



EXECUTIVE SUMMARY

Emory's 2005-2015 strategic plan, *Where Courageous Inquiry Leads*, is built upon the aspirations and plans of the individual schools and units and emphasizes Emory UNI-versity versus multi-versity. The plan, which began in the fall of 2005, is in its sixth year of implementation. It is composed of five cross-cutting goals, fifteen major initiatives (organized by thematic rubrics), three strategic priorities, and four framing principles (See Appendix A). By 2015, Emory aspires to achieve the following strategic goals:

1. Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care, and service programs.
2. Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success.
3. Emory's culture and physical environment enrich the lives and intellectual work of faculty, students, and staff.
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.
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.

Strategic plan progress is monitored on an annual basis by surveying University components, reviewing budgets, making an inventory of events and accomplishments, and using tools such as a University-wide dashboard. The *Annual Strategic Plan Update* is intended to provide the reader with an in-depth look at what Emory has accomplished, the status of a set of key metrics (most in comparison to peers), and the steps Emory plans to take in the near future. The report also provides an update on the capital funding allocations to support the strategic plan and on spending through fiscal year 2010-2011. Fiscal year 2010-2011 accomplishments, current trends and common issues in higher education, and fiscal year 2011-2012 priorities are discussed as they relate to each of the five strategic goals.

Progress as of Fiscal Year 2010-2011

In striving to become a destination for the best students, faculty, staff, healthcare, and generous philanthropy, Emory has made marked gains in many areas. The number of graduate programs and specialties ranked in the top 20 by *US News and World Report* has increased. The University also achieved an increase in total sponsored research, incoming undergraduate test scores, endowment per student, minorities on staff, and gifts to Emory Healthcare (EHC). However, Emory still lags behind many of its benchmark institutions in areas including admissions yield, professor salary, and total philanthropic giving.

Emory has achieved significant accomplishments as a result of strategic investments in faculty, students, community, scholarship, signature programs, and infrastructure since implementing *Where Courageous Inquiry Leads* in 2005. Emory faculty continue to excel in teaching and research, students are increasingly engaged in scholarship and community service, and programs and partnerships are positively impacting the world, garnering national and international recognition. In 2011, Emory continues to make steady progress in advancing the quality of learning, research, and scholarship by staying true to the mission to



create, preserve, teach, and apply knowledge in the service of humanity and has set a clear agenda for action in fiscal year 2011-2012. (School and Unit progress is outlined in Appendix C). A few highlights from fiscal year 2010-2011 are listed below:

- The Center for Faculty Development and Excellence welcomed Steve Everett as director, and initiated a strategic plan to guide progress and focus on teaching-related faculty development in upcoming years. Promotions to either professor or associate professor were given to 36 faculty members. A total of 43 new faculty members were recruited. Emory faculty were recognized with 21 prestigious external awards or honors, and numerous grants, inventions, and licensing agreements were achieved.
- The number of National Merit Scholarship recipients (70) was at an all-time high. Approximately \$375 million in total financial aid was awarded to students in 2010-2011, with the average need-based grant for incoming freshmen covering 64% of expenses. The percentage of students engaged in community service increased as did the percentage of students participating in study abroad programs. Several schools and programs have revised and improved their curricula.
- The Center for Ethics recruited an additional seven faculty. Emory was awarded the “Gold” STARS ranking for sustainability. Emory’s professional and leadership development efforts were recognized by the *Chief Learning Officer Magazine’s* Learning Elite Award. Numerous enhancements to Emory’s physical environment in the last year have contributed to enriching the lives and intellectual work of faculty, students, and staff.
- The James Weldon Johnson Institute for the Study of Race and Difference was formed. The Emory Global Health Institute was held and the Global Health Case Competition was expanded to national scope. The Center for Social and Translational Neuroscience was formed. The Center for the Study of Human Health was formed and will require close collaborations between faculty and administration across the University.
- Several key financial indicators showed growth in FY2011, with annual giving, research funding, and the market value of Emory’s endowment fund all increasing. Several schools performed business process reviews to identify where expenses can be cut and revenues can be grown.

Planning for the Future

Trends and common issues in higher education continue to have systemic implications for Emory. Elite faculty are more challenging to recruit and retain, students’ demand for financial aid is increasing, and the market is unpredictable. Moreover, demographics are shifting and new technologies are being rapidly developed. Research funding is coming under increasing scrutiny, and political and legislative factors have also had major impacts on the University, both as a teaching institution and healthcare provider. In light of these challenges and trends, Emory has taken steps to adapt and change to better position itself to achieve success in the future and remain viable today.

Emory’s priorities for the upcoming year are focused on exploring new fields, providing additional support to students, eliminating barriers to collaboration, and continuing to effectively steward resources. The priorities of schools and units for 2011-2012 include recruiting and developing faculty, developing strategies for student recruitment, increasing mentoring opportunities for students, physical campus



expansions and renovations, cultural and arts programming, cross-divisional and cross-school programming, and improving cost effectiveness. Following is a sample of the priorities:

- Emory will continue efforts to recruit tenure and tenure track faculty in key areas, enhance best practices for promotion and tenure, and continue to develop its faculty. Emory College of Arts and Sciences (ECAS) will pursue a significant round of faculty hiring, guided by both University and ECAS strategic plan themes; Emory will conduct a review of the University-wide faculty handbook and titles to ensure clarity and consistency, and the Center for Faculty Development and Excellence will ensure that faculty development opportunities extend over the entire career span of faculty.
- Emory will continue to implement student strategies related to recruitment and financial aid, engaged scholarship, and curriculum and pedagogy, including full implementation of the undergraduate strategic enrollment management plan, increased financial aid and expanded student support services in the Laney School of Graduate Studies (LGS) and the School of Medicine (SOM), peer-to-peer mentoring in ECAS, and a full curriculum review of the new SOM curriculum.
- Emory will continue to implement strategies to reinforce and build its culture, and promote University-wide sustainability initiatives and professional and leadership development activities for faculty, staff, and students. The Office of Community and Diversity will launch a new “Beyond Tolerance” campaign, new Green Office and Green Labs certification programs will be implemented, and an executive level learning track of courses for director-level and above positions will begin.
- Emory will continue to promote and support collaboration among schools and faculty by making cross-school and other internal collaborations a priority. Efforts include establishing an ECAS task force to better support joint appointments and finding administrative homes for cross-cutting initiatives within the University.
- Emory will engage in several key initiatives to address financial challenges, including: clarification of cross subsidization and more conscious pooling of resources toward highest priorities; ensuring fullest integration and optimization of support functions where both benefits of scale and little downside of a corporate service model co-exist; and redesign of administrative and functional support in the schools and units to reduce variance, and redundancy; and improve cost effectiveness and engagement.

In closing, *Where Courageous Inquiry Leads* has served Emory well as a road map to becoming 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. The strategic plan is a living document that is monitored and adjusted to meet ever-evolving University needs. As Emory looks to the future, there is still much to be done to achieve the vision and meet the targets set forth for 2015. The strategic plan will continue to provide a road map toward the future.



EMORY UNIVERSITY STRATEGIC PLAN



MISSION AND VISION

Emory University is recognized internationally for its outstanding liberal arts college, superb professional schools, and one of the Southeast's leading health care systems. This is a time of dynamic change on campus, where the future is being guided by an ambitious strategic plan, *Where Courageous Inquiry Leads*.

The *mission* or *core purpose* of Emory University is:

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

By implementing *Where Courageous Inquiry Leads*, Emory University aspires to achieve its *vision* to become:

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.

The vision is clarified through the following notes:

- *A destination university* – Recognized as the first choice of brilliant and committed students; known broadly, both within and outside academic circles; highly ranked; able to recruit leading scholar/teachers; attracting and developing the best staff; integrating the wisdom of alumni and parents into Emory life; attracting increased investment in research and education; admired for setting standards adopted by others; fostering lifelong learning among all constituents; directed by effective internal governance and an internationally distinguished board of trustees
- *Inquiry-driven* – Blending expertly a focus on teaching, learning, and research; excelling at discovery; generating wisdom; nurturing creativity; engaging in productive partnerships; forging strong interdisciplinary programs; unequalled at translating medical breakthroughs into service and patient care; promoting personal discovery and growth beyond self
- *Distinctive for its ethical commitment* – Building on Emory's heritage of engaging knowledge and faith; fostering openness and diversity of thought, experience, and culture; enhancing the environment through innovative stewardship; instilling integrity and honor; actively debating principles; nurturing and celebrating an unusual degree of collegiality and community
- *Working for positive transformation* – Setting standards followed by others; graduating highly sought leaders; unsurpassed in excellent and innovative health care; sought and prized for its opinions; making discoveries that benefit Emory, Atlanta, and the world



STRATEGIC FRAMEWORK

Emory’s 2005-2015 strategic plan, *Where Courageous Inquiry Leads*, is built upon the aspirations and plans of the individual schools and units, and emphasizes Emory UNI-versity versus multi-versity. The plan, which began implementation in the fall of 2005, was updated in 2009 in response to Emory’s new economic reality. The plan is composed of five cross-cutting goals, fifteen major initiatives (organized by thematic rubrics), three strategic priorities, and four framing principles.

The *goals* reflect what Emory aspires to achieve by 2015. Each goal has explicit long-term *initiatives* or major actions to be implemented over time to achieve the goal. The goals are divided into three categories: People and Infrastructure, Programs, and Funding.

The first three goals relate to the people and infrastructure needed to achieve the vision. The initiatives related to these goals are organized by the following themes: 1.) Strengthening Faculty Distinction, 2.) Ensuring Highest Student Quality and Enhancing the Student Experience, and 3.) Creating Community-Engaging Society.

Goals	Initiatives
1. Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care, and service programs.	<ul style="list-style-type: none"> • Enhance <i>faculty development</i> activities and innovative programming to support faculty careers • Establish University-wide <i>tenure and promotion</i> best practices • Encourage and support strategic <i>recruitment and retention</i>
2. Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success.	<ul style="list-style-type: none"> • Develop and implement cohesive <i>recruitment and financial aid</i> strategies for all schools • Establish <i>Engaged Scholarship</i> as the signature Emory undergraduate student experience • Continuously evaluate and invigorate <i>curricula and pedagogy</i>
3. Emory’s culture and physical environment enrich the lives and intellectual work of faculty, students, and staff.	<ul style="list-style-type: none"> • Reinforce Emory’s <i>culture</i> of ethics, diversity, entrepreneurship, and philanthropy beginning with a drive toward institutional accountability • Develop and implement a <i>sustainability</i> plan to help restore the global ecosystem, foster healthy living, and reduce the University’s impact on the local environment • Establish and promote <i>professional and leadership development</i> activities for faculty, staff, and students

The fourth goal focuses on what Emory will contribute to local, national, and international communities through inquiry and cutting-edge programs related to the following themes: 1.) Confronting the Human Condition and Human Experience and 2.) Exploring New Frontiers in Science and Technology.

