



ANNUAL STRATEGIC PLAN UPDATE: NOVEMBER 2006

Emory: 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.

Now that Emory's strategic plan is complete Emory has set implementation in motion. Emory has earmarked nearly a half-billion dollars in the next five to seven years to help realize the themes and initiatives articulated in the strategic plan. Funds from the capital bank will provide support for new facilities and for improvements to the Clifton Road Corridor, while a comprehensive campaign will leverage University investment by linking fund-raising efforts to the strategic plan initiatives.

While these are dynamic times for Emory, this journey of transformation will require both discipline and flexibility in this shift from the planning stage to implementation. Moving forward will sometimes require difficult decisions about allocating resources and sticking to the plan. At the same time, we must be flexible to change when programs are not working or when unforeseen opportunities arise. While we are blessed with resources and outstanding senior leadership, we must also work hard to share and apply our knowledge and creativity with the community.

Keeping these principles in mind, Emory's leaders have made considerable progress over the past year in implementing the goals and programs called for by the strategic plan. To help with this process, we have developed an implementation tracking tool: *The Implementation Status Report*. The *Implementation Status Report* will be updated annually and provided to the Board of Trustees. The following executive summary revisits the components of the plan, describes the process and mechanisms established to enact and track implementation, and highlights the progress of the schools/units and themes/initiatives captured in the *Implementation Status Report*.

REVISITING THE STRATEGIC PLAN

Emory's strategic plan, *Where Courageous Inquiry Leads*, lays out a blueprint for achieving its vision as a destination university for the ten-year period ending in 2015. The components of this plan include four university-wide strategic goals, individual school and unit plans for preeminence, crosscutting university-wide themes and their related initiatives, creative implementation strategies, and leveraging our institutional resources. The four university-wide goals are:

- Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, and service programs;
- Emory enrolls the best and brightest undergraduate students and provides exemplary support for them to achieve success;
- Emory's social and physical environment enriches the intellectual work and lives of faculty, students, and staff; and



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- Emory is recognized as a place where engaged scholars come together in a strong and vital community to confront the human condition and experience and explore 21st century frontiers in science and technology.

The school and unit strategic plans lay the foundation for the university-wide themes and initiatives. The *first three themes* represent strategies to strengthen our most vital resources – faculty, students, staff, and alumni:

- strengthening faculty distinction;
- preparing engaged scholars; and
- creating community-engaging society.

Themes four and five represent areas of scholarly content designed to leverage Emory's unique academic strengths that cut across the humanities, the social and natural sciences, the health sciences, and professional training and research in law, theology, and business for solving intractable societal challenges. Each of the two content areas is subdivided into three related initiatives:

- confronting the human condition and human experience (understanding religions and the human spirit, understanding race and difference, and implementing pathways to global health); and
- exploring new frontiers in science and technology (neuroscience, human nature, and society; predictive health and society; and computational/life sciences).

Four implementation strategies related to internationalization, advanced policy solutions, creativity and the arts, and strategic alliances represent *institutional practices* that strengthen and uplift the activities, plans, and programs throughout the University and enhance how Emory connects to the wider community and society. Finally, the Campus Master Facility Plan and the Comprehensive Campaign provide resources that enable Emory to successfully implement the goals and vision of the strategic plan.

STRATEGIC IMPLEMENTATION PROCESS

Following the development of a comprehensive strategic plan, Emory has set in motion the processes to realize the plan. An advisory committee consisting of university leaders has been developed to set priorities, review achievements, and guide strategic implementation activities. This committee, the *Strategic Implementation Advisory Committee* (SIAC), is comprised of President's Cabinet members, Deans from across the University, and strategic plan theme leaders. The SIAC meets monthly to review progress or proposed key changes in the strategic plans of the schools, major units, and themes. SIAC's executive committee (Provost Lewis, Executive Vice-President of Health Affairs Mike Johns, and Executive Vice-President of Finance and Administration Mike Mandl) help guide the agenda of the committee's work and facilitate communication with other key structures such as the President's Cabinet and the Ways and Means Committee.



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Underpinning the implementation activities is the coordination and linkage of processes to support the strategic agenda. The strategic management discipline includes linking implementation activities to current processes, developing and managing ways to monitor implementation progress for the University and for the schools and units, aligning strategic plan implementation across its various components, providing a central repository of resources and information, and helping develop ways to communicate progress and new developments.

