Courageous Inquiry
A chronicle of Emory’s 2005-2015 strategic plan
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“To create, preserve, teach, and apply knowledge in the service of humanity.”  –Emory University Mission
This November, Emory University officially closes its strategic plan, *Where Courageous Inquiry Leads*. Launched in 2005, the plan laid out a road that the university has traveled for ten years. Among important cross-cutting initiatives and ambitious goals, this path has called for us to be intentional stewards of the many gifts that Emory has received during this decade.

To me, stewardship means making wise use of our resources. It is a practice that enables us to do more than what is expected. It allows Emory to answer the call to lead society in the directions required by courageous inquiry. And our strategic plan has allowed the university to do just that.

The plan accomplished more than its individual parts. In broad terms, it brought distinguished scholars and teachers, curious and smart students, and talented staff together around a common goal to take the university forward. Today Emory is bolder, confident, collaborative, and recognized as one of the top leaders in higher education. Thanks to the success of Campaign Emory’s historic fund-raising effort—which raised close to $1.7 billion in new gifts—Emory has even more reason to be wise in managing our resources.

While the university has reached many of the aspirations articulated in *Where Courageous Inquiry Leads*, it has done so while maintaining a remarkable humility. Emory has chosen to lead through contribution and collaboration rather than competition, building on its vision statement that calls for members who work collaboratively for positive transformation in the world through courageous leadership. In this book, you will see many examples of how we’ve answered the call to lead by sharing our expertise or partnering with others—in Atlanta, our state, our nation, and the world. From nurturing student leaders to translating research about patient care and well-being, from developing scholarship around sustainability to taking on public policy questions, we are positively impacting our world.

Despite the good that we have sown, now is no time to bask in accomplishment. Our complicated and complex world demands of us that we take on more fully the mantle of leadership. Only a few universities have the wide range of gifts that allow them to lead through the challenges and fundamental questions that society now faces. Emory is one such place, and I dare us to continue to be courageous in meeting the responsibilities of a place to which much has been given.
Faculty are at the forefront of courageous inquiry, leading students and the wider community in Emory’s mission to “create, preserve, teach, and apply knowledge in the service of humanity.”

To build and support faculty excellence, Where Courageous Inquiry Leads pursued strategies on multiple fronts. Strategic faculty recruitment was key. The plan’s Faculty Distinction Fund facilitated 50 targeted individual and cluster faculty hires as well as joint appointments across disciplines. During the course of the strategic plan, more than 500 full-time, tenured, and tenure-track faculty were appointed. The plan’s cross-cutting academic themes—Confronting the Human Condition and Human Experience as well as Exploring New Frontiers in Science and Technology—guided faculty appointments in targeted interdisciplinary areas of scholarship.

While more than $400 million was raised for facilities, the remaining $1.29 billion was directed to the endowment and funds in support of Emory’s academic mission—for example, in academic programs, research initiatives, and faculty chairs. The focus on Strengthening Faculty Distinction allowed for the creation of 42 endowments for faculty and chairs and 358 endowments for scholarship, research, academic programs, and faculty.

These resources stimulated continued advancement of the quality of our faculty, including a focus on innovation in teaching and scholarship. The effect is demonstrable across the university. Areas of eminence became even stronger, including creative writing, anthropology, chemistry, nutrition and health sciences, psychology, and global health. And, new areas of significant strength were emphasized, for example, in mathematics and computer science, neuroscience, environmental studies, and digital studies.

Emory has followed best practices for promotions and tenure to ensure the advancement of an outstanding faculty, successful faculty career trajectories, and ongoing impact in the scholar’s discipline and beyond. Emory’s faculty is diverse in thought and from a socio-demographic perspective.
The 2015 Thomas Jefferson Award winner Bobbi Patterson integrates reflective judgment and critical analysis as pathways of resilience to guide students to learn for life.
In 2014, women made up 32% of Emory’s tenure-line faculty, with minority representation on the faculty at 20% in that year. Among 16 benchmark schools, Emory ranks third in terms of women on its faculty and five in diversity, according to the most recent data.

