



ANNUAL STRATEGIC PLAN UPDATE: NOVEMBER 2009

INTRODUCTION

Emory University's strategic plan, *Where Courageous Inquiry Leads*, lays out a blueprint for achieving its vision to become a destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action by 2015.

The plan is built upon the university-wide strategic goals as well as the goals of the individual schools and units. The plan framework consists of five crosscutting strategic themes, their related initiatives, and four framing principles (formerly implementation strategies) that are to be addressed by all schools, units, themes, and initiatives. The *Annual Strategic Plan Update* is designed to provide a detailed snapshot of university-wide progress toward the strategic goals.

Now into its fifth year of implementation, Emory University has had to evaluate and recalibrate commitments of people and resources allocated to achieving the strategic goals. Although 2008/2009 presented unprecedented challenges, the accomplishments of students, faculty, and staff propelled Emory closer to its vision. Emory students are increasingly engaged in scholarship and community service, faculty members continue to excel in teaching and research, and 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:

- Strategy Evaluation and Prioritization – Formally evaluated and updated the University-wide strategic plan to reinforce Emory's path to eminence in response to the changing environment. Conducted a campus-wide administrative exercise with schools and units (Leading in the New Economy) in an effort to significantly reduce Emory's administrative budget, so that Emory may continue to pursue excellence within a new economic context.
- Fund-raising – Campaign Emory, the most ambitious fundraising effort in the University's history has raised \$989 million towards its goal of \$1.6 billion. Investments in Campaign Emory will increase Emory's endowment, provide resources to help improve aging facilities and build much-needed new ones, fund key programs, and support teaching, learning, research, patient care, and community service at Emory, which will allow Emory to continue its legacy of positive transformation in the world.
- Faculty – Recruited outstanding faculty in the humanities, the social, natural, and health sciences, and the professional fields. Doubled the number of national academy members since the baseline year of the strategic plan, introduced new ways of honoring faculty



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accomplishments, established the Distinguished Teaching Scholars program, and redesigned the Emory University Emeritus College.

- Students and Scholars – Emory College recruited a record number of national merit scholars (68). The number of international students has hit a record high of 1,543 international students, which is 11.3% of the student body. Hired the first Director of Engaged Learning. Also, because of Emory Advantage, the average undergraduate indebtedness upon graduation has decreased for a second consecutive year.
- Community – Named to the honor roll in *The Chronicle of Higher Education's 2009 Great Colleges to Work For*. Launched an innovative "Sustainability Pledge" webpage. Implemented an Emory-wide diversity initiative ("We are Emory") which recognizes individuals who cultivate community. Developed and piloted a new Academic Leadership Program. Enhanced access to dependent care services. Opened the new state-of-the-art psychology building. Completed the East Village Residential complex at Oxford, which was Emory's first new construction to be awarded LEED Gold status.
- Scholarship – Enrolled the first participants in the new PhD doctoral track in Religion, Conflict and Peacebuilding. Launched the Master's program track in Computation and Statistics. Started the Master's program in Bioethics with a class of six students. All schools and units successfully applied for and received grants, including major grants by NCCR and NIAID for Yerkes, from NIH for Religions and the Human Spirit, and a Gates Foundation Grant for Global Health. Research awards increased 18% to a new record high.
- Programs – Prepared to welcome His Holiness the Dalai Lama to Emory for another visit in October 2010. Global Health partnerships now function in 75 countries across the world. Launched the Scholars Program in Interdisciplinary Neuroscience Research. High profile public programs such as the Trans-Atlantic Slave Trade Database exhibition and Tutankhamun in Atlanta exhibit brought well over 400,000 visitors. Emory's Creativity Conversations featured an eclectic range of scientists (e.g., E.O. Wilson) and artists (e.g., Umberto Eco) with Rosemary Magee and other Emory faculty (e.g., Natasha Trethewey).
- Health Sciences and Health Care – Broke ground on the Claudia Nance Rollins Building. Appointed Linda McCauley as the Dean of the School of Nursing. Strengthened relationship with Children's Healthcare of Atlanta by building a joint research plan and recruiting a Chief Research Officer. Initiated a Culture Transformation process across the WHSC. Achieved NCI designation for the Emory Winship Cancer Institute. Opened the Emory University Orthopaedic and Spine Hospital. Achieved EHC's net operating income budget despite the severe impact of the economic recession. Successfully implemented the Computerized Provider Order Entry (CPOE) system throughout the inpatient setting. Recruited Dr. Tim Buchman to lead the Emory Center for Critical Care, which will help optimize quality and standardize the delivery of critical care. Recruited Dr. Joel Saltz to lead the Center for Comprehensive Informatics, melding biology and information technology to fuel discovery and empower more precisely informed clinical decision-making.



