

## People

Emory's distinguished faculty and engaged students are in the spotlight.

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## Places

A campus on the move supports creativity, collaboration and community.

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## Advancing Emory's vision

Nearly 175 years ago, the fledgling Emory College was chartered 40 miles west of Atlanta—a decade before the settlement called Marthasville was even named Atlanta. The school's mission was to mold character, even as it honed proficiency in such arts as Latin and mathematics among a corps of 15 young men paying \$135 a year.

Centuries and miles removed from its natal home, the Emory of 2010 is much larger, immeasurably more diverse, and vastly more accomplished—numbered among the Top 20 universities nationally, according to US News & World Report, and located in the top third of the Top 200 globally, according to the 2010 Times Higher Education World University Rankings.

How has this long arc of growth and maturation been sustained and even accelerated over the past five years, as Emory began to implement the 10-year strategic plan forged by upwards of a thousand faculty, staff and students in 2004-2005?

With dollars, decisions and daring bets, according to the University's senior leadership.

"The past five years disclose steady progress in quality, productivity and external recognition for our faculty, as we pursued a Faculty Distinction Fund strategy that balanced the recruitment of academic stars with the ethical commitments we have to our existing talent," says Earl Lewis, provost and executive vice president for academic affairs. "From named chairs to mid-career associate professors to junior arrivals, Emory today has a richer, deeper professoriate than we did even at the turn of the 21st century."



In a period when external research funding has increased to \$535 million a year, the University also nearly doubled its faculty membership in select national academies, from 17 to 33, and added 138 net new tenured and tenure track faculty, for an overall growth rate of 13 percent. New PhD tracks have been added in areas such as biomedical informatics and religion, conflict and peacebuilding. New master's programs have been launched in bioethics; computation and statistics; and development practice.

Mike Mandl, executive vice president for finance and administration, says the campus has been, in some important measure, transformed by major investments in the special residential educational experience that the top universities deliver. For instance, the administration has

continued to enhance on-campus housing for undergraduates, in the belief that the digital, networked world of the 21st century will retain a place for institutions offering a personalized collegiate experience at the heart of a world-class research university.

A campus map shows no fewer than 15 major construction projects since 2005, representing one of the most active periods of building in Emory's history. Importantly, all were designed to enhance elements of the strategic plan and foster the intellectual community. Projects ranged from the environmentally "green" Freshman Village (whose build-out continues apace); to major academic and research facilities such as the Candler School of Theology, the Center for Ethics, and the Psychology and Interdisciplinary

Please see VISION on page 8

## Message from the president

Emory University's strategic plan, "Where Courageous Inquiry Leads," has set our course for the past five years, serving as our roadmap to 2015. During this time the landscape around us has changed dramatically. But we can say one thing for certain about our experience so far: the national economic climate has become thinner, and the terrain of higher education has become rockier, but the constellation of goals by which we are guided remains our true north. We are still headed in the right direction, and we can continue with confidence on the path we have set for ourselves.

That constellation of goals by which we are steering includes creating on our campus a world-class and diverse community of scholars; enrolling the best students and ensuring that they will have the best educational experience available; cultivating an intellectual and physical environment that enhances the lives of all members of our community, including staff, faculty, students, alumni and our neighbors; achieving due recognition as a place where scholars work together to confront the human condition and exploit emerging technologies for good; and exercising exemplary stewardship of our financial and other resources.

As this special issue of Emory Report makes clear, those goals and their corresponding themes remain unchanged and will endure. They are the consensus that we

arrived at through long consultation and that we continue to adhere to. They hold out the greatest promise for us to advance our mission as a university to create, preserve, teach, and apply knowledge in the service of humanity.

These five goals also grow naturally and logically out of the priorities we established five years ago: priorities of quality, distinction, financial strength, and resource stewardship. The stories in this special issue offer heartening confirmation that we have succeeded as a community in keeping these priorities always uppermost in our efforts of the last five years. We could not have done so without the strenuous thought, creativity, imagination, and hard work of countless men and women throughout our several campuses.

Among the highlights of our community's success, an overview on pages 4 and 5 in this issue offers a stunning summary of the major transformations in our campus since 2005. The roster of buildings erected, renovations accomplished, and landmarks restored is all the more remarkable given the fact that all of these things were planned before the economic downturn and were accomplished with a heightened expectation of efficiency and fiscal responsibility. Happily, they have also brought plaudits from national organizations to the men and women who accomplished them (see page 5).



One promise we made to ourselves while setting out on this journey to 2015 was to check our progress regularly. Through the good work of our Office of Institutional Research, we have been helped by a full and detailed array of metrics in gauging how we are doing with regard to student quality, faculty strength, staff satisfaction, fundraising, and health care delivery. We are doing well by many measures, but

have some work to do in others. These areas of concern are at the top of our list of issues to address during this current academic year, and we are confident that we will be able to make course corrections.

Five years gone, with five to go, this report serves as a toast to achievements thus far and a spur to further hopeful aspiration.

