

MEMORANDUM

TO: James Wagner, Ph.D.
President

FROM: Thomas J. Lawley, M.D.
Dean

SUBJECT: Opportunity Committee

DATE: March 22, 2004

I had the privilege of chairing the Opportunity Committee which met on two separate occasions (March 11 and March 17) in order to provide maximum involvement opportunities. Those participating in the discussions were:

Dr. Mary Galinski
Dr. Carol Hogue
Dr. Judy Raggi-Moore
Dr. Grace Rozycki
Dr. Cyril Spann
Dr. Ken Anderson
Dr. Thomas Thangaraj
Dr. Ajay Kohli
Dr. Tim Greenamyre

My interpretive summary of our meetings follows, as well as the items that we listed on our flip charts. I look forward to continued discussions and trust that this information will assist in the strategic planning process.

TJL/ljt

Chair's Interpretive Summary of Meetings

The discussions, which were enthusiastic and lively, focused on the questions posed in the letters of invitation:

1. What are the unique aspects of Emory University and the context in which we find ourselves?
2. What are the distinctive opportunities that we should seize in moving forward?
3. What are the issues or challenges that cut across our academic (and perhaps some administrative) units?
4. If Emory is "poised" for a great leap, where should it be certain to land?

The general feeling among participants was that Emory's unique or at least special attributes provide distinctive opportunities which should be carefully considered in any strategic plan.

1. Significant collegiality within and between schools. This is true at both the administrative and faculty levels. This needs to be encouraged by the President, Provost, and Deans and leveraged in terms of interdisciplinary programs within and outside of Emory.

2. A compact, very attractive campus in a growing economically strong city and region. This is important in allowing ease of collaboration and development of interdisciplinary programs and as a recruiting tool for outstanding faculty and students.

3. The internationalization of the campus in recent years is a strength, but it should be coordinated, tied to specific long term Emory goals, and we need to assure that appropriate infrastructure is provided for students, faculty and programs.

4. We are fortunate to be collocated with major institutions such as CDC, CARE, ACS, and Carter Center and to have the Halle Institute. Our relationship with these organizations needs to be reexamined and if possible, leveraged in the context of our strategic planning.

5. Remarkable growth in our research enterprise. More emphasis on interdisciplinary research is needed.

6. In light of the success of the Woodruff Leadership Academy in the WHSC, the University should consider creating its version to promote leadership skills across the whole campus.

7. There is an enormous opportunity for Emory to generate a large amount of philanthropy during our comprehensive campaign.

8. Grady Hospital, despite its tremendous financial problems, is an institution that elements of the University could become programmatically involved in, e.g. College, Theology, Business, etc.

9. Atlanta is a racially and economically diverse community and Atlanta is also the self-styled public health capital of the world. These two local attributes should be further leveraged.

10. Emory's faculty has become increasingly diverse over the past decade. An opportunity exists for Emory to focus on becoming much more "family/gender/diversity friendly" which would create major advantages in recruiting and retaining outstanding faculty.

11. Oxford College is a unique aspect of Emory and its role in the life of the University should be better defined.

12. The amount of tuition across all elements of the University and the perceived relative paucity of scholarship funds need to be watched carefully and addressed in our fund raising campaign.

13. The faculty across the University feel stressed because of increased demands on their time. The challenges of balancing teaching, research and service missions and the forthcoming challenges of more interdisciplinary programs, research and teaching are daunting. Our rewards system for faculty should be reexamined to be sure that it promotes the appropriate behaviors.

14. Emory can be seen as a "Clarion call for a just society" through its faculty, students, administration and programs – both internal and external.

15. Emory must promote excellence in all that we do and understand that we can't do everything. We will need to decide what areas and programs will be emphasized as part of our strategic planning and what areas and programs won't.

OPPORTUNITIES COMMITTEE

Members: Dean Lawley (Chair) Dr. Maggie Gilead Dr. Mary Galinski Dr. Gary Smith Dr. Carol Hogue Dr. Judy Raggi-Moore Dr. Grace Rozycki Dr. Cyril Spann	Dr. Ken Anderson Dr. Thomas Thangaraj Dr. Morgan Cloud Dr. Karen Glanz Dr. Ajay Kohli Dr. Rick Doner Dr. Tim Greenamyre
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In light of major calendar conflicts, two meetings were required to offer maximum involvement opportunities (March 11 and March 17). Dean Lawley asked attendees to briefly introduce themselves then he outlined the purpose of the meeting and how the various committee reports would serve as the starting point for the University-wide strategic planning process. Each of the questions posed in the initial invitation letter was reviewed and discussions centered around those topics.

What are the unique aspects of Emory University and the context in which we find ourselves?

Internationalization

 Coordinated

 Interdisciplinary studies

Research

Student pop. reflects international field, international character of Emory/Atlanta

Faculty – stable blend of old and new

Academic institutions (Carter Center, Halle Institute, CDC, ACS, CARE)

Governments

NGOs

Societies

Technology

 Teaching

 Research in pedagogy

 Virtual texts and technology

Collegiality-(resisted polarization) within and between schools

Undergraduate Collaboration

Research

Woodruff Leadership Academy

Center for Ethics

Compact campus

Strategically located/attractive city

Excellence in science and humanities

What are the distinctive opportunities that we should seize in moving forward?

Philanthropy

Fortune 500 companies in the area

Grady

Opportunities for broad base University involvement

Oxford

Public Health

Cross Cultural

Communication

Other schools:

UGA

Morehouse

Ga. Tech

Ga. State

UGA

Economic and racial diversity of population

Consideration of gender/family issues – recruiting and retention

Alumni need to be tapped for increased teaching and increased philanthropy

What are the issues or challenges that cut across all of our academic (and perhaps some administrative) units?

Resources

 \$\$ and time

Faculty rewards

Opportunity costs – difficult calling for “more from many”

Nursery vs. museum

Getting Emory’s message out – expertise

Maintaining excellence in teaching – balance between research and teaching

Technology in teaching

Interdisciplinary teaching (resources/incentives) produces obstacles

Research - service

Tuition is high, scholarships inadequate

Internal communication

 Streamline process of ideas to reality

Internal society of University

 Treating our faculty & staff as whole people (family and gender issues)

 Guarantee access to University regardless of income

Embrace actively a public role in local, national, & international society

Multidisciplinary approach to issues – moral, ethical, scientific, etc.

Emory is “poised” for a great leap, where should it be certain to land?

Be dynamic, exciting

International recognition

Creating and embracing the “new ideas”

Excellence

Openness

Seamless transitions from what is to what can be

Caring

On-going forums or places for faculty interactions

Thought provoking through creative scholarship

Communication of “hot” ideas

Graduate school

Need to be a clarion for a just society

Administrative accountability and underpinning

Positive large international reputation – mutual enrichment (2-way)

Interdisciplinary centers of Excellence

Physical & intellectual gathering places for faculty, students, staff