The pioneering work of faculty recruited and retained under the strategic plan indicates a diversity of talent. Consider Haian Fu, director of the Emory Chemical Biology Discovery Center in the School of Medicine, who is finding new pathways to deliver medicines to fight cancer and other diseases. Gary Miller in the Rollins School of Public Health has developed the concept of the “exposome,” the environmental equivalent of the genome. In Emory College of Arts and Sciences (ECAS), anthropologist Peter Little studies globalization and the economic development of East Africa and directs Emory’s new program in development studies. Deboleena Roy (left) integrates biology with feminist studies. She received a grant from the National Academies Keck Futures Initiative to develop a training program for grad students in biomedicine and bioengineering to examine the social implications of synthetic biology. Bernard Lafayette Jr., co-founder of the Student Non-Violent Coordinating Committee, joined the Candler School of Theology faculty.

As they challenge us to think in new ways, these faculty and many others are realizing the strategic vision first announced a decade ago.
“At an organization as large and complex as Emory, values and principles matter for the practical reason that no single person can make all of the critical decisions. But it is possible for all of those making critical decisions to be able to do so based on shared values.”—President James Wagner in a presentation to the Emory Administrative Council, October 16, 2014

Academy awards, academically speaking

External recognition of Emory’s distinguished faculty continues to grow. In addition to celebrating the individual achievement of faculty, increased recognition advances the goal of establishing Emory as a destination university that attracts the very best faculty and students.

Of Emory’s members in the prestigious American Academy of Arts and Sciences, 75% have been elected since the start of the strategic plan. Likewise, in the American Association for Advancement of Science, 64% have been elected since the start of the plan, with 40% in the past five years. In the Institute of Medicine, one-third of Emory’s members have been elected in the past decade.

In addition to national academies, Emory faculty have made major strides in gaining national and international recognition through other major awards and important honors. Examples include Mahlon DeLong in the neurosciences, who recently won the Lasker-DeBakey Clinical Medical Research Award and the Breakthrough Prize. Natasha Trethewey became the U.S. Poet Laureate in 2012, an honor renewed in 2013 in recognition of her outstanding service. In 2013, Dennis Liotta, Ray Schinazi, and James Wagner became the first Emory faculty representatives elected to the National Academy of Inventors. The same year Craig Hill became Emory’s first faculty member

**DATAPoint**

**Number of faculty appointments**

3,210

including 514 tenured and tenure-track positions.
elected to the Academia Europea. In the past five years in ECAS, 13 humanities faculty have received Fulbright support, along with six Guggenheim awards, and 18 grants from the NEH. Faculty from public health and medicine added three Fulbrights and three Guggenheims to the total.

**Pioneering pedagogy**

The strategic plan’s emphasis on inquiry-driven, innovative pedagogy has bridged disciplines and schools across Emory, forging new interdisciplinary teaching and learning experiences. Emory founded the Center for Faculty Development and Excellence (CFDE) to help advance faculty professionally through mentoring on research, teaching, and promotion as well as public scholarship. Also promoting interdisciplinary and innovative teaching, the CFDE has worked with faculty in every school and developed more than 10 university courses on topics as diverse as poverty, politics, health, and urbanization. The ultimate goal of these courses is to advance the student experience.

One outcome of these courses is the building of an interdisciplinary intellectual community. Faculty who would seldom be in contact with each other have formed new relationships for future collaborations. “The university course allowed me to interact with other members of the Emory community with a different perspective,” says Timothy Holbrook of the School of Law about the university course he helped teach with four other faculty in 2014 on The Commercial Neglect of Treatable Diseases. “It was especially rewarding,” he adds, “to teach a broad cross-section of students whose interests and objectives differ so significantly.”

In other developments, faculty in Emory’s schools have made disciplinary boundaries more permeable in remarkable new initiatives. For example, the School of Medicine (SOM) offers an innovative MD curriculum that teaches future physicians to take a holistic view of patients and their families and communities.