—President Jim Wagner

# Strategic Plan Update

## Distinguished faculty drive excellence



Carol Anderson

Faculty members are an essential resource for achieving Emory's vision of an inquiry-driven, ethically engaged and diverse intellectual community. The strategic plan has allowed the University to invest new levels of resources to strengthen faculty distinction through development and excellence, tenure and promotion, and recruitment and retention. The following faculty are representative of the many scholars and teachers who embody the University's vision every day through their teaching, research, service and patient care.

### Carol Anderson

Carol Anderson, associate professor of African American Studies, plunks down \$250 million in fictitious funding and instructs her class to use it to transform the beleaguered New York City public school system.

The students go to town, erecting cultural centers and health care clinics. Representing a cross-section of majors, they relish the freedom to think creatively and holistically, explains Anderson. A member of the U.S. State Department's Historical Advisory Committee, Anderson studies how international and domestic policies influence issues of human rights and racial equality. Her first book, "Eyes Off the Prize: The United Nations and the African-American Struggle for Human Rights" (Cambridge University Press, 2003), won the Gustavus Myers and Bernath Book awards. Her forthcoming book examines the NAACP's role in revitalizing global freedom movements from 1941 to 1960.

Anderson's other research traces the international community's response to apartheid. An initial endorsement from U.S. and British governments helped cement South Africa as a vital ally in the war against communism, she argues, but the system was eventually repudiated due to mounting public pressure.

"I'm fascinated with norm-changing," she says. "What does it take to make something unacceptable, acceptable? How do you reframe the debate?"

Anderson was to speak about the role of minorities in economic life at the United Nations' Third Session of the Forum on Minority Issues, in Geneva, Switzerland in December. In summer 2011, she will convene 15 top scholars on campus to discuss the intersection of globalization and human rights as part of an annual meeting of the Society for Historians of American Foreign Relations.

### Uriel Kitron

Uriel Kitron is a disease chaser, tracking how and where they spread, trapping some of the responsible parties and devising intervention strategies to mitigate their impact the next time around.

As professor and chair of the Department of Environmental Studies, Kitron is now working with more than a dozen Emory undergraduate and graduate students on a large-scale, federally-funded project to help determine why cities like Chicago, Detroit and Denver have a much higher incidence of West Nile Virus than places like Atlanta, New Orleans and Miami. A specialist in spatial epidemiology, Kitron suggests that competing viruses in Atlanta may offer humans partial protection, along with a developed tree canopy limiting their exposure.

His students rise at 6 a.m. to trap mosquitoes at Peavine Creek and net wrens in Grant Park, then hustle to the laboratory to process blood and water samples.

"There is no way you can sit in class, look at slides, listen to the professor and learn environmental studies. You have to go in the field and learn what a researcher actually does," says Kitron, who can draw blood from an armadillo the size of a bowling ball without permanently scarring himself.

Kitron's research focuses on the environmental risk factors of tropical and emerging diseases, including climate change, urbanization and agricultural practices. A Jerusalem native, he has studied Lyme disease in the U.S., malaria in Kenya, dengue fever in Peru and Chagas disease in Argentina, using geographic information systems to trace disease agents and their blood-sucking vectors.

### Laura Otis

English professor Laura Otis studies how words and images are used to construct knowledge in different fields. Moving beyond simple explanations of left-brain and right-brain modes of thinking, she observes how scientific and literary cognitive styles intersect to enrich each other's growth.

"There are a lot of different fields that feel they own the relationship between language and thought, and they don't always talk to each other," says Otis, who was awarded a MacArthur Fellowship for creativity.

This year, Otis is on a Fulbright Research Fellowship at the Max Planck Institute for the History of Science in

Berlin, where she is completing a book on visual and verbal thinking. In interviewing scientists and creative writers, she asks them to respond to a series of words. No one approach is correct, Otis says, yet differences in word and image creation can lead to frustration and misunderstandings.

In college, Otis was a molecular biophysics and biochemistry major with a penchant for literature electives. Pursuing lab work after graduation, she found she missed the "musicality" of sentence construction and so went back to school for a PhD in comparative literature, fueling her passion for 19th-century realist novels.

At Emory, Otis' students represent a variety of disciplines and viewpoints. In her "Literature and the Senses" course, she encourages students to define terms and expressions familiar to them, such as "neurons firing" and "Foucauldian," for the benefit of their classmates.

"I don't just let words slide by," she says. "Even the people who use the words aren't always sure of the meaning."

### Deboleena Roy

Deboleena Roy bridges the divide between feminist theory and the natural sciences.

As associate professor of women's studies and neuroscience and behavioral biology, Roy asks different questions to help guide scientific inquiry in the areas of neuroscience, genetics and reproductive health. When yet another female contraceptive is introduced to market, Roy raises concerns about the long-term effects of hormonal regulation on the body. When Americans go to India to hire less expensive surrogate mothers, she examines how class, race and the environment influence "the outsourcing of the womb."

This spring, Roy will offer a seminar for graduate students across the natural sciences, social sciences and the humanities to discuss alongside national experts the bioethical implications of synthetic biology, a rapidly evolving discipline that pushes the limits of genetic engineering.

"Emory is doing a great job to help prepare our students and future scientists to think in a broader way," says Roy. "Students can't silo themselves. They have to see how neuroscience is making its way into the humanities and how the humanities influence neuroscience."