Goal	Initiatives
4. Emory is recognized as a place where scholars work collaboratively as a strong and vital	<ul style="list-style-type: none"> • Invest in faculty and programs in 6 areas: 1) <i>religions and the human spirit</i>; 2) <i>race and difference</i>; 3) <i>global health</i>;



community to confront the human condition and experience and explore twenty-first-century frontiers in science and technology.

4) *neuroscience, human nature and society*; 5) *predictive health*; and 6) *computational and life sciences*

- Generate *research and new knowledge* in priority areas
- *Facilitate collaboration* by removing structural barriers

The last goal relates to the resources needed to achieve the vision and strengthen the core through financial strength and resource stewardship.

Goal	Initiatives
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.	<ul style="list-style-type: none"> • Identify and develop creative <i>net revenue growth</i> opportunities • Continue to <i>save on cost</i> through increased productivity, elimination of unnecessary activity, and restructuring or reorganizations • Establish <i>synergies and strategies</i> to make current programs more effective and efficient

Three strategic *priorities* provide decision criteria in support of achieving the goals: *Quality* – faculty, students, staff, leadership, graduate and undergraduate academic programs, and health care; *Distinction* – essentials and areas of excellence, distinguished interdisciplinary centers and institutes, strong community culture, and affiliations; and *Financial Strength and Resource Stewardship* – right-size activities, effective and efficient resource use, funding flows alignment, and transparency. Four framing *principles* – strategic collaborations, internationalization, societal impact, and creativity: art and innovation – undergird implementation of the University- and School/Unit-based strategic plans.

The **FY2012 Strategic Agenda** (page 8) illustrates the major actions Emory will pursue this year, including engaging faculty across disciplinary boundaries to define the role of the liberal arts in the next decade, facilitating “high-risk” scholarship to ensure that Emory remains at the forefront of knowledge, and increasing externally funded research across all relevant components of the University with particular focus in the Emory College of Arts and Sciences.



FY 2012 STRATEGIC AGENDA

2015 GOALS	2010 – 2015 INITIATIVES
1. Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care, and service programs.	<ul style="list-style-type: none"> • Faculty development • Tenure and promotion • Recruitment and retention
2. Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success.	<ul style="list-style-type: none"> • Recruitment and financial aid • Engaged scholars • Curriculum and pedagogy
3. Emory’s culture and physical environment enrich the lives and intellectual work of faculty, students, and staff.	<ul style="list-style-type: none"> • Culture • Sustainability • Professional and leadership development
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.	<ul style="list-style-type: none"> • Faculty and programs in strategic areas • Cross-cutting, collaborative, research and knowledge generation
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.	<ul style="list-style-type: none"> • Net revenue growth • Cost savings • Effectiveness and efficiency

FY 2012 MAJOR ACTION ITEMS

- A. Engage faculty across disciplinary boundaries to define the role of the liberal arts in the next decade
- B. Explore adding new fields to strengthen Emory’s educational enterprise
- C. Facilitate “high-risk” scholarship to ensure that Emory remains at the forefront of knowledge
- D. Fully implement the undergraduate strategic enrollment management plan
- E. Increase annual giving and endowment necessary to support financial aid
- F. Increase amount and variety of sources to support graduate education in the James T. Laney Graduate School and research and education programs in the School of Medicine
- G. Develop the concept of “Healthy Emory”
- H. Increase externally funded research across all relevant components of the University with particular focus in the Emory College of Arts and Sciences
- I. Continue to develop a culture of institutional accountability
- J. Encourage and facilitate cross-divisional research collaborations
- K. Leverage the partnership with St. Joseph’s to advance innovative healthcare and translational research initiatives and the academic components of the health sciences
- L. Continue to develop top-tier business practices through Emory’s Business Process Improvement Program and other efforts
- M. Assess strategic deployment of health care assets and manage risk effectively to ensure excellence in health sciences education and research



FISCAL YEAR 2010 - 2011



SELECTED ACCOMPLISHMENTS: 2010 – 2011

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

2010 – 2011 Accomplishments:

Over the last year, Emory has invested in both programmatic and professional development opportunities for faculty. The Center for Faculty Development and Excellence (CFDE) welcomed Steve Everett as director, and initiated a strategic plan to guide progress and focus on teaching-related faculty development in the upcoming years. The Academic Leadership program graduated its second faculty cohort, preparing faculty to be leaders at Emory.

Tenure and promotion practices have been reviewed and revised to establish best practices for the University-wide process, including the development of templates for dean's letters, recommendations, and external reviewers, resulting in uniform expectations across the University. Utilizing these best practices, 20 faculty members were promoted from assistant professor to associate professor and received tenure. Two individuals were awarded tenure as associate professors and 16 associate professors were promoted to the rank of professor in the last year.

Recruitment and retention efforts over the last year have been successful as well, with a total of 43 new faculty members recruited, including 11 in the Rollins School of Public Health (RSPH) and eight in the Nell Hodgson Woodruff School of Nursing (NHWSN). Faculty Distinction Fund (FDF) support to date has been provided to 28 newly recruited outstanding faculty members. Emory's faculty continue to be highly diverse, with 28% minorities and 38% representation by women.

Emory continues to make progress toward becoming internationally recognized, with external recognition of Emory's faculty and programs on the rise. Rankings published by *US News & World Report* placed 13 of Emory's graduate programs and specialties in the top 20 ranking, compared to 8 in the previous year. Compared to the baseline year for the strategic plan (2004-2005), the number of members elected to national academies rose from 17 to 37, with four new members added over the past year. The number of prestigious external awards and honors (such as Guggenheim and Fulbright awards) remained constant at 21. Likewise, Emory's faculty continues to build upon their outstanding productivity in the areas of sponsored research, licensing revenues, invention disclosures, and scholarly publications.

- An all-time high of 131 new patent applications was achieved
- 44 new licensing agreements were closed, the most ever executed in a single fiscal year
- Twelve "high net worth" licenses were obtained, which are expected to generate at least \$1 million during their lifetime
- Invention disclosures set a new record of 237, an all-time high
- The total amount of licensing revenues grew 10% over the previous year

Prestigious external recognition also was garnered, with Emory University Hospital (EUH) positioned 10th and Emory University Hospital Midtown (EUHM) positioned 11th in the UHC quality rankings. Specific highlights of Emory's faculty include obtaining FDA approval for Belatacept, an invention of Drs. Chris



Larsen and Tom Pearson, which is used to prevent rejection of kidney transplants. In addition, the first human genome clinical trials of compounds that compensate for the missing protein in the Fragile X gene, discovered by Dr. Steve Warren, were initiated. Related to healthcare, there is continued improvement in such areas as risk adjusted mortality and hospital readmission rate. At 92%, the patient likelihood to recommend Emory Hospitals remains strong.

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

2010 – 2011 Accomplishments:

Emory completed a comprehensive undergraduate strategic enrollment management plan which engaged all undergraduate deans to enhance undergraduate recruitment and retention. Emory continues to enroll increasingly qualified students, with the number of National Merit Scholarship recipients that joined Emory in the past year at a record high. The Rollins School of Public Health (RSPH) enrolled its largest class ever, and Emory Law School generated significant improvements in the overall quality of the incoming class. Although Emory continues to improve its standing as a destination for students, some challenges lie ahead.

Approximately \$375 million in total financial aid was awarded to students in 2010 – 2011. In 2010 – 2011 the average need-based grant for Emory freshmen covered 64% of tuition, fees, and room and board charges, representing a 2% increase since the previous year. In 2004 – 2005 (the baseline year for the strategic plan), the average need-based grant awarded to first-year students met only 52% of the cost associated with tuition, fees, room, and board charges. 668 recipients were awarded Emory Advantage Loan Replacement grants and 134 were awarded Loan Cap grants in the 2010 – 2011 academic year.

Through the Office of University Community Partnerships (OUCP) work related to engaged scholars, Emory has again earned national recognition (2010 President's Higher Education Community Service Honor Roll with Distinction) as a leader in community engaged learning, research, and service. The first year of the Community Engaged Learning Initiative (CELI) provided funding to plan, strengthen capacity for, or implement significant community engaged learning efforts within and across eight of nine academic units. Campus Life developed Leadership Emory, a leadership model designed to prepare emerging student leaders through a series of leadership topics. Compared to the previous year, slightly more students participated in community service and volunteer activities. In addition, the percentage of students who took advantage of formal research opportunities offered through Emory College of Arts and Sciences (ECAS) programs (SIRE, SURE, INSPIRE, and Honors courses) grew from 10% to 13% last year. Participation in study abroad programs improved for the Class of 2011 (from 41% to 43%). The Center for International Programs Abroad, part of Emory's internationalization efforts, sent abroad the highest number of Emory students in its history.

Curricula and pedagogy have been revised and improved throughout numerous schools at Emory in the past year. The School of Medicine (SOM) created and began implementation of the Medical Education and Service Track and graduated the first cohort of students educated under the new MD program curriculum. The Nell Hodgson Woodruff School of Nursing (NHWSN) launched a new accelerated Bachelor of Science in Nursing (BSN) program. Oxford College completed preparations for implementation of its new



curriculum featuring a requirement for three challenging “Ways of Inquiry” courses and Goizueta fine-tuned its new full-time MBA and evening MBA curricula.

In addition, over the past two years faculty members from over 150 degree programs have developed and implemented new student learning outcomes assessment plans. These plans include a variety of assessment methods and strategies that measure student achievement as they matriculate through degree programs. Assessment data is collected over time and analyzed longitudinally in an effort to systematically improve student learning and educational programs throughout the University.