Building bridges across the university, the Center for the Study of Human Health in Emory College of Arts and Sciences—which grew out of the Predictive Health initiative—brings undergraduates...
a multidisciplinary array of scholarly perspectives on health and well-being. There’s the new science commons in the Sanford S. Atwood Chemistry Center, drawing together faculty and students from mathematics and computer science, physics, biology, psychology, and chemistry. And The Nature of Evidence, a quality enhancement plan launched in fall 2015, gives first-year students an encounter with evidence from multiple disciplines and perspectives.

Likewise, Emory faculty have recognized the need for innovative academic directions in graduate studies, and the university has new doctoral degrees in its offerings, including a Doctor of Nursing Practice, a Doctor of Ministry, and a PhD in Islamic Civilization. Additionally, the Candler School of Theology has added several new master’s degrees, including a Master of Religion and Public Life and a Master of Religious Leadership.

“If you are constantly being kept on the mark by students to think interesting thoughts, all of that feeds into whatever else you are doing.”

—Salman Rushdie
Emory’s vision for engaged learning begins with a liberal educational grounding through an innovative curriculum and pedagogy that carries from the classroom to a residential campus experience and from there to off-campus opportunities.

“We are preparing students for life and work,” says Campus Life Senior Vice President and Dean Ajay Nair, “and laying the foundation to develop students’ sense of belonging and ability to have an impact here and in the world.”

Those educational experiences introduce students to new ways of seeing and new encounters with other students from around the world. From the Globe Theatre, Shakespeare has gone global in Sheila Cavanagh’s courses. She and her colleagues connect students around the world in real time to discuss Shakespeare in relation to their particular cultures. It has proven to be an eye-opener for Emory students to hear from their peers in Morocco about the contemporary relevance of *The Taming of the Shrew* or learn of Native American views on colonization in reference to *The Tempest*. Whether working in the laboratory of a faculty member to make discoveries, having a former U.S. President lead a class on public policy, or attending a seminar that connects theater and astronomy, Emory students are exposed to a variety of learning experiences.

Graduate and undergraduate students as well as faculty collaborate at the Center for Digital Scholarship in the Robert W. Woodruff Library in a technology-rich space. They team up across disciplines to engage in courses that juxtapose, for example, religion and health, physics and art conservation, civil rights and ethics. Students are getting access to new majors, concentrations, and certificate programs that respond to emerging fields such as quantitative social sciences and engineering sciences.

In their first two months on campus more than 12 years ago, President James Wagner and Executive Vice President for Business and Administration Mike Mandl envisioned expanded freshman housing in the center of campus. Since the launch of *Where Courageous Inquiry Leads*, Emory has created fresh energy around housing with a new Freshman Quad and themed housing that includes...
During studies at Emory, Jake Krakovsky fully embraced engaged learning, including a fellowship with the Fox Center for Humanistic Learning, a theater study abroad summer in Italy, and two Atlanta-based, arts-related internships, one at the Center for Puppetry Arts.
focuses on sustainability, social entrepreneurship, the arts, and other areas.

“Residence halls are an extension of the classroom,” Nair says. In fact, Campus Life leadership deemed the residential experience so important that it is one focus of its Campus Credo. That credo connects the residential experience with a heightened value for community and “a thirst for lifelong learning.”

Emory is making connections between these residential communities and faculty members who are teaching first-year seminars. These seminars are integral to a quality enhancement plan (QEP),

Students make lifelong friends at Emory and beyond through annual traditions such as Songfest. They have access to rare arts and literary treasures through national traveling exhibitions, such as Shakespeare’s First Folio. Emory is the display site of the folio in Georgia in 2016.
"We’re directing students toward ‘flourishing,’” says Residence Life Director Scott Rausch, referring to the new Flourish Emory program and one of this year’s residential hall living-learning themes. “Focus on the things you’re passionate about.”

The Nature of Evidence: How do you know? The QEP, implemented in the fall of 2015, encourages first-year students to engage with issues of evidence in a meaningful ways, inside and outside the classroom. Likewise it creates a foundation for subsequent research and honors projects.

