throughout the Rollins School of Public Health's (RSPH) six departments.

RSPH welcomed more than 450 new students, the largest class in school history, celebrated generous 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 180. Dean James Curran was honored with the naming of the James W. Curran Dean of Public Health endowment. Carlos del Rio joined the RSPH faculty as Hubert Professor and chairman of the Hubert Department of Global Health, Lance Waller was named Rollins Professor and chairman of the Department of Biostatistics and Bioinformatics, and a search for a new department chair in epidemiology is close to completion. 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 Revisioning Committee charges some of the finest minds at Emory to move from understanding new economic realities to imagining together what the College should look like in 2015, 2025 and beyond.

Creativity is essential — in all of art, science and humanities research but also in the planning process itself. Creative decision-making invigorates 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 financial aid programs like Emory Advantage yield an even stronger and more diverse student body. Sophomore Kelly Gracia calls the Advantage scholarship "more than amazing — it's life-changing."

NELL 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 freshman and sophomores in college about nursing science. If we wait until they are juniors and seniors, their schedules have become so tight that they don't even want to think about staying in school longer."

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 lead 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 Esteves. "Last summer, I interned at a large law firm and quickly saw how much of what I learned at school I was applying to my internship." Today's economic realities have changed the legal profession, and law schools must adapt to better equip graduates to enter legal practice seamlessly.

Emory Law is committed to:

- Providing greater opportunities for practical legal study by adapting its curriculum and encouraging experiential learning opportunities.
- Opening additional career options to students by increasing financial support through increased endowment for scholarships and partnering with alumni to provide mentoring and career advising.
- Developing a collaborative learning environment that nurtures intellectual engagement by upgrading and enhancing its facilities.

GOIZUETA BUSINESS SCHOOL

Leadership is the hallmark of Goizueta Business School's degree programs. A new MBA curriculum and new leadership programming aim to provide students with individualized 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.

Goizueta is focused on growth in academic areas of exceptional strength and student demand. Recent faculty hires include chaired professors Anand Swaminathan and Iliia Dichev, as well as strong young faculty. The new Center for Alternative Investments provides education, research and analysis for key areas of alternative investments.

Beyond discussing theory, Goizueta educators engage in dialogue with individuals and organizations that shape the environment, like a September 2009 business summit with the New York Stock Exchange Euronext.

Goizueta's alumni community continues to be a tremendous resource helping students find jobs and internships.

The school is moving into a new phase of growth. Its reputation, student quality and faculty research place Goizueta among the world's best business schools, and it seeks continuous improvement across all dimensions.

OXFORD COLLEGE

Oxford's unique program for the first two years of the Emory degree emerged as the most innovative educational program of those discussed at a June 2009 conference funded by the Ford Foundation and attended by higher-education professionals from across the country. This recognition of what came to be called "the Oxford Model" was a significant step forward in achieving one of Oxford's strategic goals: to be the exemplar of liberal arts-intensive education.

"Both the foundation representatives and the higher ed scholars were impressed with what can be achieved when a college can focus intensely on the possibilities of the first two baccalaureate years," says Dean Stephen Bowen. This goal continues to guide Oxford's priorities in efforts from fundraising for capital projects such as a new science building and library to the founding of the Institute for Pedagogy in the Liberal Arts.

A focus in FY10 will be the revision of Oxford's general education requirements to support specific liberal arts intensive learning. The College will continue to emphasize and support a range of faculty projects in innovative teaching whose findings are disseminated to colleagues across the globe.

SCHOOL OF MEDICINE

"Are we just to sit there and not say anything?" the medical student asked.

"The hardest thing we have to do is be quiet while the patient processes bad news," replied Emory internist Lisa Bernstein.

Bernstein was coaching her small "society" group on how to break bad news. The society groups are made up of eight or nine students who are assigned to the same faculty adviser for all four years of the curriculum, their long-term relationship mirroring the ideal relationship between patient and doctor. The groups are an integral part of the School of Medicine's new curriculum, aimed at transforming medical education by being more hands-on and more patient-centered than ever before and by teaching science in the context of its application to care.

This fall marked the halfway point through the new curriculum for the class of 2011, who have given valuable feedback on what and how they are learning. Both students and faculty are giving the curriculum rave reviews. Increasing faculty-student interaction has proved key to the goal of maximizing both competence and compassion in medical training and in producing doctors who have a lifelong passion for learning and solving problems.

Strategic Plan Update

Units

CAMPUS LIFE

The opening of the new Emory Barnes & Noble Collegiate Superstore in spring 2010 will bring an outstanding, nationally 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 organization 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 bed spaces 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 program in 2010–11.

The student mental health and counseling fee implemented in fall 2008 helped fund improved office space for 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 collaborations at Emory and expanding the use of technology.

One of the museum's strategic priorities, the "Five Faiths Initiative," uses special exhibitions, collections and programs to foster a deeper understanding of how art expresses and explores different 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 250 Emory 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 discussion and leadership.

In keeping with this strategic goal, the Carlos Museum 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 director, Paul Root Wolpe. The Center now has 30 faculty, and through innovative programming has become a go-to resource for undergraduate and graduate students. In September 2009 the first class 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 editorialized that "the Center has surpassed 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 Woodruff 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-designated 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 community 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 recognizes the collaborative nature of WCI's work throughout the University and with key academic, health care and community partners.

The WCI has begun a comprehensive strategic planning process under the leadership of Winship's Bill Woods and Rollins School of Public Health Dean James Curran 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 service. An example of that work is Libraries public programming 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 are "Origin," an exhibition celebrating the 150th anniversary 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 of the community.



YERKES NATIONAL PRIMATE RESEARCH CENTER

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

Positioning Yerkes to do this is the new Clinical Veterinary 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 Director Stuart Zola.



WOODRUFF HEALTH SCIENCES CENTER

Emory's Woodruff Health Sciences Center (WHSC) encompasses Emory School of Medicine, the Nell 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.

Those efforts include working across a multitude of disciplines to provide cutting-edge, highly specialized patient- and family-centered care; to treat without compensation 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 technology and apply them in a clinical setting; and to educate future generations of health professionals who will advance these improvements.

"Alignment across missions, units and disciplines is a key strategy of the WHSC," says Executive Vice President for Health Affairs Fred Sanfilippo. "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 input on the design of waiting rooms to editing patient admissions materials. As a group, their diverse perspectives are enriching the decisions of Emory Healthcare's leadership. A third WHSC strategy is the creation of a performance culture in which engaged leaders, faculty and staff lead to highly satisfied patients, students and other constituents.

Strategic Plan Update

Where Courageous Inquiry Leads

EMORY UNIVERSITY STRATEGIC PLAN 2010–2015

MISSION

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

STRATEGIC PRIORITIES

- Quality
- Distinction
- Financial Strength and Resource Stewardship

VISION

Emory is a destination university, internationally recognized as an inquiry-driven, ethically engaged and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care and social action.

STRATEGIC THEMES

INITIATIVES

Strengthening Faculty Distinction

Faculty development
Tenure and promotion
Recruitment and retention

Ensuring Highest Student Quality and Enhancing the Student Experience

Recruitment and financial aid
Engaged scholars
Curriculum and pedagogy

Creating Community — Engaging Society

Culture
Sustainability
Professional and leadership development

Confronting the Human Condition and Human Experience

Religions and the human spirit
Race and difference
Global health

Exploring New Frontiers in Science and Technology

Neuroscience, human nature and society
Predictive health and society
Computational and life sciences

FRAMING PRINCIPLES

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

GOALS

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

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

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

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

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