

**Opportunity Committee Meeting**

**Thursday, March 11, 2004  
12:00 p.m. – 2:00 p.m.  
Woodruff Room, 2nd Floor - WSHCAB**

**Team Members Present:**

James W. Curran, M.D., MPH, Dean, RSPH, Chair  
Mahmoud Al-Batal, Ph.D., Emory College  
Doug Bowman, Ph.D., Goizueta Business School  
F. Dubois Bowman, Ph.D., RSPH  
Mahlon DeLong, Ph.D., School of Medicine  
Katherine Heilpern, Ph.D., School of Medicine  
Alexander Hicks, Ph.D., Emory College  
Michael Lubin, Ph.D., School of Medicine  
Charles Parkos, M.D., Ph.D., School of Medicine  
Harriet Robinson, Ph.D., Yerkes  
Robin M. Schreiber, School of Law  
Roseanne Waters, RSPH, Rapporteur

**Team Members Absent:**

Lucas Carpenter, Ph.D., Oxford College  
Delores Essuon, Ph.D., Emory College  
Richard D. Freer, School of Law  
Maureen Kelley, Ph.D., School of Nursing  
Luther E. Smith, Ph.D., Candler School of Theology

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**Meeting Notes**

**Purpose:** Inform the strategic planning process

**Product:** Lists of ideas in response to four questions

**Questions and Ideas:**

- I. **What are the unique aspects of Emory University and the context in which we find ourselves?**
  - a. Proximity of schools and collaborators
    - i. Small campus with undergrad and grad
    - ii. CDC
    - iii. Yerkes
    - iv. Atlanta University Center schools
    - v. CNN
  - b. High degree of collegiality

- c. World class liberal arts school next to world class health science center
- d. Quality of faculty
- e. Location, location, location: a bucolic campus in a major metro area
- f. Large endowment
- g. Specialized research interests
- h. Flexibility – we allow students to go between departments and divisions
- i. Optimal size makes us nimble
- j. We're hungry – we don't rest on our laurels
- k. Our image as the leading up and coming institution with extraordinary resources; outside perception of momentum
- l. Atlanta likes Emory – a lot of prestige – good position and lots of potential
- m. Relatively young faculty
- n. Commitment to ethical action
- o. Very good reputation among students as a pleasant place
- p. Atlanta's diversity
- q. Schwartz Center

II. **What are the distinctive opportunities that we should seize moving forward?**

- a. Opportunity to be THE university in the SE
- b. Need to raise visibility – when people come, they like it! Hold lecture series: invite all top people in field
- c. Alumni base – don't take advantage of it. Engage them in strategic planning and philanthropy
- d. Health care. THE player in town. More outreach. Exploit Emory brand
- e. Our size. Given size of metro area, University could be 2 to 4 times as large
- f. Be destination for health care in SE and world
  - i. New hospital campus
  - ii. Should be organized in user friendly way
- g. Take advantage of growing diversity in Atlanta
  - i. Recruit more minority students
  - ii. Reflect our community
- h. Ramp up internal PR so we can each represent the university externally
  - i. Our growth has outpaced our communications
  - ii. Should all be able to talk about Emory's assets
- i. Business partnerships with Atlanta's Fortune 500 companies
  - i. Fundraising
  - ii. Influence
- j. Spin off bio-tech industry
- k. Forge better relationships with AUC schools
- l. Collaborate more with GA Tech
  - i. Compensate for not having school of engineering
  - ii. Enable to compete better with MIT, etc
- m. Oxford College could serve as a field lab for testing, evaluating and training teachers
- n. CNN
- o. CDC – beyond infectious diseases
  - i. Injury control
  - ii. International
  - iii. Students

- p. Carter Center – partner more actively, e.g., on mental health issues, more opportunities for students
- q. Shift viewpoint: what can we do for the city of Atlanta?
  - i. Environmental – e.g. air quality
  - ii. Traffic
- r. Grady: put Emory sign on the door – recognize our relationship and utilize to our best advantage

**III. What are the issues or challenges that cut across all academic/administrative units?**

- a. Character of our institution may conflict with moving to greatness
- b. Insufficient number of superstars. Need more National Academy members, for example
- c. Address our ranking on criteria head-on to maximize our position; insufficient attention to departmental rankings
- d. Insufficient interaction between units
- e. We're not internationally recognized. Need more diverse and international student body
- f. SPACE to grow while maintaining the positive aspects of our physical environment
- g. Creating the infrastructure that supports us – e.g. computing is not seamless across the organization
- h. Quest for research greatness has minimized importance of teaching
- i. Should all ships rise, or should focus be on selected excellence? Debate on strategic approach to improvement vs. across-the-board can be paralyzing
- j. Need better student life
  - i. Counseling
  - ii. Health
  - iii. Places to congregate
- k. Insufficient resources: endowment; alumni giving
- l. Unwillingness to strategically draw more from endowment to transform Emory
  - i. Consideration of more aggressive spending to achieve vision
  - ii. Need more academic and less financial philosophy to endowment management

**IV. If poised for a great leap, where should Emory be certain to land?**

- a. Land with balance. Be even handedly excellent in teaching, research, and healthcare
- b. Be next great, upwardly mobile national research university
- c. Follow the vision statement. “Internationally recognized” and “courageous teaching” are not yet true.
  - i. More research abroad
  - ii. More international students and faculty
  - iii. More international PR
  - iv. Excel, and the international reputation will follow
- d. Focus on “rigor” and “relevance.” Own these words.
  - i. Rigor = research
  - ii. Relevance = teaching
- e. Land solidly. Don't sacrifice our character to be #1
- f. Academic excellence
- g. Modernized communication infrastructure
- h. Land like Stanford did (?140,000 acres)
- i. Use endowment to make a quantum leap