TAKING ACTION: THE IMPLEMENTATION STATUS REPORT

According to the *Implementation Status Report* (as of September 19, 2006), Emory has moved into the action phase of the 2005-2015 Strategic Plan. The University's schools and major units have begun committing people and resources toward their strategic goals as well as toward crosscutting themes, programs, and practices that enhance scholarship, encourage collaboration, and address overarching social and health challenges. A summary of the progress achieved in the schools and units, the five strategic themes, and the four implementation strategies is provided beginning on page five. The summary examples are described in much greater detail in the *Implementation Status Report*. While the status report highlights many school and unit programs related to the University strategic plan, it does not attempt to fully capture all the many accomplishments and initiatives across the University. The report will be updated annually.

GROWING AND LEVERAGING RESOURCES

Achieving Emory's vision requires a financing plan that recognizes the interdependence of various funding sources and the importance of the need to leverage funds. The funding plan that has been developed over this past year has two components: strategic funds, and building and capital funds. The schools, units, and themes receiving funding presented business plans that identify support over a five-year period with the initiatives projected to be self-sustaining over the time period. Emory's investment of resources leverages and jump-starts the strategic plan initiatives, creating the opportunity to secure external grants and gifts.

MOVING FORWARD

During the past year, Emory has taken great strides toward implementing its strategic plan. Key priorities for this year include focusing on the strengthening faculty distinction and preparing engaged scholars. We will be measuring implementation success for the schools, major units, and university-wide themes. Although the strategic plan has been successfully set in motion, we recognize that we are engaged in a learning process as we develop new organizational solutions, improve measures and indicators, and adjust goals and strategies.



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TAKING ACTION: THE IMPLEMENTATION STATUS REPORT

SCHOOLS AND UNITS

The schools in the *arts & sciences* and *professional schools* launched major efforts to enhance teaching, research, collaboration, and community service.

- *Emory College* added a net of 17 new faculty, expanded and renovated lab and classroom spaces and facilities, reorganized the Office of Research to better help faculty obtain grants, and enhanced the undergraduate intellectual experience through programs providing opportunities to conduct research and serve the community. Priorities for the current academic year include increasing student financial aid options, increasing retention through improvements to student advising and mentoring, enhancing staff development and morale, and moving forward with new facilities or buildings for Chemistry and Psychology.
- Aiming to enhance competitiveness for recruiting students, the *Graduate School of Arts and Sciences* strengthened its infrastructure in areas such as staff capacity, data management for assessment, budget processes, and communications and development structures. Under new leadership, the Graduate School's priorities for the upcoming year include collaborating with school deans and strategic theme leaders to develop crosscutting teaching and research, forging stronger ties between public scholarship and graduate training, and reviewing the budget model.
- Under its new dean, *Oxford College* completed its strategic plan and campus master plan in support of its mission to provide a transformative liberal arts intensive program. Plans slated to take shape during this academic year include constructing a new residence hall, using the new "One Voice" recruiting strategy, and initiating ambitious fund raising efforts for a new Library and Information Technology Center, a Science Center, a Student Center, and other new facilities.
- While the *Candler School of Theology* implemented the interdisciplinary Faith and Health Certificate Program and conducted an external review of its lifelong learning and adult education programs, its current priorities include revising the Master of Divinity Curriculum, initiating fund raising strategies for renovation, and getting plans underway for the Theology School and Religion Complex.
- The *Law School* revised its strategic plan with a focus on service, practice, and excellence while shoring up support for development activities. In support of excellence, two programs were merged into a new Center for the Study of Law and Religion with additional slots for visiting fellows. This coming year will see an increase in financial resources for student aid and scholarships and the creation of a new Health Care Law & Policy Center.
- The *Goizueta Business School* enhanced several academic programs as it launched a leadership development component to its degree programs, increased the size of both its Evening and One-Year MBA Programs, and initiated plans for a Goizueta Scholars program



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for freshmen. Priorities for this year include faculty recruitment, strengthening alumni networks and giving, and growing the Weekend Executive MBA Program.

The various schools and divisions of the *health sciences* focused their strategic planning efforts on leveraging the unique convergence of research, teaching, and healthcare facilities and to enhance collaboration, build new facilities, and develop new programs to propel them forward.