"Scientific knowledge influences how we engage with the body, and, in turn, affects the way we come to understand and treat such issues as race, gender, class, sexuality, disability and more."

Applying feminist philosophy to the natural sciences can transform the way in which knowledge gets produced, she says.

"While my work is not primarily geared to increasing the number of women in the sciences, if you don't change the approach, you're not going to be able to attract those people," she explains. "I'm using feminism as a theoretical space to launch inquiries, giving a voice to the marginalized."

### Frank Wong

Frank Wong, associate professor of behavioral sciences and health education, explores the interconnected web of alcohol, syphilis and HIV/AIDS.

The Rollins School of Public Health professor teaches courses at Emory on global health programming and syndemics, which explores how adverse social conditions, such as poverty and oppressive social relationships, can lead to clustering of disease in certain populations.

His research focuses on China, where HIV/AIDS prevention falls under the authority of one government agency, while other sexually transmitted diseases (STDs) are handled by a separate department. Free HIV testing and treatment is available in government-sponsored clinics, while comparable services for syphilis and other STDs incur a fee.

With China's explosive economic growth, syphilis has emerged as one of the fastest-growing epidemics, contributing to increasing rates of HIV infection. Establishing a network of integrative services is crucial to improving the country's overall health, says Wong.

Wong's research focuses on men who have sex with men, a group accounting for an estimated 11 percent of all HIV/AIDS cases in China. Under a five-year, NIH-funded study of 1,200 men in Shanghai—half of whom are prostitutes known as "money boys"—he is uncovering a pattern of behavior fueled by fear and stigma.

After completing a similar study in the U.S., Wong hopes to extend the Shanghai study by conducting a longitudinal analysis of men who have sex with men in southern China, tracking their health status and decision-making over 18 months.

"If we can get people to come forward, get tested and immediately enrolled in treatment, we are going to save a lot of lives and a lot of money," he says.



Uriel Kitron



Laura Otis



Deboleena Roy



Frank Wong

# Strategic Plan Update

## External recognition on the rise

The outstanding scholarship of Emory faculty and students is internationally recognized. Below is a sampling of faculty honors in the past year:

- School of Medicine professor **Max Cooper**, a Georgia Research Alliance Eminent Scholar, was recognized for his fundamental contributions to immunology with the 2010 Robert Koch Award.
- Charles Howard Candler Professor of Cardiovascular Nursing **Sandra Dunbar** was honored with the 2010 Outstanding Nurse Scientist Award by the Council for the Advancement of Nursing Science.
- **David Gowler**, Pierce Professor of Religion at Oxford College, received the 2010 Jerry G. Gaff Award for Faculty Excellence by the Association of General and Liberal Studies.
- Emory College chemistry professor **Dennis Liotta** was named to the American Chemical Society Fellows and inducted into the ACS Medicinal Chemistry Hall of Fame.
- Rollins School of Public Health professor **Kathleen Miner** received the Association of Schools of Public Health/Pfizer Faculty Award for Excellence in Public Health Practice.
- **Luke Timothy Johnson**, Robert W. Woodruff Professor of New Testament and Christian Origins at Candler School of Theology, won the 2011 Louisville Grawemeyer Award in Religion, which comes with \$100,000, for his book "Among the Gentiles: Greco-Roman Religion and Christianity."
- Charles H. Kellstadt Professor of Marketing **Jagdish Sheth** was honored with the Academy of International Business' Special Recognition Award for contributions to international business education and research.
- **Barbara Bennett Woodhouse**, L.Q.C. Lamar Professor of Law, earned the American Political Science Association's 2009 award for the best book on human rights.

### Among recent student honors:

- Emory College senior **Shivani Jain** was awarded the prestigious Marshall Scholarship to study global health in Great Britain.
- **Laney Graduate School** students received Fulbright and Social Science Research Council Fellowships, as well as competitive research grants and fellowships from the National Institutes of Health and National Science Foundation, among others.
- Medical student **Seema Shah** received the Fogarty International Clinical Research Scholarship for 2009-10, and spent 11 months in New Delhi researching cardiovascular disease among Type II diabetics.

## National academies tap Emory faculty

Emory's commitment to strengthening faculty distinction has led to an increase in the number of faculty elected to national academies. Faculty who have been elected to national academies over the last five years include:

### Institute of Medicine

- **Raymond Dingledine**, professor and chair of department of pharmacology; executive associate dean for research, School of Medicine
- **Helen Mayberg**, Dorothy C. Fuqua Chair of Psychiatric Neuroimaging and Therapeutics; professor of psychiatry and behavioral sciences and neurology, School of Medicine
- **Linda McCauley**, dean, Nell Hodgson Woodruff School of Nursing
- **Walter Orenstein**, assistant professor of medicine, School of Medicine; associate director, Emory Vaccine Center; director, Emory Program for Vaccine Policy and Development; program director for operations management and initiatives, influenza pathogenesis and immunology research center, SOM/University of Georgia College of Veterinary Medicine
- **Barbara Stoll**, George W. Brumley Jr. Professor of Pediatrics; chair, department of pediatrics; president and chief executive officer, Emory-Children's Center; medical director of Children's Healthcare of Atlanta at Egleston