Emory has continued to provide students exemplary support for them to achieve success, with the undergraduate student to faculty ratio remaining steady at 7 to 1. 73% of graduating seniors were satisfied with Emory’s extracurricular opportunities, which is comparable with the levels reported in recent years. 83% of the 2011 graduating seniors in ECAS were “satisfied” or “very satisfied” with their academic experience, which is comparable to the satisfaction levels reported by the Class of 2010.

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

2010 – 2011 Accomplishments:

Emory’s efforts to improve its culture of ethics and diversity include the Center for Ethics recruiting an additional seven affiliated faculty, and completion of the first annual Emory-wide diversity initiative “We are Emory.” Entrepreneurship and philanthropy have been emphasized in all schools as they continue to explore new methods of generating program income and strive to meet *Campaign Emory* goals.

Emory has been nationally recognized as rating “Gold” in a national sustainability assessment for its leadership and innovation in university sustainability. It is one of just 14 schools to be rated STARS Gold, which is the highest rating achieved so far. Emory has also made progress towards launching a Climate Action Plan process and carbon reduction effort and has developed a draft set of carbon reduction goals. New campus-wide temperature settings were established to help achieve the goal to reduce overall energy consumption by 25 % per square foot by 2015.

Emory’s Learning Services was awarded the *Chief Learning Officer Magazine’s* Learning Elite Award, ranking 22nd out of 43 for Emory’s successful professional and leadership development programs. Emory was the only academic institution to be selected for this award. Learning Services offered over 165 learning activities attended by 1,925 people in the last year, with all sessions receiving extremely favorable ratings of satisfaction. A new faculty mentorship program was launched by the Nell Hodgson Woodruff School of Nursing (NHWSN). The Law School established the Center for Professional Development and Career Strategy to sharpen institutional focus on the professional development of students and to prepare them for success in a challenging job market and demanding profession.

Numerous enhancements to Emory’s physical environment in the last year have contributed to enriching the lives and intellectual work of faculty, students, and staff. The Rollins School of Public Health (RSPH) completed the renovation of the Grace Crum Rollins building. Campus Life enhanced the intramural and club sports experience through improvements to the Kaminsky Park including improved turf, restrooms,



and additional parking. Plans that were previously put on hold for a 210-bed hospital tower to be located on Clifton Road in front of Emory Clinic Building B have been set in motion, with the Board of Trustees approving the expenditures needed to begin planning for this major facilities development. The Candler School of Theology (Candler) received a substantial pledge for Phase II of its building project. University Libraries completed the design for the Research Commons laboratory to support faculty and graduate student digital scholarship; Phase I construction began in summer of 2011. Campus Life began construction of Phase IV Harrison Holmes Hall, an innovation and creativity themed residence hall, to support the First Year at Emory (FYE) program.

Emory's cultural and programmatic offerings also enrich the lives of those who study, work, and research at Emory. Highlights include the University Libraries exhibiting the Robert W. Woodruff exhibition, *Voyages and African origin*, and the Michael C. Carlos Museum exhibiting *Traces of the Calligrapher: Islamic Calligraphy in Practice, c. 1600–1900* and *Writing the Word of God: Calligraphy and the Qur'an*. Also, the leaders of the *Creativity: Art and Innovation principle*, in collaboration with the Emory-Tibet partnership, co-sponsored programming surrounding The Visit 2010, featuring His Holiness the Dalai Lama.

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.

2010 – 2011 Accomplishments:

In support of Emory's goal to be recognized as a place where scholars work collaboratively as a strong and vital community, strategic investments were made to strengthen specific cross-cutting, University-wide intellectual areas of inquiry. As a result of strong leadership from faculty and the academic deans, nationally recognized faculty have been recruited, new courses have been developed, degree programs have been established, knowledge has been created, and collaborations are taking place daily.

Following are a few of the accomplishments made in the last year (See Appendix D):

- A new graduate-level course on Religion and Public Health was introduced
- The James Weldon Johnson Institute for the Study of Race and Difference was developed
- The Emory Global Health Institute (EGHI) worked collaboratively with administrators, faculty, and students from all nine schools (30 departments) to participate in EGHI related multidisciplinary programs and activities
- The Global Health Case Competition was expanded to become a national competition, and 326 undergraduates, graduates, and post-docs engaged in global health internships, activities, or field experiences that were connected to EGHI programs
- Global health faculty and global health-funded faculty and grantees published 121 papers related to their Global Health Institute-funded work
- The Center for Social and Translational Neuroscience (CSTN) was established with startup funds from the Yerkes National Primate Research Center, the School of Medicine (SOM), and the Marcus Autism Center
- 700 participants enrolled in the Predictive Health Institute's Center for Health Discovery and Well Being (CHDWB)



- A new 3-2 program in Computer Science with Agnes Scott College was launched

Emory has generated new research and knowledge in priority areas and facilitated collaboration by engaging in interdisciplinary programming. The Emory College of Arts and Sciences (ECAS) established the Center for the Study of Human Health, which requires close collaborations across the University between administrators and faculty of ECAS, Rollins School of Public Health (RSPH), and the SOM. The SOM continued to enhance and strengthen the Emory-Grady relationship by making significant progress toward completing a comprehensive new Emory-Grady contract. The SOM also partnered with Emory Healthcare (EHC) to improve quality of care, quality of administrative support, patient access, and clinical research compliance. Other examples of collaboration include EHC's affiliation agreement with Saint Joseph's Hospital of Atlanta.

The SOM initiated the Department of Biomedical Informatics, new doctoral program in Environmental Health Sciences was approved, 12 new global health related courses were created, and an ECAS minor in Predictive Health was approved. In collaboration with the Nell Hodgson Woodruff School of Nursing (NHWSN), Oxford has worked out a set of courses to be completed at Oxford in the freshman and sophomore years that will meet the requirements for admission to Emory's nursing program.

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.

2010 – 2011 Accomplishments:

All schools and units have identified and developed net revenue growth ideas to create 5% of new revenue by 2015. The James T. Laney School of Graduate Studies (LGS) began a process of reorganization as a result of a 2009 – 2010 business process review in the areas of academic affairs, student programs, and planning and service. The Emory College of Arts and Sciences (ECAS) has taken several steps to ensure a sustainable business model, basing faculty hiring decisions on a multi-year hiring plan and approving faculty searches in the areas of health, neuroscience, race and difference, China studies, and quantitative reasoning. Oxford College collaborated with ECAS in exploring the possible financial benefit of a summer program for international students. Other strategies include increasing alumni giving, adding new tracks, and expanding courses to new times.

Emory successfully generated new funding through grants, contracts, and philanthropy. Annual giving grew despite the continued weak economy. Emory had another year of growth in research funding with \$539.7 million in grants and contracts awarded. This was particularly impressive given the end of new ARRA funding from the National Institutes of Health (NIH). Of the total of \$539.7 million awarded, \$19.67 million was awarded from federal ARRA funds. The School of Medicine achieved a continued increase in research awards and fourteen SOM departments were in the top twenty in 2010 NIH grant funding, with seven of those in the top ten. The Rollins School of Public Health (RSPH) exceeded 97% of its total campaign goal. University Libraries announced the Rose gift of \$1 million in rare books, and works of art valued at \$4 million were acquired through gifts and donation by the Michael C. Carlos museum. Global Health staff and grantees were awarded \$16 million in new grants and gifts.



Emory University Strategic Plan: 2005 – 2015
Reporting Period of September 2010 through October 2011

Emory Healthcare (EHC) achieved year 1 stage 1 meaningful use compliance. The total value of gifts received for healthcare increased from the previous year and remains higher than the total reported for 2004-2005, the year before the implementation of the strategic plan began. However, the EHC operating margin declined slightly. In the past year, EHC also assumed full ownership of Emory Johns Creek Hospital and began integrating the facility and employees into EHC.

The Yerkes National Primate Research Center has improved cost control and cost recovery methods. The Woodruff Health Science Center switched from disposable to reusable scrubs, leading to over \$300,000 in cost savings. A financial services center is up and running in ECAS, working to reduce redundancy and increase efficiency. The Nell Hodgson Woodruff School of Nursing (NHWSN) conducted a complete needs assessment of the grant writing and grant management systems, resulting in the realignment of resources to effectively grow grant activity.



FISCAL YEAR 2011 - 2012



TRENDS AND COMMON ISSUES IN HIGHER EDUCATION

Trends and common issues, such as the global economic slowdown, continue to have systemic implications for the institution of higher education and Emory's future. Following is a summary of trends that may impact Emory in fiscal year 2011-2012.

- ***Faculty recruitment and retention*** – In the United States, private financial contributions to universities dropped 11.9% in 2009. As budgets dry up and federal funding subsides, Emory will be challenged to recruit and retain top faculty. The real price of tuition has increased greatly over the past two decades partly because universities have expended to keep the brightest minds on the faculty. However, as tuition costs increase, scrutiny over how professors do their job and the worth of higher education in general has increased as well. In the face of budget constraints, many universities are increasingly turning to part-time faculty to meet the demand of growing student bodies. Despite the current market strains, competition for the services of elite educators remains intense. Emory must continue to make recruitment and retention of world-class faculty in all job categories a top priority.
- ***Technology*** – In addition, universities must stay abreast of technological trends that are altering how professors convey information to students. Current standards require professors to be more technologically adept, which Emory must be cognizant of in its recruitment efforts. Faculty members need the support systems in place to enable them to take advantage of technologies that create value in the classroom. Emory needs to position itself to implement technologies that are likely to be adopted by educators in the near future. For instance, electronic books that facilitate note taking and research are becoming widely available. Universal access to information, social networks, and productivity tools are enabling students and professors to leverage their time together. Emory must also have the financial resources to acquire and support such technologies. Technology's rapid evolution and its role in rising tuition costs are primary reasons why it is another key challenge universities must face.
- ***Liberal arts*** – Recently, the American concept of a liberal arts degree has grown roots internationally as many American satellite campuses abroad and foreign universities have introduced it as a new paradigm for higher education. In the US however, the liberal arts have come under fire as the economy has slipped into recession. Some lawmakers and policy experts contend that an American liberal arts degree does not adequately prepare a young graduate for the workplace. Currently, funding for the humanities represents a tiny fraction of the federal government's budget for research and development. Endowments for the humanities are at alarmingly low levels and universities have seen cuts in programming and instruction in those areas. Emory will need to engage faculty across disciplinary boundaries to define the role of the liberal arts in the next decade.
- ***Enrollment management*** – Emory will continue to face obstacles in attracting and enrolling the best and most qualified students, keeping students on campus until graduation, and ensuring that higher education is accessible and affordable for prospective students. Increasing the yield from the pool of the most qualified admitted students by offering scholarship money will be difficult due to financial constraints and this will be a key challenge for Emory. As of October, 2011, Emory's



admission yield is 30%, which lags behind many of its benchmark institutions. Additionally, many of its top admitted students choose to pursue their education at other institutions, with only 16.1% of the top 25% of Emory's admitted students enrolling. The University has an opportunity to increase its appeal to the brightest students and enroll them in larger numbers.

