



EMORY UNIVERSITY SCHOOL OF MEDICINE STRATEGIC PLAN EXECUTIVE SUMMARY

The School of Medicine has been remarkably successful in all its missions in the past decade. It is exemplified by the more than three-fold increase in NIH funding (\$55 million to \$178 million) between 1996 and 2004 which increased our NIH national ranking from 31 to 19. However, we aspire to become a top 10 medical school. The quality of our students has never been better with an average grade point average of 3.8 and outstanding medical college admission test (MCAT) scores. The School receives about 50 applications for every position.

The key to the School of Medicine's success in the next five years is the retention of our most talented and productive faculty and the ongoing recruitment of world class clinicians and scientists with specific expertise that will propel our research, clinical and teaching enterprise to elite status. In short, we are recruiting the best clinicians and scientists in targeted areas from the best schools of medicine in the nation to join us at Emory.

Creation of a new and innovative medical curriculum will better reflect the rapid scientific advances changing how medicine is practiced now and in the future (implementation beginning 2007). The medical education curriculum steering committee recommends that the School:

- Center on the student;
- Highly integrate course content;
- Define and assess Core competencies;
- Implement a flexible curriculum;
- Incorporate a "House System";
- Provide substantial mentoring;
- Require a discovery phase;
- Emphasize ethics;
- Develop strong interactions with other Emory schools and other Atlanta Institutions;
- Expect student volunteerism;
- Include leadership, scholarship, public health as strong threads; and,
- Make possible a tuition-free 5th year.

We want to construct a technologically advanced, state-of-the-art medical education and administration building that will support our new medical curriculum. Key elements of the new building will be:

- State-of-the-art lecture halls that will allow the use of the most advanced interactive teaching techniques;
- Substantial numbers of technologically advanced small group classrooms;
- A technologically advanced gross anatomy laboratory with computing and imaging capabilities;
- Simulation laboratories and patient examination rooms where technical skills and interview techniques of both medical students and residents can be assessed;
- Advanced computer labs and study spaces for students; and,
- Gathering spaces for students, residents and faculty.

Emory's NIH research portfolio has grown at the one of the fastest annual compound growth rates (15.8%) during the past eight years among the top 25 medical schools in the nation. We aim to become a top 10 School of Medicine as measured by NIH funding. In 2004, we had \$178 million in NIH funding and the tenth ranked

School, Stanford, had \$265 million of funding. Our growth has been achieved in part through research strategic planning that emphasizes specific areas of biomedical research, expansion of research facilities, and the recruitment of outstanding new faculty. Our new research strategic plan continues to build upon successes in neurosciences, cancer biology, transplantation, cardiovascular disease, and infectious disease as well as to identify new areas for emphasis including nanotechnology, systems biology, health services research, predictive health and global health.

The quality of the clinical care provided by the School of Medicine faculty, like our research, has never been better. The School, in collaboration with Emory Healthcare, is planning ways to provide ever more compassionate, state of the art healthcare to our patients which will include:

- Use of technologically advanced diagnostic and treatment modalities to enhance the care of our patients;
- Use of translational research to provide the most advanced and innovative therapies;
- Development of patient centered educational programs for our patients to promote healthy lifestyles;
- Define and develop the field of predictive health through creation of modalities and techniques that will influence the model of health care in the 21st century; and,
- Work with local hospital affiliates (e.g., Emory Healthcare, Grady Health System, Atlanta-based Veterans Affairs Medical Center, and Children's Healthcare of Atlanta) to provide excellent patient care and manage programs, finances, and relationships effectively.

We are also planning steps to maintain the School's financial security enabling it to meet present and future needs of medical education, research and patient care. The School will continue to work collaboratively with The Emory Clinic and Emory Hospitals to support and strengthen their financial performance which in turn will provide the necessary increase in academic enrichment fund support for the School. Efforts have been in place and will be heightened to attract more philanthropic support and to maintain the growth of indirect cost recovery through the growth of research.