### American Academy of Arts and Sciences

- **Mahlon DeLong**, William Patterson Timmie Professor of Neurology, School of Medicine; associate faculty, department of neuroscience
- **Shoshana Felman**, Robert Woodruff Distinguished Professor of Comparative Literature and French
- **Earl Lewis**, provost and executive vice president for academic affairs; Asa Griggs Candler Professor of History and African American Studies
- **Jim Wagner**, president, Emory University

### National Academy of Science

- **Rafi Ahmed**, professor of microbiology and immunology; director, Emory Vaccine Center; and Georgia Research Alliance Eminent Scholar

### American Philosophical Society

- **Frans de Waal**, Charles Howard Candler Professor of Primate Behavior; professor of psychology; director, Living Links Center, Yerkes National Primate Research Center (Also a member of the **American Academy of Arts and Sciences**; and the **National Academy of Science**)

## Students stand out in classroom and community

The following are representative of Emory's undergraduate, graduate and professional students who embody the ideal of engaged scholarship in the classroom and the community.

### Rosy Gomez

Before enrolling in medical school to become an oncologist, Emory College junior Rosy Gomez plans to spend a year after graduation inspiring the next generation of scientists in Guatemala.

Recently, Gomez was one of three Georgia students to receive a \$2,500 scholarship funded by President Barack Obama's Nobel Peace Prize money through the Hispanic Scholarship Fund. A neuroscience and behavioral biology major with a minor in Catholic studies, she plans to use the money to study abroad in Paris this summer.

On campus, Gomez hosts prospective students and organizes events for Essence of Emory, a multicultural visitation weekend. She is co-vice president of College Students Interested in Neuroscience, facilitating opportunities for students to shadow Emory neurologists.

She also trains counselors for the week-long Camp Kesem Emory, a summer camp for children whose parents have battled cancer or are undergoing treatment.

"I understand what it's like to grow up more than you have to," says Gomez, whose father died of colon cancer four years ago.

After graduation, Gomez hopes to return to her parents' village of Cuilco, Guatemala, to teach elementary biology, with an emphasis on preventive care.

### Zwade Marshall

Fourth-year medical student Zwade Marshall grimly recalls trying to teach geometry when a stray bullet pierced his blackboard at Towers High School in Decatur.

Marshall's tenth graders were alarmingly calm. One correctly identified the bullet as a .22 caliber.

After entering Emory's School of Medicine, Marshall was determined to disrupt the cycle of violence threatening students' confidence and motivation. In 2007, he co-founded Project Pipeline with then-medical student Samuel Funt to

improve academic performance and foster an interest in the sciences among Atlanta-area high schoolers.

Supported by a grant from the Office of University-Community Partnerships and private donations, the program recently graduated its first cohort of 19 students from South Atlanta High School, all of whom are attending or will be attending college.

Students begin Pipeline in their sophomore year and continue through senior year working on interactive medical cases, developed and facilitated by Emory undergraduates, medical students, residents and faculty.

"I can definitely relate to the kids in the classroom," says Marshall, a Guyana native and 2010 Emory Humanitarian Award Winner. "I know the distractions they face and how much effort it takes for them to achieve."

### Betty Woodman

Thriving and surviving in a sustainable world is the focus of Betty Woodman's doctoral work at Emory's Graduate Institute of the Liberal Arts.

A recipient of the 2010 Robert S. Hascall Sustainability Innovator Award, Woodman helped launch Emory's new sustainability minor. As a graduate fellow for the program, she has worked with the Office of University-Community Partnerships to develop service learning opportunities for students, from building a community garden in Decatur to advising local governments on training and recruitment opportunities for "green" industry.

This fall, Woodman assembled Emory faculty from the natural sciences, social sciences and business to teach "Foundations of Sustainability," a course that encourages a multi-disciplinary appreciation for sustainability issues.

Before returning to graduate school, Woodman spent a career in the technology industry and volunteered with social service agencies. She takes a holistic approach to observing power dynamics as they influence sustainable communities, connecting bullying on the playground to the pecking order at the office to issues of environmental domination.

"I look at a number of different categories of life history in order to understand the possible constraints limiting freedom and a sustainable society," she says.



Rosy Gomez



Zwade Marshall



Betty Woodman

# Strategic Plan Update

## Building new ideas

Significant additions and upgrades in the past five years to residential space, academic facilities and open spaces have enhanced the living and learning experience for students, provided state-of-the-art research and teaching space, and inspired community engagement and a creative campus.



Oxford Road Building  
Living Room

### Collaborative academic spaces

Supporting academic excellence and distinction requires investment in new academic space on campus. In recent years, Emory enjoyed a series of groundbreakings for new academic facilities, including an expansive addition to the Goizueta Business School that opened in 2005; the new 70,000-square-foot home for the Candler School of Theology and the Center for Ethics, which opened in 2008; the new Psychology and Interdisciplinary Studies Building, which opened in 2009 near the site of the former Gilbert and Thomson residence halls; and a nine-story addition to the Rollins School of Public Health, which expanded its academic space in 2010.