- ***University accessibility and affordability*** – As graduation rates have dropped to a level where nearly 50% of students at four-year institutions fail to graduate in six years, universities have been faced with a growing number of students who are unwilling or simply unable, financially or otherwise, to complete their degree requirements. Emory's six year graduation rate is currently 90%, which is the highest of any public or private institution in Georgia but lower than all of its peer institutions. Higher education has become less affordable for low income students in the last 20 years as the national income gap has widened and universities have shifted scholarship money from need-based to merit-based aid. At Emory, students' average indebtedness upon graduation has increased steadily over the past five years. In an effort to abate this trend, Emory has committed to making higher education affordable with Emory Advantage and other financial aid programs; however, increasing philanthropy will be critical to support growing financial need.
- ***Sustainability*** – The current debates over global warming and the rising cost of energy have brought "going-green" trends to the forefront of the national consciousness. Universities including Emory have committed more time and resources to realizing the benefits, both environmental and economic, of LEED-certified buildings, campus sustainability projects, and reduced energy consumption. Although such efforts are intended to be financially sustainable, they often require high initial outlays before long-term savings are realized. Emory will be challenged to support these projects and maintain its leadership position in this area given immediate budget restraints. However, as this trend continues the Emory will continue to develop a culture of environmental awareness and social responsibility that enriches the lives of Emory students, faculty, and staff.
- ***Internationalization and diversity*** – The growing number of international students that enroll and US institutions and increasing racial diversity are affecting the culture and dynamics of university communities. The international student population at American universities increased 3% from 2009 to 2010, including a 30% rise in the number of Chinese students coming to American campuses. However, some experts contend that the prestige of American higher education might be blemished by the recession, causing a reversal of the current trend. As the demographics of the US population shift, so too have the racial profiles of college entering classes. Over the last decade, Hispanic and African-American enrollments have increased 70% and 50%, respectively, indicating that universities and colleges are beginning to better reflect our nation's diverse composition. Emory's student body is currently made up of 12% international students, 4% Hispanic students, and 11% African-American students. The University must expand recruitment efforts into new markets, both in the U.S. and abroad, to grow the numbers of minority and international students in its applicant pool. Increasing diversity in higher education will continue to enrich campus culture and deepen the experience of faculty and students alike.
- ***Collaborative scholarship*** – Academic departments increasingly turn to interdisciplinary studies as a way of problem solving and learning. Technology and the increasing flow of information across fields of study have created opportunities for interdisciplinary research and scholarship. Moreover,



interdisciplinary study allows groups of scholars to approach issues from multifarious perspectives, facilitating innovative responses. Academic cooperation and collaboration will continue to grow exponentially as scholars discover not only the connections and synergies between disciplines. To be a knowledge center, Emory must foster a community of learning between schools and encourage its many parts to both share their own ideas and build upon one another's. Breaking down barriers to collaboration will engender its own set of challenges. As it increases its emphasis on interdisciplinary scholarship, Emory must be prepared to find alternate ways to measure interdisciplinarity that are not solely reliant on departmental rankings. Emory must also increase efforts to support faculty who are asked or volunteer to provide their expertise to interdisciplinary initiatives yet still must maintain teaching and research efforts in their tenured field.

- ***Federal and state policy*** – Most recently, the debt ceiling agreement imposed cuts of \$1.2 trillion to be made over the next decade. Many federal programs risk losing significant funding, including the NIH, Pell grants, and others that directly relate to higher education institutions. Medicare, a program essential to the financing of medical education, is facing cuts that would exacerbate the national shortage of physicians and pose a threat to Emory's medical school and teaching hospitals. The Affordable Care Act also remains poised to greatly affect Emory Healthcare (EHC) both by increasing the number of insured health care seekers and decreasing the Medicare physician reimbursement schedules. Of late, Emory has achieved growth in research activity; however, with more research funding comes greater scrutiny over how those dollars are used. These changes to the landscape at the federal level have an impact on Emory; and, state policy will continue to affect Emory as well. Georgia legislators have discussed removing tax breaks and tax-exempt status for the state's not-for-profit hospitals and universities. Tax revenues are down and states, including Georgia, are grappling with budget shortfalls brought about by the expiration of federal stimulus funding. Emory needs to stay abreast of federal and state political developments so that it is prepared to adjust its strategic operations.
- ***Financial strength and resource stewardship*** – Emory's financial health depends on effective stewardship of the University's resources to ensure that it is pursuing its mission efficiently. The University will continue to feel the effects of the global recession at every level of operation. Tuition costs have risen; however, net tuition that Emory receives has remained flat over the short term. Emory's endowment fund has lost 16% of its value since 2007. Should the economy continue to struggle, demand for financial aid will continue to increase. Hospital inpatient levels have dropped and patient debt is increasingly being written off as uncollectable, affecting EHC. Accordingly, Emory must be persistent and thorough in its efforts to control costs, boost productivity, and discover new sources of revenue in all areas. Aggressive fundraising, especially by targeting donors for financial aid endowments to meet higher demand, will be vital to sustaining financial health. Lastly, Emory must focus on creating a healthy balance sheet through diversification of revenue sources, building a well-renowned brand, and maintaining a strong management team.



SELECTED PRIORITIES: 2011 – 2012

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

2011 – 2012 Priorities:

Emory will continue efforts to recruit tenure and tenure track faculty and chairpersons in key areas. A significant round of faculty hiring, guided by both University and College strategic plan themes, will occur in the Emory College of Arts and Sciences (ECAS). ECAS will also enhance their faculty hiring process by training department and search chairs. The Emory Law School will recruit four faculty members in corporate, transactional, bankruptcy law, and other areas. All six departments of the Rollins School of Public Health have open faculty searches. The School of Medicine (SOM) will complete the search for Chair of Cell Biology and initiate searches for Chairs of Urology and GYN/OB. In addition, the Global Health faculty recruitment process will restart with faculty distinction funds to recruit six new faculty members in the next two years.

Faculty development activities are planned as well. The Center for Faculty Development and Excellence will work to ensure that faculty development opportunities extend over the entire career span of faculty at Emory. The Nell Hodgson Woodruff School of Nursing (NHWSN) will launch their faculty mentorship program to all tenure track faculty and extend the program to clinical faculty to assure that all faculty have the support and advice needed to navigate their academic careers towards success. The NHWSN will also support faculty who have returned to school to achieve their terminal degrees. The Office of the Senior Vice Provost for Academic Affairs will work with the academic deans to enhance tenure and promotion practices. Efforts will include a review of the University-wide faculty handbook and titles to ensure clarity and consistency.

By spring 2012, Emory will select a topic for the Quality Enhancement Plan (QEP), required for SACS reaffirmation. The QEP is a faculty-led process designed to address a well-defined and focused topic directly related to the enhancement of an Emory education and charts a course of action for implementation. The QEP will provide an opportunity for Emory to move toward eminence.

In order to sustain preeminent research, Emory will increase its research base in all schools, including the Rollins School of Public Health, which plans to increase its research base by 5 %, and the SOM, which plans to increase NIH awards by 2 % over FY 2012. ECAS will develop strategies to ensure early identification of promising funding opportunities, to better align grant activities with ECAS and University strategic priorities, and to advance faculty efforts to secure institutional grants. ECAS also will enhance post-award, non-financial services so that principal investigators can more effectively manage their grant portfolios.

Emory Healthcare (EHC) will improve the patient and family experience through the application of the Care Transformation Model, with a focus on coordination and standardization of care and improving access. EHC will also focus on fulfilling the quality promise to its patients by providing impeccable clinical outcomes that are delivered safely and with outstanding service. EHC will continue its Magnet journey. In addition, EHC will redefine its model of care to be innovative in the new health care environment.



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

2011 – 2012 Priorities:

Emory will continue implementing student strategies related to recruitment and financial aid, engaged scholarship, and curriculum and pedagogy. Full implementation of the undergraduate Strategic Enrollment Management Plan, which encompasses recruitment, retention, and graduation of students in Emory College of Arts and Sciences (ECAS), Oxford College, Goizueta Business School (BBA), and the Nell Hodgson Woodruff School of Nursing (BSN), will begin. A new Dean of Admissions will be hired to provide additional leadership to help facilitate this effort. Oxford plans to secure and build upon recent advances in the integration of Emory's admissions program as a basis for more effectively shaping freshman classes that ideally fit Oxford's educational model. The Candler School of Theology (Candler) plans to increase the size of its student body across the next two years.

The James T. Laney School of Graduate Studies (LGS) will improve the support it offers in order to compete for the best students, ensuring that health subsidies remain at 100%, and will continue to evaluate ways of budgeting and growing the terms of its basic student support by moving students from nine months of support to twelve. LGS will also continue to offer Pathways Beyond the Professoriate and the Alumni Mentor Program to help current students learn first-hand how LGS alumni have used their degrees in various career settings. The School of Medicine (SOM) plans to increase scholarship funding for medical students, and the Office of International Affairs will continue to identify external and internal sources of support to maintain CIPA's study abroad scholarship funding. ECAS plans to institute a Major Day to provide guidance to second-year students who are undecided about their major, in an effort to improve retention and graduation.

ECAS plans to increase student engagement by creating more opportunities for faculty and peer-to-peer mentoring. The Carlos Museum will increase and expand outreach to Emory students by placing student representatives on exhibition advisory committees, consulting student groups regarding special programming, and developing programs specifically for a student audience. The Office of University Community Partnerships (OUCP) will launch an aggressive fundraising strategy to close a projected funding gap for FY 2012. Volunteer Emory will develop and implement a social justice education plan, which will connect ongoing, hands-on service opportunities with knowledge, skills, and awareness training opportunities for professional and student staff members, as well as the greater Emory community.

