

Summary of Key Points

Opportunity Committee
Chaired by Marla Salmon
March 16, 2004

What important, distinct assets do your schools offer to Emory's future?

- School of Public Health: brings both a population and community perspective
- Yerkes: brings the application of research across the disciplines and research spectrum with a focus on non-human primate research
- Chemistry and Biology (College): Chemistry is a “nexus” and locale for “intellectual nucleation” for several disciplines (biology, physiology, math, and the physical sciences)
- School of Nursing: brings applied & translational research and the integration of the values of scholarship, leadership and social responsibility emphasizing service learning educational strategies and international health. The School can also serve as the model for the power of strategic planning leading to change.
- School of Medicine: excels in basic, clinical and translational research
- Graduate School: the University's expert in facilitating education and training across schools
- Grady Hospital: offers Emory a microcosm of our society and community & ways for the University to intersect with the community (THE venue for Emory where research, social and clinical service, and education relate to the most disadvantaged)
- The College: the core and foundation of the University; it is interdisciplinary and interconnected
- Oxford: can be seen as the University's “incubator” for educational innovation, enhancement of diversity & community activism. Also, many of the most loyal Emory alumni are graduates of Oxford College.

Question 1: What important “uniquenesses” are present at Emory or in our broader context that hold promise for our future?

The following key points emerged in answer to this question:

- Emory has the advantage of having a geographically comprehensive campus, so our schools, academic programs and centers, and the Health Sciences Center (including Yerkes and Wesley Woods) are all in close proximity, increasing the possibilities for interdisciplinary collaboration.
- Our university resources are outstanding. The exceptional financial resources represented by the endowment & the University's physical plant that includes well-maintained older buildings and many recently built, state-of-the-art facilities are valuable assets.

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- The Woodruff Health Sciences Center, with the major clinical, research and educational disciplines represented, as well as an outstanding and comprehensive health care system, gives Emory a competitive advantage among its peer institutions.
- Oxford College is a unique and important component of the University, and is the only 2-year liberal arts school affiliated with a research university.
- The Carter Center is a unique and dynamic Presidential Library with a mission of international social responsibility that coincides with the University's vision.
- The University's ethos of social responsibility
 - Theology School as a focal point for values driven enterprises
 - Ethics Center, which addresses a range of applied ethical issues, including medical and social ethics
 - Beginning commitment to being "green" and environmentally responsible (the Piedmont Project)
- The University enjoys a good educational and research reputation & upward trajectory for both with excellent faculty and a supportive administration who have the enthusiasm and energy to move forward.

What is unique and important about our community?

- Atlanta is a destination city:
 - Dynamic Atlanta business community
 - A relatively vibrant economy
 - Hartsfield – Jackson International Airport is a definite transportation advantage for Emory
- Being in "the Heart of the South"
- Georgia Tech
- Georgia Research Alliance
- Georgia Cancer Coalition
- CDC
- CARE
- Our racially & ethnically diverse community

Question 2: What are the distinct opportunities within and beyond your school that the University should seize in moving forward?

Within Emory University:

- The opportunities available at Oxford College for "incubating" educational and organizational innovations that could be expanded to the Atlanta campus

- The international focus and expertise already established by the Carter Center
- The many possibilities for interdisciplinary collaboration across campus
- Emory's commitment to being environmentally responsible
- The established community involvement that exists on the Grady campus and in the many educational, clinical and research opportunities that this venue affords
- The innovation of the joint Emory-Georgia Tech department of Biomedical Engineering and the possibility of building on this type of cross-university collaboration

Within the Metropolitan Atlanta Community:

- The existence of a growing, racially and ethnically diverse community
- The internationalization of our city's businesses and the opportunities these bring to the University
- The close proximity of the Centers for Disease Control and the possibility of further enhancing our collaborations with this national resource
- The establishment of the Georgia Cancer Coalition and the on-going success of the Georgia Research Alliance as opportunities for collaboration and enhancements for our research enterprises

Question 3: What are the issues or challenges that cut across all of our academic and administrative units?

- Lack of a Board of Trustees that has a national and global perspective
 - Perception that the Board members all "reside in one zip code"
 - Uniformly business orientation of the present Board
 - Lack of academic perspective on the part of the Board
 - Culture of risk-averse leadership
- Lack of administrative, policy and informal support for collaboration
 - Cost sharing issues related to extramural research
 - Cost "silo" approach to funding individual schools and programs, which complicates the financial and administrative issues surrounding collaboration
 - Administrative staff capacity to support research and collaboration
 - Need to professionalize administrative support
- Poor "interface" with Atlanta
 - Poor image in the community
 - Lack of stewardship in the community
 - Not representative of our community
 - Diversity
 - Shared interests
 - Poor media representation locally & regionally

- Serious challenges to recruiting faculty and staff to the Atlanta area
 - Bad public schools and not enough private schools
 - Transportation deficiencies and length of commutes to Emory and other places in metropolitan Atlanta
 - Environmental quality & recreation (plus no sidewalks)
- Internally, Emory is not well-defined or understood beyond its units and often deemed to be “self-referent”
 - Need to benchmark appropriately to become what Emory *can be* thanks to its unique advantages
 - Need to move from “sleepy Southern liberal arts college” to a real international university
 - Lack of a sense of the “whole” being something that is more and different than the sum of its parts (“emergent property”)
- Need for smart growth of the University – neither “metastasizing” nor “growth for the sake of growth”
- Lack of institutional planning & no clear case for fundraising
 - Need to set priorities
 - Must subtract as well as add initiatives
 - Future of the Carter Center
- Lack of equity & fairness for faculty & staff across the University
 - Different policies, work-loads, requirements, etc.
- Lack of diversity in University leadership
- Need for faculty and staff development & mentorship
- Lack of effective faculty governance
 - Policies
 - Process
 - Focus on real responsibilities

Question 4: If Emory is poised for a great leap, where should we be certain to land?

The next incarnation of Emory would be as a university that would be known as...

- “Nationally excellent, locally relevant and rich in diversity”
- A university that “does well and does good”
- A research driven institution with stellar faculty

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- An institution that “celebrates students and alumni”
- A university that connects the undergraduate and graduate teaching missions
- An institution that is known for its international leadership through the work of the Carter Center, the Lillian Carter Center for International Nursing, the School of Public Health, and collaborating centers
- A model employer and workplace for all--not just faculty
- A leader and incubator for educational innovation and excellence
- A university whose fundraising efforts focus on educational and research missions – not on expanding to create a larger “footprint” or build new buildings

Summary of Themes and Statements

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Summary: Themes emphasized by the participants in the meeting:

- Need to create “Emergent Property,” that is, the whole being both greater and different than the sum of its parts – creating a recognizable Emory University
- Accept that we “can’t be bold and make everyone happy” – set priorities and make decisions based on a rational plan
- We should reformulate our rules of engagement for collaboration between schools and departments
- We need to “right size” our physical plant – not metastasize. Try to remain on one campus.
- Need to develop and enrich the Board of Trustees, focusing on
 - Diversity
 - Financial contributions and fundraising
 - Identifying members with expertise beyond business, finance and law
- Internationalize and globalize
- Plan in a way that produces results
- Focus on major initiatives for fund raising
- Don’t overlook valuable work that isn’t a major initiative
- **In summary, Emory Should Strive To Be:**
 - **Bold**
 - **Selective**
 - **Tough**
 - **Risk taking**
 - **Responsibly entrepreneurial**
 - **Diverse**
 - **Ethical**
 - **An asset to the Metropolitan Atlanta Community**
 - **Global**