The School of Medicine's new 162,000-square-foot academic center opened on Clifton Road in 2007. The space was designed in tandem with a new curriculum.

More recently, the Oxford Road Building opened in 2010. It houses undergraduate admissions, as well as the new, three-story University bookstore, which consolidated the former undergraduate, medical and faculty bookstores previously located across campus.



Emory Barnes & Noble Bookstore

### Innovative spaces

As part of the University's leadership in sustainable construction practices, Emory incorporates innovative technologies into its building design.

**Evans and Few halls**, the first residence halls in Georgia certified as LEED Gold, include a series of water cisterns under a section of McDonough Field. Runoff water from the roof and ground is collected, filtered and dyed blue in the cisterns, then pumped—using energy from nearby solar panels—back into the halls for use in the toilets. **Longstreet-Means Hall** is one of the first facilities in Georgia to use captured greywater, or water collected from the building's laundry, showers and sinks. The greywater is filtered, dyed and reused in the building's toilets. This water design is expected to use approximately 30 percent less water than a typical project of comparable size.

**Considerable space was set aside in the design of Few Hall** for a 43-spot bike storage room, which provides covered, secure storage for freshman bicycles.

**Both the Longstreet-Means Hall and the Oxford Road Building** were constructed with "green" roofs that include courtyards, gardens, trees and outdoor recreation space on top of parking decks.



Claudia Nance Rollins Building



Chemistry Library



"Green" roof courtyard



School of Medicine

### LEED-certified buildings

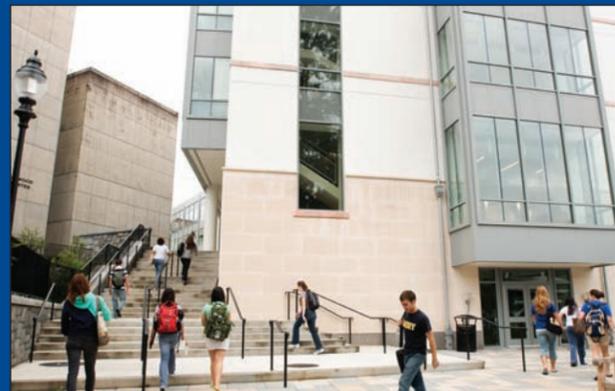
Emory's Whitehead Biomedical Research Center was the first Leadership in Energy and Environmental Design (LEED)-certified building in the Southeast in 2001. At that time, Emory's Board of Trustees committed to future construction as being LEED-certified, meeting high standards for energy efficiency, water conservation, indoor air quality, and the use of recycled, renewable, local or reused materials.

Today, Emory is consistently ranked as one of the top American universities based on square footage of certified green building space, with nearly 2 million square feet certified.

To see a listing of Emory's LEED-certified buildings, visit [sustainability.emory.edu](http://sustainability.emory.edu).



Oxford's East Village Residential Complex



Psychology and Interdisciplinary Studies Building

# Strategic Plan Update

## Enhanced living learning spaces

The University continues to add new campus housing to accommodate changing student needs and lifestyles, as well as ongoing education beyond the classroom.

New halls have study lounges on each floor, and expansive common areas. In Few Hall, first-year students participate in cooking demonstrations using local and organic foods in a full-service professional teaching kitchen that is fit for a chef. Outside the residence halls and in eight locations across campus, educational food gardens grow seasonal produce as a means of highlighting sustainability and food. The gardens are maintained by faculty and students.

Inside the new freshman residence halls, energy consumption is fueled creatively: by competition. Building lobbies have electricity displays that allow residents to track their monthly consumption and compete between halls—and in some buildings, by floor—to lower energy use.



Few and Evans Residence Demonstration Kitchen



Sustainable Food Garden

## Accolades

Emory is recognized for its building practices and environmental awareness. Among recent honors:

- In 2010, the Congress for New Urbanism recognized Emory, its Clifton Community Partnership and its urban design team for creating urban design guidelines for public spaces around Emory's campus with considerable community input.
- At the 2010 "Deals of the Decade" awards ceremony, the Atlanta Business Chronicle recognized Emory for its green building program.
- The Urban Land Institute's Atlanta District Council named Emory a 2009 sustainable development leader.
- In 2008, the Georgia Conservancy honored Emory with its Distinguished Conservationist of the Year award for the University's dedication and commitment to preserve and protect Georgia's environment.
- The Georgia WaterWise Council presented Emory with its 2007 Fox McCarthy Certificate of Achievement for Emory's outstanding water conservation program.



Bike Emory



Cliff Park-n-Ride

## Walkable campus and creative commute options

With nearly 24,000 employees and more than 13,000 students, managing the sheer volume of commuters to and from campus and the movement around campus requires considerable planning and investment.

To promote a more walkable environment, in 2006 sections of Emory's core campus restricted vehicles and became accessible only by bike or on foot. Cars and buses were redirected around the core campus to enhance safety. Emory's Freshman Housing Plan also brought more first-year students, who are not permitted to register a car, to the vehicle-free core campus.