Curriculum review and revisions are ongoing. Oxford plans full implementation of its new curriculum featuring a requirement for three challenging "Ways of Inquiry" courses. The Law School will develop curricular paths and identify experiential gaps in the second and third year curriculum, including transactional, legal writing, and litigation course work. The SOM will complete implementation of the new Medical Education and Service Track and perform a full curriculum review to capitalize on the knowledge gained from the first graduating cohort to experience the complete new MD curriculum. LGS will offer a new Health 100 course, and Candler will begin offering courses as part of its digital initiative.



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

2011 – 2012 Priorities:

Emory will continue to implement strategies to reinforce and build its culture, and to promote University-wide sustainability initiatives and professional and leadership development activities for faculty, staff, and students.

The Office of Community and Diversity is planning to reward the "We are Emory" 100 Community Builders with opportunities for deeper engagement at Emory and in the Atlanta community. The Office will also introduce "Beyond Tolerance," a new campaign intended to move Emory from the comforts of political correctness to the complete transparency of "do ask, do tell." A handbook for faculty on "inclusive" instruction will be developed to shed light on who Emory's students are and how faculty can guide them to achieve their academic goals, as instructional practices should include a diverse body of students in the process so all are full participants. The handbook is jointly sponsored by the Office of Undergraduate Education, Center for Faculty Development and Excellence, and Community & Diversity. The James T. Laney School of Graduate Studies (LGS) will work to develop innovative strategies for recruiting students in minority and underrepresented groups, particularly Hispanic and Latino/a students.

Emory's Office of Sustainability Initiatives, in conjunction with several offices across campus, will facilitate completion of Emory's Climate Action Plan. The Office will also launch Green Office and Green Labs certification programs to encourage faculty, staff, students and researchers to meet certain criteria for sustainable practices in their offices and laboratories; implement the Reusable Research Materials Marketplace to allow Emory community members in research laboratories to post online the availability of equipment and supplies for other researchers to use; and expand sustainability in the Woodruff Health Sciences Center through the faculty, staff, and clinician-led Sustainability in Health Sciences Task Force and pilot effort at the Emory University Orthopedic and Spine Hospital.

Learning Services will develop an executive level learning track of courses for director-level and above positions, which will offer high-level leadership and strategic course delivery. Learning Services will also develop a leadership on-boarding process that will include New Leader Accelerations for newly hired or promoted leaders on campus, and will review and revise the current Emory leadership competency models. The Yerkes National Primate Research Center will enhance Animal Care employee's development and engagement this year by providing courses and workshops that have delivery specifics at both technician and manager/supervisor levels. Courses include Civil Treatment for Employees, Crucial Conversations, Customer Service, and Managing Your Emotions and Your Stress. Lastly, the School of Medicine (SOM) will initiate a training program developed in concert with the Emory Clinic (TEC) leadership to train members of the TEC Management Development Program (MDP) in key functional areas of SOM departments to develop administrative bench strength and future succession planning. Campus Life will implement the pilot year of Leadership Emory and a campus-based LeaderShape program to foster ethical leaders and engaged scholars.



In addition, library and museum resources will be improved to enrich the lives and intellectual work of faculty, staff, and students. University Libraries will improve user access to Emory's diverse intellectual assets through flexible, interoperable systems in a collaborative and service-rich environment. University Libraries will also improve users' ability to conduct research and generate new knowledge with Emory's digital collections by leveraging digital assets that users can curate, edit, and transform. The Woodruff Health Sciences Center Library will identify and develop robust services, tools, electronic collections, technology-rich collaborative spaces, and workforce expertise to transition from library to knowledge center. The Carlos Museum will work to improve access to resources through facility upgrades, increased space for teaching and conservation programs, and development of study-storage and research spaces.

Emory will continue to develop an infrastructure that fosters an environment of creativity and arts across the University and create new opportunities for faculty, students, and staff to engage in creativity and the arts conversations, activities, performances, scholarship, and research. For example, Emory will support and encourage SGA, GSC, the Office of Residential Life, and other student-focused organizations to incorporate creativity and the arts events and programs into their planned events. Moreover, Campus Life will complete the Hamilton Holmes Hall for freshmen residents by fall 2012 with the theme of Innovation and Creativity.

Expansions and renovations to the physical environment will occur across campus. Oxford College completed its updated Campus Master Plan and plans to initiate the library renovation and expansion, renovate Language Hall, renovate Branham / East residence halls, and close the quad to vehicular traffic. Oxford also plans to complete fundraising for the new science building this year. The Candler School of Theology will begin construction of Phase II of its building project. Yerkes will launch construction of the 3-story addition to the Yerkes Neuroscience building which will house the Emory Drug Discovery Institute and the Center for Innovative Genomics.

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.

2011 – 2012 Priorities:

Emory will continue to promote and support collaboration among schools and faculty and support intellectual pursuits that maintain a strong and vital community that confronts the human condition and human experience and explores new frontiers in science and technology through faculty, program development, and knowledge creation.

Emory continues to make cross-school and other internal collaborations a priority. The Rollins School of Public Health (RSPH) will investigate options with Emory College of Arts and Sciences (ECAS) for offering undergraduate courses in public health, while the Nell Hodgson Woodruff School of Nursing (NHWSN) will continue and expand interdisciplinary team training and education with NHWSN and RSPH. ECAS will further strengthen its partnership with Laney Graduate School (LGS) to ensure that planning processes are coordinated and integrated where required. Their work will include considering the role of



graduate education in the context of an undergraduate liberal arts education. Together ECAS and LGS will review the performance of existing programs and the need for and feasibility of newly proposed programs.

The Office of the Senior Vice Provost for Academic Affairs will work with an ECAS task force of joint appointments to better support faculty who conduct innovative, interdisciplinary work that crosses multiple departments. The Center for Comprehensive Informatics and the computational and life sciences initiative will collaborate with the Predictive Health Institute to fully connect the Predictive Health database with other research data resources across campus. Emory University, Emory Healthcare, and the Emory Clinic will continue to collaborate to improve patient safety and quality of care throughout all clinical venues. Life and Death in the Pyramid Age, a collaboration between the Carlos Museum's Senior Curator of Egyptian, Nubian, and Near Eastern Art, Dr. Peter Lacovara, and the Museum's conservator, Renee Stein, will highlight the research on and conservation of the mummy, as well as explore aspects of life and death during Egypt's Old Kingdom period. The Museum will highlight its ability to use works in its collection to mount interdisciplinary efforts that engage Emory scholars across campus and across disciplines.

Several cross-cutting programmatic initiatives have found administrative homes within the University. The Religion and Public Health Collaborative will move their administrative home to the Center for Ethics and will collaborate with the Center on ethics initiatives, including raising an endowment for a Chair in Public Health Ethics. Race and difference initiative leaders will finalize the merger and creation of the new James Weldon Johnson Institute for the Study of Race and Difference, and plan for full transformation and merger of intellectual projects and programs as well as continue to seek interdisciplinary, inter-departmental, and inter-school faculty hires that will further strengthen University-wide intellectual leadership of the initiative. The Predictive Health Institute (PHI) will work to identify a home for each PHI component within a school or department.

The Global Health Institute will maintain and reinforce interest and global health activities in all schools, as well as create a Global Health Education program in the School of Medicine (SOM) focused on medical students and residents. Neuroscience, human nature, and society will further extend the Stroke Consortium plan, identifying leaders to take ownership of and develop the Consortium. Computational and life sciences (CLS) will nurture and facilitate collaborations among CLS faculty, leading to joint research efforts and joint grant submissions and awards.

External collaborations will also be pursued. Leaders of the Religion and Public Health Collaborative plan to build a link between the St. Paul's University/Nyumbani Village Program and Emory Office of University and Community Partnerships' Edgewood Project, focusing on intergenerational relationships. The Global Health Institute plans to expand global health partnerships with Ethiopian institutions and actively support the development of an Emory/Georgia Tech Water Center. The SOM will explore an institutional research partnership with one or more pharmaceutical companies and work closely with the new Grady CEO to optimize service delivery at Grady. The SOM will also collaborate with Children's Healthcare of Atlanta to plan and implement the proposed Emory-Children's Pediatric Center. Emory will also collaborate with leading universities and researchers focused on creativity and the arts in higher education, including Princeton, Vanderbilt, Stanford, and Columbia universities. The Office of International Affairs plans to develop and strengthen international relations, research, and educational partnerships.



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.

2011 – 2012 Priorities:

Emory will engage in several key initiatives to address financial challenges, including: clarification of cross subsidization and more conscious pooling of resources toward highest priorities; ensuring fullest integration and optimization of support functions where both benefits of scale and little downside of a corporate service model co-exist; and redesign of administrative and functional support in the schools and units to reduce variance and redundancy; and improve cost effectiveness and engagement.

The James T. Laney Graduate School (LGS) will continue to explore potential revenue sources, including restructuring of the graduate tuition structure to maximize recovery from individual student fellowships and institutional training grants. LGS also plans to adjust the tuition discount rate for master's programs, work with Emory Continuing Education to develop English as a Second Language programs, and consider new master's level programs. The School of Medicine (SOM) and the Goizueta School of Business will identify and pursue new opportunities for revenue. The Office of International Affairs will continue to identify external and internal sources of support to maintain the Center for International Programs Abroad scholarship funding. The neuroscience, human nature, and society initiative will develop external sources of funding for the Center for Translational Social Neuroscience. All schools and units intend to monitor the national and local landscape for income-generating opportunities.

Emory will develop an inventory of internal funding of opportunities and begin to build best practices for internal funding sources. The University as a whole will focus on generating increased philanthropic support, low dependence on government funding, and diversification of research funding.

The University will aim to cut costs and achieve greater efficiencies by adopting standard best business practices. Emory Healthcare (EHC) will transform operations by changing the cost structure through improved patient flow and placement, enhanced utilization of existing resources, and improved efficiencies and standardization. The SOM will initiate plans to reorganize administrative staffing in cooperation with EHC. The Office of Sustainability Initiatives will implement a reusable research materials marketplace in partnership with the Environmental, Health and Safety Office and the Office of Business Improvement. This effort will allow research laboratories to post online the availability of equipment and supplies for other researchers to use, resulting in significant cost savings.



