



EMORY  
UNIVERSITY

TO: Distribution List

FROM: Earl Lewis  
Michael J. Mandl  
Fred Sanfilippo

RE: Administrative Process: Leading in the New Economy

DATE: June 2, 2009

We write to distribute planning documents outlining an Administrative Review Process paralleling similar activities in our schools and colleges. We ask you to implement within your unit(s) beginning immediately and ending on October 1, 2009. We will, of course, continue to pursue excellence at Emory, but are in an economic context that has changed significantly, not only within higher education, but also for most every industry across the globe. To pursue excellence most effectively, we must review our current activities and underlying structures to identify what is essential to our mission and operations, and what we may be able to eliminate or redefine.

We must take responsibility (individually and collectively) to operate Emory within a smaller resource base than previously available. Thus, we are initiating a formal, yet flexible, review process to enable you to evaluate your unit(s) in a manner that takes account of your unique role in the institution. This process is designed to identify a set of cost-effective core activities without sacrificing excellence in our academic programs. As the responsible budget principal for an Administrative Unit, we ask you to submit strategies that will generate net budget savings of 3%, 5%, and 10% of your FY2010 base budget no later than October 1, 2009. While you may need to organize multiple review teams to fit your particular unit(s), we ask you to submit only one report for your Administrative Unit (including all units that report to you). To meet the October 1 deadline, we have attached a process that incorporates a structure, framework and set of principles, including a list of questions that we ask you to work through and answer. Further, we have attached a Function, Resource and Services Questionnaire prepared by Peter Barnes, Vice President for Human Resources, which you may find helpful in this process.

Please do not hesitate to contact any of us at any time about this process. This Administrative Review Process must be a high priority for you over the coming months and should be completed in an open, collaborative manner with other units. We are available throughout the process to discuss this process with your staff and are, of course, available to answer your questions.

cc (w/encl): James W. Wagner  
President's Cabinet

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