Emory's shuttle system, renamed Cliff in 2006, was also expanded that year to include Park-n-Ride lots at two local malls where commuters can park for free and take the shuttle directly to campus. These shuttles quickly grew in ridership and continue to be popular today.

The Park-n-Ride routes are just a part of an extensive, larger network of shuttle routes on and around campus that carry 2.6 million passengers annually. The entire shuttle fleet is 100 percent alternatively fueled by natural gas, electricity or biodiesel, a blend of diesel and processed cooking grease from University kitchens.

Beyond shuttles, Emory supports vanpool and carpool programs that reach across metro Atlanta's 28 counties. In 2006, Emory launched the first car-share program in metro Atlanta, giving commuters who bike or ride the shuttle to work the option to use a car during the workday.

In 2007, the University launched Bike Emory to encourage cycling and create a bicycling culture on campus. The program includes incentives to buy a bike, weekly mobile repair centers on campus and a free bike-share program.

For its innovative efforts to incorporate commute alternatives into its campus culture, Emory was awarded the Clean Air Campaign's PACE award in 2004, and again in 2009.



# Strategic Plan Update

## Marking progress

**Progress of Emory's 2005-2015 strategic plan is monitored on an annual basis using tools and metrics developed at the onset of the plan, which was updated in 2009 in response to Emory's new economic reality.** It is clear that Emory has made many accomplishments as a result of strategic investments in faculty, students, community, scholarship, signature programs and infrastructure. At the mid-point of the 10-year plan, Emory is on track to achieve most of its goals. 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. Below is a status update of strategic plan progress by goal.

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

**Emory's success depends heavily on faculty. Faculty across schools have continued to demonstrate distinction through collaborative work, national awards and increased membership in national academies. By implementing University-wide and school-based strategies related to faculty development and excellence, tenure and promotion, and recruitment and retention, faculty in all schools and colleges have been strengthened and Emory is on track to achieve 2015 targets.**

- Compared to the baseline year for the strategic plan, the total number of members who have been elected to select national academies rose from 17 to 33, and the number of major external awards and honors awarded annually increased to 21, from a low of 16 in 2005.
- Relative to a benchmark group of 13 universities, Emory faculty continue to be highly diverse, ranking first for percentage of minorities (28 percent), seventh for female representation (38 percent), and seventh for international representation (7 percent).

- Sponsored research as well as the number of new invention disclosures, number of published articles and number of issued patents grew steadily over the past five years, reaching all-time highs in 2009–10.
- Faculty in all schools have received major awards and fellowships from external organizations, including the Association of Theological Schools, the National Endowment for the Humanities, the National Institutes of Health and the Luce Foundation.

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

**Emory's efforts to ensure highest student quality and enhance the student experience by implementing strategies related to recruitment and financial aid, engaged scholarship and curriculum and pedagogy are showing some progress; however, progress has not been as rapid as in the goal related to faculty.**

- Emory Advantage for undergraduate students in Emory College of Arts and Sciences, Oxford College, Goizueta Business School, and the Nell Hodgson Woodruff School of Nursing is improving access to low- to middle-income, high-quality students. In 2010, there were 802 new and returning Emory Advantage students and the admissions yield for the program is 68.6 percent compared to 27.6 percent for all matriculates.
- The University met its goal to increase the representation by international undergraduate students to 12 percent from 8 percent in 2005, an all-time high for Emory.
- There has not been measureable progress in improving strategic enrollment metrics (including acceptance rate and yield) for Emory College against Emory's benchmark group. A process led by the Provost is currently under way to develop an undergraduate strategic enrollment management plan to meet institutional goals.
- The Office of University-Community Partnerships was established to facilitate the Engaged Scholars Program (a signature student experience) and received the distinguished 2008 Presidential Award for General Community Service.

- The University made dramatic changes to residential life programs and spaces, such as implementing themed "First Year at Emory" communities and increased capacity for housing undergraduates living on campus from 64 percent in fall of 2005 to 70 percent in fall of 2010.
- After nearly three years of planning involving hundreds of medical faculty and students, and key members of Emory's schools of nursing, public health, and graduate programs in the arts and sciences, Emory School of Medicine implemented an innovative medical curriculum in August 2007. Emory Law, Oxford College and other schools and programs have also developed innovative curricula.
- Emory continues to support technological advances and the connection between technology and learning through programs such as Emory's Center for Interactive Teaching's "Technology, Pedagogy, and Curriculum," which trains graduate students on the uses of technology in the classroom.

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

**Emory has worked to achieve this goal by implementing initiatives designed to create community and engage society, including diversity programs, sustainability initiatives, professional and leadership development programs, and the Emory WorkLife Resource Center. The University is on track to meet this goal by 2015.**

- Programs to enhance creativity, including art and innovation, have enriched the lives and intellectual work of faculty, students and staff through a commitment to expand the presence and vitality of the arts on campus.
- Emory is securing, conserving, and promoting public art exhibits and collections, such as the Balsler and Swanson collections in Goizueta Business School and Candler School of Theology, respectively, and temporary exhibits at the schools of medicine and public health.
- Emory is also maintaining and expanding the University's archives and renowned special collections housed in Manuscript, Archives, & Rare Book Library and the Carlos Museum has developed significant exhibition projects that have enriched teaching at Emory and provided unprecedented cultural opportunities for the city and the region.
- Ethical engagement is also on the rise as a result of new programs, such as the Center for Ethics' Ethics & the Arts Initiative.