CONCLUSION

Where Courageous Inquiry Leads has served Emory well as a road map to becoming 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.*

- Emory has strengthened faculty distinction by developing, recruiting, and retaining faculty who are leaders or have great potential in their fields and as a result, external recognition is on the rise.
- Emory has worked to ensure highest student quality and enhance the student experience by providing opportunities for students to participate in engaged learning and service activities, offering financial aid to more high quality students than in the past, and providing them with enhanced facilities and support structures. Emory will need to re-double its efforts in this area during the next 5 years to remain competitive.
- Emory has made great strides in creating community and engaging society. By constructing and renovating residential spaces and academic facilities, the University has created new venues for intellectual and social pursuits. The Emory community has also been enhanced by work-life resource programs, sustainability programs, and by concerted efforts to develop faculty, staff, and students to be future leaders, researchers, and health care practitioners at Emory and throughout the world.
- Emory continues to confront the human condition and human experience and explore new frontiers in science and technology in new and innovative ways. New degree programs and courses have been developed and implemented, research activity and productivity have grown, and strategic collaboration has increased across campus. Emory's health sciences center and health care enterprise continuously engage in teaching future scientists and health care leaders, knowledge creation through discovery and innovation, and providing quality patient care.
- Emory has also made strides in maintaining financial strength and being better stewards of scarce resources, ensuring that they are wisely and effectively spent to support Emory's distinctive education and programming. Efforts have looked both outward, with Campaign Emory, as well as inward toward building a culture of philanthropy, developing new revenue sources, and cutting costs.

Without the support and leadership of faculty, staff, and students, Emory could not achieve its goals. The strategic plan is a living document that is monitored and adjusted to meet ever-evolving University needs. As Emory looks to the future, there is still much to be done to achieve the vision and meet the targets set forth for 2015. The strategic plan will continue to provide a road map toward the future.



APPENDIX



A. EMORY UNIVERSITY STRATEGIC PLAN OVERVIEW: 2010 – 2015

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.

WWW.EMORY.EDU/STRATEGICPLAN

Updated August 2009



EMORY UNIVERSITY



B. ACCOMPLISHMENTS, PRIORITIES AND GOALS: SCHOOLS AND OPERATING UNITS

Emory's schools and major operating units have made significant progress toward accomplishing University-wide goals as well as entity-specific goals. The following summarizes many, but not all significant accomplishments from the last year and priorities for the next year.

**James T. Laney School of
Graduate Studies**
Lisa Tedesco, Dean

Accomplishments: 2010 – 2011

The James T. Laney School of Graduate Studies has, in the last year: analyzed options for funding sustainable growth; convened the Language and Literatures Advisory Committee to advance strengths in language and literatures; recruited a director and presented curriculum models for the Project for

Scholarly Integrity; initiated a business process review to evaluate organizational structure, capacity and effectiveness; enrolled the first cohort for the Master's in Development Practice; and approved new doctoral programs in Environmental Health Sciences. The Graduate School also was able to offer 100% health insurance subsidies to eligible students.

Priorities: 2011 – 2012

The James T. Laney School of Graduate Studies will: develop innovative strategies for recruiting students in minority and underrepresented groups; improve support services needed to compete for the best students; launch a new Networking Nights program; work with Emory Libraries to launch the Digital Scholarship Commons; move forward with Growth and Sustainability and the Languages and Literatures Advisory Committees; and will continue to explore new potential revenue sources such as new master's level programs.

Graduate School Goals: 2010 – 2015

- (1) Promote interdisciplinary study of complex problems
 - (2) Support student professionalism
 - (3) Grow with excellence
 - (4) Develop stable funding to support growth
-

**Emory College of Arts and
Sciences**
Robin Forman, Dean

Accomplishments: 2010 – 2011

Emory College of Arts and Sciences has, in the last year: addressed student retention issues by changing the advising system; continued program reviews for the College's centers and institutes; established a Film and Media Management Concentration in partnership with other

schools; established the Center for the Study of Human Health; taken steps to ensure a sustainable business



model; and coordinated and enhanced the College's messaging to students and parents. In addition, 16 students were awarded National Scholarships such as Fulbright and Marshall National Scholarship.

Priorities: 2011 – 2012

Emory College of Arts and Sciences will: work with departments to develop plans to offer distinctive contributions while at the same time reflecting economic constraints; increase student engagement by creating more mentoring opportunities and offering course credit for research that students conduct for faculty projects; enhance the faculty hiring process and conduct a significant round of faculty hiring; work with a College faculty task force on joint appointments; develop strategies to ensure early identification of funding opportunities; continue to make cross-school collaborations a priority; and work with the Laney Graduate School to review the performance of existing programs and feasibility of newly proposed programs.

Emory College of Arts and Sciences Goals: 2010 – 2015

- 1) Cultivate a diverse and intellectually vibrant community by recruiting and retaining outstanding students, distinguished faculty, and excellent staff
- 2) Focus on areas of academic strength where Emory can achieve genuine distinction
- 3) Create a distinctive social and physical environment that enriches the intellectual work and lives of faculty, students, and staff

Oxford College
Stephen Bowen, Dean

Accomplishments: 2010 – 2011

Oxford College has, in the last year: made significant advances in implementing the One Voice undergraduate student recruiting program; coordinated admissions staff with the Atlanta campus; completed preparations for implementation of Oxford's new curriculum featuring a requirement for three challenging "Ways of Inquiry" courses; established the feasibility of an Oxford College Organic Farm for both educational and sustainability purposes; and completed feasibility studies and schematic designs to address several of Oxford College's most pressing capital needs, including a new science building, renovation and expansion of the library, renovation of Language Hall and Branham / East residence halls, and campus pedestrian and vehicular traffic and parking.

Priorities: 2011 – 2012

Oxford College will: complete an updated Campus Master Plan; initiate renovations and expansion of the library; renovate the Language Hall and the Branham / East residence halls; close the quad to vehicular traffic; complete fundraising for the new science building; secure and build on recent advances in the integration of admissions programs with the Emory Campus to effectively shape incoming Oxford freshman classes; and begin full implementation of Oxford's new curriculum featuring a requirement for three challenging "Ways of Inquiry" courses.



Oxford College Goals: 2010 – 2015

- (1) Establish Oxford as the exemplar of a Liberal Arts Intensive college
- (2) Support the continuing growth of Oxford's transformative learning environment grounded in innovative pedagogies of engagement
- (3) Increase Oxford students' contribution to leadership and civic engagement on campus, in the community, and society at large
- (4) Reinforce the unique role and contribution of Oxford students, faculty, and staff within Emory University
- (5) Build and continuously improve the personnel and service infrastructures necessary to create a welcoming, attractive campus community that effectively supports Oxford's academic mission and vision
- (6) Establish Oxford as a model for environmentally sustainable, healthful living by individuals and institutions

Candler School of Theology

Jan Love, Dean

Accomplishments: 2010 – 2011

Candler School of Theology has, in the last year: received a pledge for Phase II of the Candler School of Theology building project; received funding from the Luce Foundation to support work in international theological education; launched a new communications plan, including a new web site; developed twelve new Memoranda of Understanding with universities and schools of theology outside North America in order to facilitate international education; and received a gift of approximately 90,000 volumes from the General Theological Seminary.

Priorities: 2011 – 2012

Candler School of Theology will: increase size of the student body over the next two years; implement the Luce Grant, "Preparing Christian Leaders for the Twenty-First Century: International Engagement in Theological Education;" develop a certificate program in Church Music and Theology; begin construction for Phase II Candler's building project; begin integration of the holdings of the General Theological Seminary library in New York into Pitts Theology Library; and begin offering courses as a part of Candler's digital initiative.

School of Theology Goals: 2010 – 2015

- (1) Continue to recruit superb scholar-teachers in response to the anticipated generational transition in the faculty
- (2) Attract a larger, excellent student body
- (3) Expand Candler Advantage, a signature program of advanced student internships and debt reduction
- (4) Increase opportunities for students and faculty to engage in international education
- (5) Complete Phase II of the new building



Emory Law School
Robert Schapiro, Interim Dean

Accomplishments: 2010 – 2011

Emory Law School has, in the last year: improved enrollment management processes to significantly improve the overall quality of the incoming class; implemented an enhanced first-year curriculum; introduced a new course in Legislation and Regulation; established the Center for Professional Development and Career Strategy; and augmented the Master of Laws (LLM) program.

Priorities: 2011 – 2012

Emory Law School will: recruit four faculty members in areas such as corporate law, transactional law, and bankruptcy law; engage in an aggressive major gifts strategy to achieve its fundraising goal; develop curricular paths and identify experiential gaps in second and third year curriculum, including transactional, legal writing, and litigation course work; secure Board of Trustees approval for new *Juris Master* (JM) program; enhance global presence, including LLM recruitment and new partnerships in Asia; and evaluate and structure interdisciplinary joint degree programs within Emory and with partners of the University, including the Georgia Institute of Technology.

Law School Goals: 2010 – 2015

- (1) Strengthening intellectual community through faculty recruitment, interdisciplinary initiatives at Emory and beyond, and the enhancement of diversity at all levels of the community
- (2) Integrating theory with practice through signature programs in transactional law, litigation skills, and law and technology; through clinical offerings in child law, environmental law, and international humanitarian law; and through enhanced student professional development opportunities
- (3) Expanding our global reach through new and expanded degree programs, and foreign partnerships in Asia and other regions
- (4) Building areas of signature strength, including in child and family law, federalism, feminism and legal theory, health law, international and comparative law, law and religion, law and technology, and transactional law

Goizueta School of Business
Lawrence Benveniste, Dean

Accomplishments: 2010 – 2011

Goizueta has, in the last year: made significant progress in the Center for Alternative Investments, Real Estate Center, Emory Marketing Analytics Center, Social Enterprise Initiative, and the Concentration in Healthcare; expanded the senior



leadership team; improved programs through new program leadership, better alignment, a task force on career services and fine tuning of the new curricula; and reorganized the marketing and communications function.

Priorities: 2011 – 2012

Goizueta will: focus on achieving campaign fundraising goals; explore new revenue growth opportunities; and continue to build Goizueta Centers and the infrastructure to support them.