- The *School of Medicine* created a new medical education curriculum and began construction on a new medical education building, enhanced its ability to retain and recruit nationally recognized faculty, and established a \$1 million matching fund recruitment program for women and minorities. The school will continue to develop its medical education curriculum over the current academic year and emphasize key recruitments (including women and minorities), initiate planning for a new biomedical research building, and move into the new SOM building.
- The *Rollins School of Public Health* dedicated its newly endowed Hubert Department of Global Health and hired its first chair, began the design phase for a second building, and revamped the tuition charges to enhance student academic scheduling. Current priorities include providing space and resources for the global health initiative, completing second building plans and garnering funds for the new public health building, hiring up to six new faculty in strategic areas, and increasing scholarships.
- The *Nell Hodgson Woodruff School of Nursing* enhanced research support with a new Office of Research and a new named professor of interdisciplinary science to collaborate with faculty in medicine, improved public scholarship by emphasizing service learning, and led collaborative efforts for securing prescriptive authority for advanced practice nurses. Current priorities include implementing the strategic plan for improving nursing education, increasing efforts to secure external funds, and expanding integration of service learning into the curricula.
- At the *Yerkes National Primate Research Center*, funding was secured for a new field station clinical medical and administration building and for the first U.S. Biomedical Informatics Research Network NHP test-bed. Collaborative mechanisms were established across the University for advancing noninfectious disease vaccine research programs. For the current academic year, construction will begin on the field station facility and plans will be developed for an international vaccine conference.
- *Emory Healthcare* implemented several tools to enhance its high-quality standards such as the new quality scorecard, new quality improvement methodologies, the third phase of the Emory Electronic Medical Records program, and the employee management survey. Priorities for the current year include establishing an Office of Quality, advancing planning and design studies for facility projects on Midtown and Clifton campuses and for the Clifton Road Redevelopment (pending), and opening the Johns Creek Hospital.

The three administrative units described in the *Implementation Status Report* made significant strides in using their resources to advance the University strategically.



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- Under new leadership, the *University Libraries* continued to acquire major special collections and engaged in new facility feasibility studies and plans for expanding resources and programs related to digital publishing and to completing its feasibility study for the manuscript and rare book program's proposed facilities.
- In addition to hosting several internationally recognized exhibits, the *Michael C. Carlos Museum* secured an exhibition from the Israel Museum entitled the "Cradle of Christianity: Jewish and Christian Treasure from the Holy Land" that will have scholarly import across the University and the community and raised funds to endow teaching initiatives and conservation programs. For this current year, the Museum continues to emphasize the acquisition of "destination" art works and exhibits and strengthening its endowment for those acquisitions.
- *Campus Life* enacted programs to support student life such as the Second Year at Emory Program, mandatory student health insurance, and initial construction on the first new residence hall, and established new development officers for Campus Life and Athletics and Recreation to support fund raising. Plans continue to be developed for additional residence hall and fraternity housing while the new Sorority Village has just been opened and a new Dean of Students appointed. Other plans slated for implementation include recommendations from the President's Task Force on Alcohol and other Drugs and the new Center for Leadership Engagement.

STRATEGIC THEMES, INITIATIVES, AND IMPLEMENTATION STRATEGIES

The *Implementation Status Report* tracks the progress of the five strategic themes and the four implementation strategies.

UNIVERSITY-WIDE THEMES

Under the theme *Strengthening Faculty Distinction*, activities and plans are subdivided into six areas.

- A \$35 million *Faculty Distinction Fund* was created for school and theme leaders to retain current faculty and recruit new faculty related to the strategic plan. This year's plan calls for the creation of a committee to recruit leading scientists for Emory College and the development of strategies to address anticipated retirements. Emory also established a \$10 million *Faculty Equipment Matching Fund* to address the needs of newly recruited faculty.
- Under *Academy and Other Prestigious Nominations and Awards*, the University is developing ways to increase nominations to national prestigious organizations through enhancing web site profiles and highlighting the "Year of Faculty" in various publications.
- Plans are also underway to create the new *Center for Advancement of Scholarship on Teaching and Learning at Emory* (CASTLE) and identify staffing needs.



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- Finally, the University has reviewed processes and procedures related to *Tenure and Promotion Standards and Processes* and *Faculty Assessment and Tracking* and plans on streamlining these processes over the coming year.

To begin to implement strategies under the theme of *Preparing Engaged Scholars*, university leaders have formed committees in cooperation with *Campus Life* to increase opportunities for students to enhance learning with community involvement. For the upcoming year, the committees will address student retention issues and implement the *Atlanta Plan* with Emory College.

Activities and plans under the theme *Creating Community-Engaging Society* are also subdivided into six areas.