- Seventy-nine percent of academic departments in the Emory College of Arts and Sciences offer sustainability-related courses and a new sustainability minor was launched in 2010.
- Professional and leadership development programs initiated as a result of the strategic plan have been successful. Nearly 400 employees have participated in these programs since they were implemented.
- Significant additions and upgrades to residential space, academic facilities and open spaces have enhanced the living, learning and research experience for faculty, students and staff.
- Emory was named to the honor roll in The Chronicle of Higher Education's "2009 Great Colleges to Work For," and in the same year The Scientist magazine ranked Emory as the fifth-best place to work in academia in the United States out of 94 U.S. institutions.

# Strategic Plan Update

## 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.

As a result of strong leadership from faculty and the academic deans, collaboration has flourished, producing new courses, new degree programs, new knowledge, and more than \$100 million in research grants generated by leveraging strategic plan funds.

- Emory has successfully established two new doctoral tracks in religion, conflict and peacebuilding and religion and health, introduced an interdisciplinary PhD pathway in predictive health, and recently announced a new PhD track in biomedical informatics.
- Emory developed a master's degree program in computation and statistics and is partnering with Agnes Scott College on a new joint undergraduate degree program in computer science, launched new master's programs in bioethics and development practice, an accelerated bachelor/masters of science in nursing program, and established an undergraduate minor in global health, culture and society.
- The Yerkes National Primate Research Center has emerged as the number one-ranked of eight national primate centers in the United States as a result of its significant contributions to knowledge and research.
- The Emory-Georgia Tech Evolution Revolution symposium helped position Emory and Georgia Tech to win a \$20 million Phase II grant from the National Science Foundation to create the Center for Chemical Evolution.
- Emory has garnered international attention by acquiring and exhibiting the papers of British author Salman Rushdie and the archives of Pulitzer Prize-winner Alice Walker.
- The Life of the Mind lecture series was implemented to celebrate Emory's dynamic faculty.
- Emory Global Health Institute expanded global health programming to more than 77 countries in the world.
- The Race and Difference Initiative developed the "Motherhood at the Intersection of Race and Class" program.
- The Emory-Tibet Partnership developed a science curriculum for Tibetan monks.
- The Center for Ethics' interdisciplinary Ethics and Servant Leadership Program has been successfully expanded due to increased student demand.

## 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.

Emory is making strides in maintaining financial strength and being an ever-better steward of scarce resources, ensuring that resources are wisely and effectively spent to support Emory's distinctive education and programming.

- The University responded and adjusted to the global economic events and effects of 2008, and is now focused on the continuous adjustments required—and opportunities presented—by the new environment going forward.
- In 2008, Campaign Emory was publicly launched. To date the Campaign has raised \$1.1 billion, approximately 70 percent of the \$1.6 billion goal.
- In addition to fundraising, in order to continue to have the ability to invest in essential and excellent programs, all schools have been charged to identify and develop creative net revenue growth opportunities; continue to develop cost saving strategies such as increased productivity, elimination of unnecessary activity and restructuring or reorganizations; and establish synergies and strategies to make current programs more effective and efficient.
- Emory has done well on cost-saving, but has more to do on revenue generation. New revenue generation is a focus for all of the schools and colleges in the coming years.
- The University has implemented Enterprise Risk Management which has been recognized as best practice in higher education.
- A focus in the next year will be to enhance alumni engagement and the culture of philanthropy.
- Also under way is an effort to develop enterprise-wide best business practices that will better serve Emory and provide standards for others in higher education.

## 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.

### 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.

### 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

## MYEMORY A culture of giving

Through MyEmory, employees are contributing both intellectually and philanthropically to Emory's vision, helping to educate future leaders, support vital research and serve communities at home and abroad.

MyEmory is the employee component of Campaign Emory—Emory's \$1.6 billion fundraising endeavor—which is combining the power of private support with the University's unique people and programs in order to enable its strategic plan to flourish. As of Sept. 30, 2010, MyEmory surpassed its monetary goal of \$50 million, a milestone that emphasizes the importance of employees to Emory's success.

Integral to this effort are the faculty, staff and retirees who have supported countless priorities in every school and unit at Emory.

Employed at Emory since 1996, Anne Stainback has found many ways to get involved. She's been a Theater Emory volunteer, an usher at Commencement, a patient, and a donor. Now she's a MyEmory volunteer leader as well. Her MyEmory gifts support the theater, medical research and patient care.

"If you are inclined to give—give here," Stainback says. "If you are able to give—where does your passion lie? Did you attend a concert you enjoyed? A play? A visual arts show? Is there a program that intrigues you? Is there a health cause you can get behind? There are so many options if you look around."

Widespread response to the new employee annual giving program confirms that employees' dedication to Emory goes beyond what they already contribute in time and talent. Employees and retirees from every school and unit have risen to the MyEmory challenge, contributing to scholarships, patient care, the arts, research and countless other priorities, supporting areas important to them and to the University.