School of Business Goals: 2010 – 2015

- (1) Maintain and improve our position as a world-class business school
- (2) Fully leverage our Atlanta location, a global business hub
- (3) Offer intimate learning experiences for our students
- (4) Model principles-based leadership and graduate principles-based leaders
- (5) Build and sustain the passionate and engaged Goizueta network
- (6) Recruit and retain world-class faculty scholars
- (7) Provide experiential learning opportunities for our students
- (8) Insure that our graduates have a global perspective and understanding

**Emory University School of
Medicine**

Thomas Lawley, Dean

Accomplishments: 2010 – 2011

Emory University School of Medicine has, in the last year: graduated the first cohort of students under the new MD program curriculum and achieved a very successful residency match; began implementation of the Medical Education and Service Track; achieved full accreditation of all 88 ACGME

residency and fellowship programs; increased research awards to faculty ; and continued to achieve major scientific advances including FDA approval for Belatecept, the first human genome clinical trials for the missing protein in the Fragile X gene. The School of Medicine has also implemented the Marcus Trauma Center at Grady; and initiated the Department of Biomedical Informatics.

Priorities: 2011 – 2012

The School of Medicine will: complete implementation of the new Medical Education and Service Track; perform a full curriculum review; increase scholarship funding for medical students; create a Global Health Education program in the School of Medicine focused on medical students and residents; work closely with the new Grady CEO to optimize service delivery at Grady; incent and encourage translational research; and surpass the School of Medicine Campaign goal.

School of Medicine Goals: 2010 – 2015

- (1) Transform medical education in the nation by revolutionizing our curriculum to produce leaders in medicine with educated minds and informed hearts



- (2) Continue to expand our research enterprise in quality and quantity to achieve top 10 status by expanding existing world-class programs and creating new centers of excellence
 - (3) Be recognized for providing compassionate, state-of-the-art patient care to all patients
 - (4) Recruit and develop additional leaders in education, science, and clinical care and provide resources to develop and sustain outstanding departments and programs in the School of Medicine
 - (5) Create outstanding medical education, research and patient care environments that maximize personnel and material resources and promote new applications of basic knowledge
 - (6) Achieve financial security that enables the School of Medicine to meet present and future needs of medical education, research, and patient care
-

Rollins School of Public Health
James Curran, Dean

Accomplishments: 2010 – 2011

The Rollins School of Public Health has, in the last year: hired 11 new tenured or tenure-track faculty; increased research awards by 18%; initiated a new Ph.D. program in the department of Environmental Health with a cohort of four

doctoral students; completed the renovation of the Grace Crum Rollins building; enrolled the largest class in the School's history; and exceeded 97% of its total campaign goal.

Priorities: 2011 – 2012

The School of Public Health will: continue to recruit additional tenured and tenure-track faculty; increase the research base by 5%; maintain enrollment and quality of Masters students while maintaining the quality of the instruction and student experience; continue to increase the quality of doctoral programs as well as increase the number of doctoral students within the RSPH; and investigate options with the College of Arts and Sciences to offer undergraduate courses in public health.

School of Public Health Goals: 2010 – 2015

- (1) Conduct outstanding basic and applied research that will promote health and prevent disease in human populations throughout the world
 - (2) Maintain RSPH as a destination school for MPH/MSPH and Ph.D. students
 - (3) Enhance an environment that supports excellence in instruction, research, and service
 - (4) Increase excellent faculty by five % per year
 - (5) Increase doctoral students by five % per year
-

Nell Hodgson Woodruff School of Nursing
Linda McCauley, Dean

Accomplishments: 2010 – 2011

The Nell Hodgson Woodruff School of Nursing has, in the last year: successfully recruited eight key faculty; had seven clinical faculty implement plans to pursue terminal degrees; experienced a 60% increase in research proposals; and launched a new accelerated BSN program with 36



undergraduate students in summer of 2010 and 30 new students in summer 2011.

Priorities: 2011 – 2012

The School of Nursing will: focus on talent development and succession planning; make joint practice/academic partnerships and inter-professional education a priority; and recruit an associate dean for research to assure that research infrastructure is sufficient to meet the needs of faculty, post-doctoral fellows, and doctoral students.

School of Nursing Goals: 2010 – 2015

- (1) Provide leadership within the University as a national and international model for integrating service learning and social responsibility into school curricula and research programs
- (2) Exemplify eminence in research and scholarship
- (3) Maintain a vibrant community of mutual respect, partnership, and understanding
- (4) Demonstrate continued excellence and leadership in the development of educational programs that embrace national trends and create new models of scholarship, teaching, and service
- (5) To create and sustain a dynamic culture of philanthropy and ensure gifts are effectively stewarded
- (6) Enroll a highly qualified, diverse student body and provide exemplary support to ensure success

**Yerkes National Primate Research
Center**
Stuart Zola, Director

Accomplishments: 2010 – 2011

The Yerkes National Primate Research Center has, in the last year: successfully renewed the 5-year NIH P51 Base Grant; received renewal of 3-year full accreditation awarded by Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC); and completed the final NIH review

process to begin construction on the Yerkes Dual Function Facility consisting of a Transplant Medicine facility and a biosafety level 3 facility.

Priorities: 2011 – 2012

Yerkes will: launch construction of the 3-story addition to the Yerkes Neuroscience Building to house the Emory Drug Discovery Institute (Dennis Liotta) and the Center for Innovative Genomics (Steve Warren); enhance Yerkes Nonhuman Primate Cores; and enhance staff development and engagement by focusing on Animal Care Employees.

Yerkes Goals: 2010 – 2015

- (1) Sustain existing and develop new research programs of excellence focused on discovery science and translational medicine, with a priority on realms where nonhuman primates provide valuable or necessary models
- (2) Ensure alignment of research goals and objectives with national and local objectives including the NCCR Strategic Plan, the new NIH themes, as well as emerging priorities including local and national health initiatives



- (3) Modify recruitment, evaluation and retention policies, including training and development, for both faculty and staff that will facilitate attracting and keeping top-quality personnel at all levels of the organization
- (4) Enhance resource management to better provide animals, space, specialized equipment and expertise needed to support the research objectives of the Yerkes Research Center
- (5) Further develop the consortium of the eight National Primate Research Centers and the NCCR to promote the objectives of the NPRC program, and share genomic and other data, information and resources to improve efficiency and enhance the collective value of the resources
- (6) Increase our community outreach, both locally and nationally, including to NIH and Congress, to increase knowledge about and public approval of the activities of the Center and to develop a base for seeking support in a development campaign
- (7) Lead the development and use of new scientific methods including imaging, genomics and proteomics, and nonhuman primate transgenic models for neurodegenerative diseases
- (8) Develop strategies to enhance recognition of the substantial teaching, mentoring, and scholarly activities that occur at Yerkes
- (9) Ensure sound fiscal management including prudent budgeting, revenue enhancement initiatives and development of a reserve or endowment fund to provide for long-term stability

Winship Cancer Institute

Walter J. Curran, Executive Director

Accomplishments: 2010 – 2011

The Winship Cancer Institute has, in the last two years: recruited 11 senior faculty, resulting in over \$8.7 million in funding and 68 publications in peer-reviewed journals for

2011. The Winship Cancer Institute has experienced a 44% increase in total extramural funding since 2008, with a 21% increase in National Cancer Institute (NCI) funding. In addition, since 2008, over 1,200 cancer-related publications have been written by Winship members, with 36% of those representing intra and inter-programmatic collaborations.

Priorities: 2011 – 2012

The Winship Cancer Institute will: renovate existing research space in the Emory Clinic to increase occupancy and provide for greater opportunities for indirect cost recovery; plan for new research space in the Health Sciences Research Building; plan for a new clinic expansion and the Emory Proton Center at the Emory University Hospital Midtown campus; continue key recruitment efforts in epidemiology, biostatistics, bioinformatics, neuro-oncology, and nanotechnology; and increase accrual to therapeutic clinic trials by 15%.

Winship Cancer Institute Goals: 2010 – 2015

- (1) Successful renewal of a Cancer Center Support Grant (CCSG) in 2012 for an additional five years of NCI support
- (2) Approval of Winship as an NCI-designated Comprehensive Cancer Center within three to five years of the CCSG competitive renewal
- (3) Increase in peer-reviewed funding for research from the NCI and other funding agencies



- (4) Establish seamless disease site multidisciplinary clinical care and research that includes clinical trial opportunities for every possible patient
- (5) Continue to implement strategic faculty recruitment and development plans in coordination with Winship's strategic goals
- (6) Develop transformative Phase I and Phase II Emory-initiated clinical trials especially those based on Emory-initiated basic science discovery
- (7) Strengthen linkages between Winship Drug Discovery, the Emory Chemical Biology Discovery Center, and the Emory Institute for Drug Discovery
- (8) Continue to strengthen the core facilities and services to facilitate interdisciplinary research
- (9) Implement integrated cancer biomedical informatics within the context of the WHSC informatics plan
- (10) Optimize the use of existing space and develop a facility plan to address the future needs for research, clinical care, and administrative spaces
- (11) Take a national leadership role in evaluating and implementing innovative models of cancer care that are cost effective and of high quality
- (12) Advance Winship's presence throughout Georgia through partnerships, research, and outreach
- (13) Optimize Winship's strategies for philanthropy with an emphasis on support for multidisciplinary centers of cancer research and care

Accomplishments: 2010 – 2011

Emory Healthcare
John Fox, CEO

Emory Healthcare has, in the last year: further deployed the Care Transformation Model across the organization; made significant strides toward attaining Quality goal, with Emory University Hospital (EUH) positioned 10th and Emory University Hospital Midtown (EUHM) 11th in the UHC quality

rankings; progressed toward Magnet designation by submitting application for Emory University Orthopaedics and Spine Hospital (EUOSH) and improving Magnet indicator performance across Emory Hospitals; achieved Year 1 Stage 1 Meaningful Use compliance, based on federal guidelines; implemented Global Patient Registration, a single-access point system for all patient registration information; assumed full ownership of Emory Johns Creek Hospital and began integrating the facility and employees into Emory Healthcare (EHC); developed an affiliation agreement with Saint Joseph's Hospital of Atlanta; and continued to expand Emory Specialty Associates with six new practices.

Priorities: 2011 – 2012

Emory Healthcare will: improve the patient and family experience with a focus on standardization of care and improving access; focus on delivering quality care for patients through clinical outcomes, safety, and service while continuing the Magnet journey; leverage IT infrastructure to continue to achieve "meaningful use" of information; transform operations by changing cost structures in an environment of declining reimbursement by improving patient flow, enhancing utilization of resources, and improving efficiencies and standardization; strengthen its position as an Academic Medical Center by investing in core campus facilities at Clifton and Midtown and by integrating hospitals and provider practices in the



market; and redefine Emory Healthcare’s model of care to be innovative in the new health care environment.