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THE IMPLEMENTATION STATUS REPORT

The *Implementation Status Report* describes accomplishments, priorities, and data that help assess where we have been and where we are going as we move forward in implementing Emory's dynamic strategic plan. (Note: The 2009 report is based on the original structure of the strategic plan prior to the mid-point assessment and update process.) It presents the top accomplishments FY 2009 and priorities for FY 2010 (if applicable) for:

- The five strategic themes:
 - Strengthening Faculty Distinction
 - Preparing Engaged Scholars
 - Creating Community-Engaging Society
 - Confronting the Human Condition and Human Experience
 - *Religions and the Human Spirit*
 - *Global Health*
 - *Race and Difference*
 - Exploring New Frontiers in Science and Technology
 - *Neuroscience, Human Nature, And Society*
 - *Predictive Health and Society*
 - *Computational and Life Sciences*
- Implementation strategies:
 - Creativity and the Arts
 - Internationalization Plan and Initiatives
 - Center for Ethics
- Major schools and operating units:
 - Laney School of Graduate Studies
 - Emory College of Arts and Sciences
 - 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

While the *Status Report* highlights many school and unit programs related to the 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 and the 2010 report will reflect the new structure of the plan.



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STRATEGIC PLAN IMPLEMENTATION, EVALUATION AND UPDATE

As a community, Emory has embarked on a long road to achieve its vision, which requires openness to opportunity, flexibility, and commitment to fiscal responsibility. The *Strategic Implementation Advisory Committee (SIAC)*, comprised of President's Cabinet members, Deans from across the University, and strategic plan theme leaders continuously 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] set 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 year, in light of heightened global economic uncertainty, the SIAC's Executive Committee accelerated the mid-point assessment of the strategic plan to determine progress and trajectory toward achieving the University's strategic goals. The assessment included an examination of the internal and external environments within which Emory operates, evaluation of the impact and return on investment of the strategic themes and initiatives, and review of key measures outlined in the strategic plan.

The mid-point assessment resulted in updates and modifications to the strategic plan, because, although the trajectory toward plan goals appeared to be positive, initiatives required renewed focus and direction, and the goals, themes, and initiatives needed to be revised to meet future challenges.

The examination of the internal and external environments revealed the following selected strategic challenges that Emory will be faced with for the next 5 years:

- Ongoing global economic uncertainty
- Faculty recruitment and retention
- Cost, access, and quality of higher education and patient care
- Increased focus on institutional accountability
- Infrastructure to support strategic priorities
- Strategic partnerships and collaborative programming

The changes to the plan include:

- Identification of three strategic priorities for decision making
- Clarification of the purpose of the framing principles (formerly implementation strategies)



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- Addition of a fifth goal to emphasize Emory's need to steward its financial and other resources efficiently and effectively
- Modification of the goal language to be more explicit and, in some cases, more inclusive
- Renaming the Preparing Engaged Scholars theme, "Ensuring Highest Student Quality and Enhancing the Student Experience" to expand beyond community engaged scholars to include student initiatives such as recruitment and financial aid and curriculum and pedagogy

The three *strategic priorities* include:

- 1) Quality** – Recruitment and retention of world class, distinctive, diverse, and high-quality faculty is critical in upcoming years. Developing strategies to recruit and retain top choice students and staff, engaging in activities to develop leadership, strengthening our academic programs (esp. graduate programs), and providing high-quality health care are also key.
 - *Faculty*
 - *Students*
 - *Staff*
 - *Leadership*
 - *Academic programs*
 - *Health care*
- 2) Distinction (Emory's Focused Identity)** – Focusing on the essentials that we must do and on areas in which we excel will place Emory in a position of strength in the future. This includes investing in distinguished interdisciplinary centers and institutes, reinforcing Emory's strong community culture, and maintaining and seeking out new affiliations.
 - *Essentials and excellences*
 - *Community culture (mentoring, loyalty, integrity, spirit, etc...)*
 - *Distinguished interdisciplinary centers and institutes*
 - *External affiliations*
- 3) Financial Strength and Resource Stewardship** – Emory must right-size activities, utilize and develop resources efficiently and effectively, align funds flow, and increase transparency.
 - *Right-sized activities*
 - *Resources (development and effective/efficient utilization)*
 - *Entrepreneurial and philanthropic culture*
 - *Funds flow alignment and transparency*
 - *Enterprise accountability*



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The four *framing principles* that all Schools, Units, Themes, and Initiatives will need to address in their plans are:

- 1) Strategic Collaborations
 - *Internal*
 - *External*
- 2) Internationalization
 - *Recognition*
 - *Transformation*
- 3) Societal Impact
 - *Scholarly work*
 - *Social action*
- 4) Creativity: Art and Innovation
 - *Extends beyond the arts*

Implementation Strategies/Framing Principles: Before and After



The revised *strategic goals for 2010 – 2015* follow:

- 1) Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care, and service programs.
- 2) Emory enrolls the best and the brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success.
- 3) Emory's culture and physical environment enrich the lives and intellectual work of faculty, students, and staff.
- 4) Emory is recognized as a place where scholars work collaboratively as a strong and vital community to confront the human condition and experience and explore twenty-first century frontiers in science and technology.
- 5) Emory stewards its financial and other resources to drive activities that are essential and those through which Emory can demonstrate excellence and provide leadership.



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The revised *strategic plan framework for 2010-2015* follows:

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	

MOVING FORWARD

World-class faculty, the best and brightest students, and high quality staff are the key markers on Emory’s path to eminence, supported by investments that will advance Emory’s aspirations in pursuit of its strategic vision for the next five years and beyond. In FY 2010, strategies will be refined and implemented, guided by the three newly defined priority areas and four framing principles identified in the plan. We will continue to develop new organizational strategies for new initiatives, improve measures and indicators, and adjust goals as needed.