Andrew Shahan, who works in the Office of University Events, ensures that Emory's guests have the best possible experience. Hoping to create a smooth experience for Emory students as well, he directs his MyEmory gifts to the Emory Advantage financial aid program.

"I remember struggling in college to pay my way through, and if my small part can help a deserving student, then I couldn't hope for a better reward," Shahan says.

In individual schools and units, employees have thoughtfully chosen those areas at Emory that make a difference in their lives and the lives of others. As of Oct. 31, 2010, 3,321

employees had contributed to MyEmory, and the goal is for that number to reach 4,000 within the next two years.

In her 29 years at Emory, Gloria Burkett has collected countless memories: hearing a heart transplant patient sing, reading names on the AIDS quilt, learning about Emory's medical research and visiting the Carlos Museum are among them. Now the executive administrative assistant in the Office of the General Counsel, she supports MyEmory because she values the Emory community.

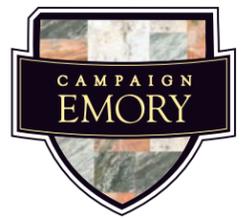
"Although Emory has grown tremendously in the years I have worked here, and it truly is a global institution, it is still my community, my friends, my family," Burkett says. "I like to think I contribute in a positive way to Emory's mission. Each of us can make a difference."

MyEmory offers limitless opportunities to support academics, health care, social action, and even fellow employees with annual gifts.

Alex Christian came to Emory in 2005 after Hurricane Katrina destroyed his New Orleans home. Because of

Emory's commitment to equity and inclusion, working here has made him feel at home again. A web communications specialist in the Office of Community and Diversity, he directs his MyEmory gifts to the Emory Pride Banquet, an annual event that brings together members of Emory's LGBT community and its allies in celebration of Emory's LGBT history and culture.

"Emory's commitment to a variety of community and social justice programs demonstrates the level of care for the Atlanta community and the world. I am an Emory donor so that I can make my small contribution to the improvement of humanity and the world we live in," he says.



Anne Stainback



Andrew Shahan



Gloria Burkett



Alex Christian

## VISION: Five years of momentum

### Continued from the cover

Studies Building; to major campus enhancements such as the new front entrance and nearby Oxford Road Building, with its upgraded admissions space and community-facing retail and social spaces.

"We are particularly proud of the recognition Emory has earned in the past several years as an excellent place to work," Mandl says. "This is a reflection of the character of its people and environment." Examples include repeated recognition by *The Scientist* magazine and *The Chronicle for Higher Education*.

S. Wright Caughman, interim executive vice president for health affairs and CEO of the Woodruff Health Sciences Center, points to construction of the James B. Williams Medical Education Building and the Claudia Nance Rollins Building, along with the acquisition of the Emory University Orthopaedics & Spine Hospital, as examples of the continuing vitality of the health sciences enterprise. Equally important have been the new directions in research and scholarship forged by the strategic plan.

"Some of the most provocative and important initiatives generated by the strategic plan have at least one foot in the health sciences," says Caughman, "but

**"Some of the most provocative and important initiatives generated by the strategic plan have at least one foot in the health sciences, but they span other divisions, creating new interdisciplinary pathways for the benefit of faculty, students and society alike."**

—S. Wright Caughman

they span other divisions, creating new interdisciplinary pathways for the benefit of faculty, students and society alike. We are particularly proud of the signature work done by Jeff Koplan and his colleagues in the Global Health Institute, which quite simply defines Emory in many far corners of the globe. The new global health minor almost immediately became the most popular minor for undergraduates in Emory College."

"Even beyond that," says Caughman, "strategic initiatives

in the neurosciences, in computational biology and life sciences, in predictive health, and in the relations between medicine, public health, nursing and religion,

have created novel conversations and programs whose full impact may not be evident for years. New ways of understanding old disciplines, even new disciplines entirely, are in the process of being born right now."

He acknowledges that one still-missing piece in the University's 10-year plan as it was envisioned five years ago is the deferred hospital construction on Clifton Road. Plans for a new Emory Clinic and associated patient bed towers, across the road from Emory University Hospital, were put on

hold in 2008 as the worldwide economic downturn deepened.

Caughman says he expects Emory Healthcare's needs for expansion and revitalization of patient care facilities in the Clifton Corridor to be addressed in the coming year.

Among the University's boldest wagers was its decision to commit to a public launch of Campaign Emory, the \$1.6 billion fundraising campaign, in a state that had never seen any institution raise \$1 billion, and in the face of a rapidly escalating economic crisis.

"To say that September 2008 was not an auspicious time to go public with the University's first named campaign in 15 years—and with a goal this large and this unprecedented—would be to put it mildly," says President Jim Wagner.

"The fact that we have been able to raise approximately \$300 million since then, and \$1.1 billion in all, gives us the heart to believe we made the right decision. Our own faculty and staff have already exceeded their ambitious goal for MyEmory. This is especially gratifying, because it suggests that those who know Emory best, support it the most strongly."

## EMORY | report

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