Emory Healthcare Goals: 2010 – 2015

- (1) **Quality:** Achieve continuous enhancements in clinical outcomes, patient safety, and service, resulting in national ranking for quality among the Top 10th percentile of academic medical centers in the U.S. according to UHC and Press Ganey
- (2) **People and Our Workplace:** Embody a learning culture that is focused on continuous improvement among its diverse group of talented, patient and family-centered, and engaged professionals, resulting in a 75th percentile ranking for the employee engagement survey
- (3) **Discovery and Innovation:** Become nationally recognized for transforming health and healing through the development and implementation of innovative, patient and family-centered care, research, and teaching models
- (4) **Knowledge and Information:** Make available the data from clinical care delivery processes for quality and research efforts, measured by accessibility of 100% of EeMR clinical data in the Clinical Data Warehouse
- (5) **Financial Strength:** Achieve an operating margin of at least 6% to internally generate capital for existing commitments and key future initiatives

Accomplishments: 2010 – 2011

University Libraries
Rick Luce, Director

University Libraries has, in the last year: been awarded a Andrew W. Mellon Foundation grant to startup the Digital Scholarship Commons (DiSC); completed the design for the Research Commons laboratory to support faculty and graduate student digital scholarship; and is nearing

completion of core enterprise migration to a new library system. University Libraries also announced the Rose gift of rare books valued at more than \$1M; heightened public visibility through library programs and exhibitions such as Voyages and African Origins; and hired two informationists (Health Sciences Center Library).

Priorities: 2011 – 2012

The University Libraries will: improve the tools customers use to search for, discover, and access library materials; work on the creation and management of durable digital assets for preservation, scholarly use, and citation; enhance access to digital assets through metadata creation; and will identify and develop robust services, tools, electronic collections, technology-rich collaborative spaces, and workforce expertise to transition the Health Sciences Center Library from library to knowledge center.

University Libraries Goals: 2010 – 2015

- (1) **Special Collections:** The Emory Libraries will showcase our renowned special collections with world-class facilities, expanding collections and broadening public programs that inform, engage



and uplift our users, and will strengthen the University's acclaim as an international destination for trans-disciplinary research and teaching in modern literature, African American history and culture, civil and human rights, religious expression, health and disease eradication, and conflict resolution

- (2) Digital Innovations: The Emory Libraries will be recognized as a leader in innovative and robust digital information services and resources
- (3) Customer-centered Library: The Emory Libraries operate as a customer-focused, process-managed and data driven organization

Accomplishments: 2010 – 2011

Michael C. Carlos Museum

Bonnie Speed, Director

The Michael C. Carlos Museum has, in the last year: exhibited *Traces of the Calligrapher: Islamic Calligraphy in Practice, c. 1600–1900* and *Writing the Word of God: Calligraphy and the Qur'an*; opened two shows developed from the Museum's permanent collections: *Monsters, Demons, and Winged-Beasts: Composite*

Creatures in the Ancient World and *Divine Intervention: African Art and Religion*; and featured the photographs of Michael A. Smith (American, born 1942) in an exhibition titled, *Wondrous Transformations: Photographs by Michael A. Smith*. Interdisciplinary programming included *Marking the Battle of Marathon*; *The Emory Big Draw*; and *Jonathan Shay, Odysseus in America*. The Museum also updated its handbook and acquired works of art valued at \$4 million through gifts and donations.

Priorities: 2011 – 2012

The Carlos Museum will: exhibit its rare Old Kingdom mummy in the exhibition, *Life and Death in the Pyramid Age: The Emory Old Kingdom Mummy*; host a spectacular exhibition showcasing the sacred art of the mandala, *Mandala: Sacred Circle in Tibetan Buddhism*; continue to develop programming as part of its interdisciplinary effort focused on religion, art, and social context; continue to improve access to museum resources; and increase and expand outreach to Emory students.

Carlos Museum Goals: 2010 – 2015

- (1) Collections, Exhibitions, and Publications: The Carlos Museum will continue to enhance the overall quality and depth of its internationally recognized permanent collections, special exhibitions, and publications in order to provide the highest quality scholarly resource for the University, lead its peers in the development of university-based museum programs, and position Emory as a destination for the study of art and culture
- (2) Teaching and Research: The Carlos Museum will strengthen its role in teaching and research activities at Emory and serve as a center for campus intellectual life and inquiry-driven interdisciplinary collaboration
- (3) Education and Service: The Carlos Museum will strive to provide meaningful educational and cultural experiences of the highest quality for members of the Emory and Atlanta communities. As a leader in a city with few art museums and as a major public portal for Emory, the Museum will



serve as a bridge between the University and the surrounding region, and will provide service and resources to schools, teachers, families, and visitors

Campus Life

John Ford, SVP and Dean

Accomplishments: 2010 – 2011

Campus Life has, in the last year: developed the Leadership Emory model to be used as a common program for all Campus Life leadership development efforts; developed the program plan, Innovation and Creativity for the FYE (first year at Emory residential program); began construction of Phase IV Harrison Holmes Hall; implemented enhanced risk management strategies to ensure safety at student functions; and enhanced the intramural and club sports experience through improvements to Candler Fields and the development of Kaminsky Park.

Priorities: 2011 – 2012

Campus Life will: implement the pilot year of Leadership Emory; implement LeaderShape program; complete Hamilton Holmes Hall; create an enhanced social media presence; and enhance communication with Emory families.

Campus Life Goals: 2010 – 2015

- (1) Infuse health practices into all aspects of co-curricular education in order to advance holistic well-being (mental, physical, spiritual) among members of the Emory community
- (2) Develop students so that they become recognized as ethical leaders who bring integrity and honor to their professions and their communities
- (3) Immerse students in opportunities to become conscientious, compassionate, and activist global citizens who will impact Emory and the world
- (4) Cultivate a campus culture that values service to the community and fosters collaboration among departments, units, and organizations resulting in students who are engaged scholars

Center for Ethics

Paul Root Wolpe, Director

Accomplishments: 2010 – 2011

The Center for Ethics has, in the last year: grown their Board of Advisors by 30%; consulted with the Atlanta Public Schools Ethics Board; recruited 7 additional affiliated faculty; received a financial pledge for the Ethics and Servant Leadership Program; and designed an academic program focused on Ethics and the Arts.

Priorities: 2011 – 2012



The Center for Ethics will: engage in a dual degree Public Health and Bioethics program; design and implement micro-studies for a new “ETHICS” page on CNN.com; identify and hire a Chair in Corporate Ethics with the Goizueta Business School; and will identify and hire a Chair in Public Health Ethics with the Rollins School of Public Health.

Center for Ethics Goals: 2010 – 2015

- (1) **Commitment to Scholarship:** The Center for Ethics is committed to the production of exemplary scholarship in each initiative. The center will integrate ethics scholarship across the University, will be a nationally and internationally recognized ethics center, and will take a leadership role in national ethical dialogue
- (2) **Excellence in Teaching:** The Center for Ethics will develop innovative educational and curricular resources. Excellence in teaching ethics is key to creating ethically engaged adults. The Emory Center for Ethics will be the centerpiece of interdisciplinary ethical education at Emory University and a model for the academic community
- (3) **Programming and Outreach for Social Impact:** The Center for Ethics will strengthen programs focusing on positive community influence, become a resource for the region by having a presence in the community, and offer a safe space for mediation about contentious social issues. Center personnel will dedicate themselves to measurable social impact
- (4) **Improve Center Infrastructure:** The Center for Ethics will create a strong administrative infrastructure through collaboration, communication, transparency and accountability. The center will maintain its unique institutional culture, and nurture and support faculty and staff development
- (5) **Achieve Fiscal Stability:** The Center for Ethics will maintain sustainable fiscal health through solicitation of major gifts, annual fund development, and corporate partnerships, and encourage and support foundation and governmental funding



C. EMORY UNIVERSITY STRATEGIC PLAN IMPLEMENTATION LEADERS

University President	<ul style="list-style-type: none"> James Wager, President 	
	<ul style="list-style-type: none"> Earl Lewis, Provost and EVP Academic Affairs – co-chair 	
Executive Committee	<ul style="list-style-type: none"> S. Wright Caughman, EVP Health Affairs – co-chair Michael Mandl, EVP Finance and Administration 	
	<ul style="list-style-type: none"> Robin Forman, Dean, Emory College of Arts and Sciences Stephen Bowen, Dean, Oxford College Lisa Tedesco, Dean, Laney Graduate School Larry Benveniste, Dean, Goizueta Business School Robert Schapiro, Interim Dean, Emory Law School Jan Love, Dean, Candler School of Theology Thomas Lawley, Dean, School of Medicine Linda McCauley, Dean, Nell Hodgson Woodruff School of Nursing James Curran, Dean, Rollins School of Public Health 	
Strategic Implementation Advisory Committee	<ul style="list-style-type: none"> Stuart Zola, Director, Yerkes Primate Research Center Walter J. Curran, Director, Winship Cancer Institute John Ford, SVP and Dean, Campus Life Bonnie Speed, Director, Carlos Museum Richard Luce, Director, University Libraries Paul Root Wolpe, Director, Center for Ethics Claire E. Sterk, Faculty Distinction Lynn Zimmerman, Student Quality and Student Experience Michael Rich, Student Quality and Student Experience Rosemary Magee, Creating Community-Engaging Society Lanny Liebeskind, Science Strategies Holli Semetko, Office of International Affairs 	
	<ul style="list-style-type: none"> Michael Rich, Engaged Scholars Ciannat Howett, Sustainability Peter Barnes, Professional and Leadership Development Thomas Long, Religions and the Human Spirit Ellen Idler, Religions and the Human Spirit Karen Scheib, Religions and the Human Spirit Leslie Harris, Race and Difference Dorothy Brown, Race and Difference Amanda Lewis, Race and Difference Tyrone Forman, Race and Difference Jeff Koplman, Global Health Ken Brigham, Predictive Health and Society Michelle Lampl, Predictive Health and Society Vaidy Sunderam, Computational and Life Sciences 	
	<ul style="list-style-type: none"> Makeba Morgan Hill, Assistant Vice Provost, Planning and Accreditation Ruth Leinfellner, Senior Planning Associate 	
	Strategic Planning Staff	