



ANNUAL STRATEGIC PLAN UPDATE: NOVEMBER 2008

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.

Emory University's strategic plan, *Where Courageous Inquiry Leads*, lays out a blueprint for achieving its vision as a destination university for 2005 to 2015. The four university-wide goals are to ensure that:

- 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 and graduate 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
- 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 twenty-first-century frontiers in science and technology.

The plan supports these four university-wide goals which are based upon the strategies and activities of the individual schools and units. The plan framework consists of five crosscutting university-wide themes and five implementation strategies (Center for Ethics added in 2008). Now into its fourth year of implementation, Emory University continues to commit people and resources toward achieving these strategic goals.

Emory has made significant progress in implementing its strategic plan through the accomplishments of its students, faculty, and staff. Emory students are increasingly engaged in scholarship and community service, its faculty members continue to excel in teaching and research, and its programs and partnerships are positively impacting the world and garnering national and international recognition. The following lists only a few highlights from the past year:

- Fund-raising – Publically launched Campaign Emory to realize its commitment to a better world. Combining the power of private support with the University's unique people and programs, Campaign Emory will address fundamental challenges:



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improving health, gaining ground in science and technology, resolving conflict, harnessing the power of the arts, and educating the heart and mind, thus enabling the strategic plan to flourish.

- Faculty – Recruited outstanding faculty in the humanities, the social, natural, and health sciences, and the professional fields through the Faculty Distinction Fund. Realized net faculty growth of 317 (12%) since 2005. Gained 10 members of national academies, a 50% increase since 2004-2005, successfully retained 2/3 of faculty we attempted to retain. Established the Center for Faculty Development and Excellence and the Academic Leadership Program.
- Students and Scholars – Increased undergraduate applications: Emory and Oxford College applications up 56% since 2005, provided \$3.5 million to attract 447 new and returning Emory undergraduates through the Emory Advantage program, implemented Emory’s signature undergraduate experience, Preparing Engaged Scholars, met our goal of increasing international students. Freshman class is 10-11% international. Strengthened career and counseling centers and improved residential life.
- Campus Community - Established a model for a new Work-Life Resource Center to develop programs to improve the work-life balance of our community, garnered national media attention on our success with implementing effective and creative transportation options, implemented sustainable food, energy reduction, and alternative transportation programs, and implemented five new leadership and management development programs, including Excellence through Leadership, management, supervisor, and administrative professional programs.
- Facilities – Emory opened Newton County’s first LEED certified building at Oxford College and the new Turman Hall, completed Phase I of the Candler and Center for Ethics building project, and broke ground on the new Psychology and Claudia Nance Rollins buildings.
- Scholarship – Predictive Health received a \$2.5M Burroughs Wellcome grant “Bridging Laboratory and Population Science;” to develop an interdisciplinary PhD program, established two new doctoral tracks: Religion, Conflict and Peacebuilding; Religion and Health, admitted the first cohort to the new PhD program in Informatics and developed a Master’s program in Computation and Statistics, 11 new courses created through the Race and Difference initiative with 205 students enrolled, the Institute for Advanced Policy solutions was awarded a \$600K Peterson Foundation grant to create a Center for Entitlement Reform, and we acquired the archives of



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Pulitzer Prize-winner Alice Walker and collaborated to exhibit Tutankhamen at the Atlanta Civic Center.

- Health Sciences and Health Care – 5-year facility master plan was approved, the School of Medicine received an outstanding re-accreditation review by the Liaison Committee on Medical Education (LCME,) Emory Healthcare acquired Emory University Orthopaedics and Spine Hospital at Northlake and the Winship Cancer Institute applied for NCI designation.

As a community, Emory has embarked on a long road to achieve its vision of becoming a destination university of international reputation. Now, more than ever, moving forward in implementing the strategic plan will require openness to opportunity, flexibility, and commitment to fiscal responsibility. Challenges include the state of the world economy, state and federal budget fluctuations, impact of the declining housing market on faculty recruitment, rising tuition costs and competing financial aid packages for middle class families, decreasing applications to private universities, expected increases in the number of faculty who retire, increasing government oversight and assessment of learning and research outcomes, rising healthcare costs and related legislation, and the growing emphasis on environmental stewardship, local community involvement, and campus security.

The following report reflects these challenges as it describes accomplishments, priorities, and data that help us assess where we have been and where we are going as we move forward in implementing Emory's dynamic strategic plan.

THE IMPLEMENTATION STATUS REPORT

The *Implementation Status Report* (section two of this report) presents the top accomplishments for FY 2008 and priorities for FY 2009 for:

- The five strategic themes:
 1. Strengthening Faculty Distinction
 2. Preparing Engaged Scholars
 3. Creating Community-Engaging Society
 4. Confronting The Human Condition And Human Experience
 - *Understanding Religions and the Human Spirit*
 - *Implementing Pathways to Global Health*
 - *Understanding Race and Difference*
 5. Exploring New Frontiers In Science And Technology
 - *Neuroscience, Human Nature, And Society*



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- *Predictive Health and Society*
- *Computational and Life Sciences*
- The four implementation strategies (*Strategic Alliances not included in the report*):
 1. Internationalization
 2. Institute for Advanced Policy Solutions
 3. Creativity and the Arts
 4. Center for Ethics
- Major schools and operating units:
 - Graduate School
 - Emory College
 - Oxford College
 - Candler School of Theology
 - Law School
 - Goizueta Business School
 - School of Medicine
 - Rollins School of Public Health
 - Nell Hodgson Woodruff School of Nursing
 - Yerkes National Primate Center
 - Emory Healthcare
 - University Libraries
 - Michael C. Carlos Museum
 - Campus Life

Information about strategic funds committed for FY 2009 and the remaining allocation is also included. While the *Status Report* highlights many school and unit programs related to the University strategic plan, it does not attempt to fully capture the many accomplishments and initiatives across the entire University. The report will continue to be updated annually.

STRATEGIC IMPLEMENTATION PROCESS

The *Strategic Implementation Advisory Committee (SIAC)*, comprised of President's Cabinet members, Deans from across the University, and strategic plan theme leaders continues to develop priorities, review achievements, and guide strategic implementation activities. SIAC's Executive Committee [Provost and Executive Vice-President Earl Lewis, Executive Vice-President of Health Affairs Fred Sanfilippo and Executive Vice-President of Finance and Administration Mike Mandl] sets the agenda of the committee's work and facilitates communication with other key structures, such as the President's Cabinet and the Ways and Means Committee.

Over the past six months, a process to conduct a mid-point review and update of the strategic plan was established. The plan's mid-point, 2010, is an ideal time to assess 1) progress toward achieving University-wide strategic goals, 2) changes in the internal and external environment, and 3) impact the strategic plan has had on Emory's strategic position. At this point, the Executive Committee will assess the progress, trajectory, and



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long-term sustainability of each strategic theme, initiative, and implementation strategy and make adjustments as needed. The School and Unit plans, which are the foundation of the University-wide plan, expire in 2010 and must be updated for the next 5 years (2010 – 2015).

MOVING FORWARD

Key priorities for the University plan focus on both the implementation of university-wide priorities and school and unit priorities, as outlined in the Implementation Status Report. Priorities include recruitment of leaders and endowed chairs, redesigning the curriculum of key programs, strengthening collaboration across schools and initiatives, and academic program development. We will continue to develop new organizational solutions, improve measures and indicators, and adjust goals and strategies as needed.