- To address *Work Life* issues, guiding principles and committees were formed under the campus-wide Work-Life Initiative and currently these committees, with the help of consultants, are completing a report to flesh out specific recommendations.
- A new *Transportation Plan* addresses campus- and community-based transportation programs with current priorities that include launching the new “Cliff” brand shuttle services and increasing the use of alternative transportation.
- In the area of *Sustainability*, Emory completed a search for a Sustainability Director and dedicated land in Emory Village for green space and will continue to implement programs in the Sustainability Office this year.
- A search was initiated for a Vice Provost for Diversity and Community Development to address *Community Diversity*, with current plans to finalize the search and develop a mix-use facility on Clifton Road and quality off-campus graduate housing.
- To enhance *Social Engagement*, numerous town hall and off-campus meetings were held to learn about community needs while a new director and support staff were secured for the Clifton Corridor Partnership. Current plans include holding six town hall meetings with the President on ethical leadership, hosting faculty/staff meetings about engaged community, and implementing first-year CCP initiatives.
- Finally, for *Leadership Development*, several programs initiated last year will be further developed this year, including Excellence through Leadership, the Leadership Identification Task Force, and the Women’s Leadership Program.

The fourth theme, *Confronting the Human Condition and Human Experience*, encompasses three initiatives. Accomplishments and priorities for each one are described below.

- *Understanding Religions and the Human Spirit*. For this initiative, project leadership teams were established, seminars in Religion and Conflict and Religion and Science were conducted, and the Faith and Health Program was launched. Examples of current priorities include a new doctoral track in religion and conflict; plans for a Center for Religion, Conflict, and



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Peacebuilding; and development of partnerships across religious studies and the health sciences for applied research and public programming.

- *Understanding Race and Difference.* In getting off the ground, this initiative gathered suggestions from consultants about a potential center for race, culture, religion and politics. For the current year, the emphasis is on convening a faculty seminar to explore the scope and direction of future plans and explore the development of the potential center, as well as a possible doctoral program in religious traditions in the African Diaspora.
- *Implementing Pathways to Global Health.* Under this initiative, a five-year strategic plan and budget were established and a director and administrator hired for the Global Health Institute. Priorities for the current year include creating advisory committees, funding the first round of programs, and securing outside funding.

The fifth theme, *Exploring New Frontiers in Science and Technology*, encompasses the following three initiatives.

- For *Neuroscience, Human Nature and Society*, major goals and scholarly resources were identified and a five-year roadmap was created for budgeting and implementation. Priorities for the current year include developing the neuroscience education initiative, searching for a Director of Education, and establishing the Imaging, Brain Function and Therapeutics program.
- The *Predictive Health and Society* initiative completed a five-year plan for its \$10 million budget, acquired a \$3 million philanthropic gift, and held an initial campus-wide seminar. For the current year, the initiative will explore options for facilities and research space, recruit a director, implement plans for a Center for Health Discovery and Well-being, formalize a cooperative agreement with Georgia Tech, and develop plans for a second predictive health symposium.
- For *Computational and Life Sciences*, the five-year budget and implementation road map was created with input and buy-in from faculty in support of the three conceptual pillars of computational/informatics, synthetic sciences, and systems biology. Plans were initiated for an evolution symposium and a CLS web site was developed. Current priorities include recruiting a director and faculty, launching fund raising efforts, initiating a graduate and fellows program, and organizing and staging the evolution symposium.

IMPLEMENTATION STRATEGIES

As noted above, four implementation strategies or organizational practices play an important role in helping Emory achieve its goals and become a destination university. Recent accomplishments and current priorities are described below.

The implementation strategy relating to *internationalization* contains six arenas of action; most notably were the following.



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- Regarding the *international infrastructure*, Dobbs Hall was identified as the location for an International Center that would bring key units under one roof, and plans will continue in preparation for the move in the summer of 2008.
- The *Human Rights Institute* acquired funding to expand undergraduate course offerings across the College while offering over 30 courses for the graduate certificate and currently is developing two health and human rights databases and is overhauling its web site.
- The *Institute for Developing Nations* secured Tom Robertson as Executive Faculty Director to oversee its launch and currently is creating advisory and academic boards, initiating fund raising efforts, and developing new education and research programs.

After completing its draft five-year plan, the *Institute for Advanced Policy Solutions* efforts are underway to select an initial study topic and seek funding support. The Institute will select a full-time director and develop and convene an advisory committee.

During the past year, the University has developed plans and identified resources designed to enliven *Creativity and the Arts* across the campus. This year the focus is on constructing an inventory of activities and a “creativity and the arts web site,” developing plans and themes for seminars and symposia, and inaugurating a “mini-grants” program.

Finally, the University has embarked on forging new *Strategic Alliances* over the past year. In two striking examples, senior administrators visited Addis Ababa University in Ethiopia to discuss potential scholarly and teaching exchanges that would take advantage of the talents of Emory’s emeritus faculty. Plans have advanced for creating the Institute of Global Development that will build significantly on Emory’s partnership with the Carter Center. For the current year, both initiatives will move forward by creating structure and staff support and identifying funding sources.