The opportunities don’t stop at the campus borders. Students in the Laney Graduate School may participate in programs such as the NIH-supported BEST (Broadening Experiences in Scientific Training) to prepare for possible careers in the biomedical research workforce or the Three Minute Thesis academic competition to hone presentation and communications skills.

Through Emory’s Ethics and Servant Leadership Program, upperclass undergraduates and graduate students have an opportunity to hone leadership skills by engaging with businesses, nonprofit groups, and government agencies to tackle significant challenges in Atlanta. The program is just one example of how Emory has focused on creating “socially conscious leaders with a portfolio of skills proven and values tested in community involvement.” Other service-learning initiatives include Project SHINE, which links students with local immigrants and refugees who are studying English, or the Community Building and Social Change Fellowship that allows students to focus on the challenges and opportunities around public policy in contemporary urban America.

The potential impact of Emory’s approach is lofty but is coming to fruition through generations of lifelong learners and critical thinkers that take a passion for evidence, solving problems, and community service out into the world to transform it.
Making good on best value
“Congratulations! You have been accepted to Emory.”

For many hopeful applicants to the university’s nine schools and colleges, that’s all they need to hear to enroll. For others, what’s in the rest of the admission packet—details about the many merit scholarships that Emory offers or other financial aid opportunities—can influence matriculation decisions.

Meet, for instance, Emory College alumnae Andrea Simon and her twin sister, Jessica. Both are beneficiaries of the Emory Advantage program, which reduces debt burdens for families falling within national low- and middle-income norms. Both say Emory’s financial initiatives not only made it possible for them to attend, they also inspire them to “pay it forward” when it comes to educational access.

The university’s mission does indeed embody a vision of the value of broadly based access for a highly talented and diverse student body. To ensure that talented students may attend no matter their resources, the university has made student support through both merit- and need-based initiatives a priority of the strategic plan. Financial support for undergraduate and graduate students has totaled more than $3 billion during the plan’s nine years to date.

“College selection should depend on the quality of academics and the quality of the student experience and not
“We want each Emory student to have an educational experience that ignites a passion for learning, that brings home the joy of solving a big challenge, discovering a new paradigm, seeing in a new way.” —Provost Claire Sterk

primarily on its affordability,” President James Wagner said in announcing a $14 million estate gift allocated to Emory Advantage in 2011.

Prioritizing student support advances two of the strategic plan’s goals: to ensure the highest student quality and enhance the student experience, and to steward university resources for essential areas where Emory can demonstrate excellence.

Since 2007, shortly after the launch of the strategic plan, Emory has consistently appeared in “best value” rankings of private universities that involve competitive reviews of the availability and average amount of student financial assistance.

DATAPoint

From 2005-2015, Emory has supported 828 Woodruff Scholars, with 2,250 students receiving Woodruff funds.

Emory students encounter evidence first-hand in a chemistry lab, a teaching garden at Oxford College, and through exhibits at the Carlos Museum, featuring artifacts such as an Old Kingdom mummy or a digital recreation of ancient Rome. Undergraduates engaged in formal research experiences doubled from 8% to 16% during the strategic plan.
A record number of prospective students sought admission to join Emory’s Class of 2019. Applications to the first year class have grown by 82% from 11,218 in 2005 to 20,462 in 2015.
What makes a campus

An integral complement to the strategic plan was the Campus Master Plan, which has developed the physical space for Emory to realize its vision to become a destination university. In introducing the Master Plan Update in 2005, President Wagner identified three guiding principles: superb stewardship of the natural environment, advancement of the community’s intellectual life, and enhancement of the quality of life for students, faculty, staff, and neighbors.

Ten years later, the success of the effort comes shining through in striking new marble, glass, and green examples that support learning and nurture community. New labs allow teams to work in free-flowing spaces that encourage collaboration with windows to allow passersby to see the research experience unfold. Atriums in these new buildings provide gathering places for students, faculty, and staff to network and connect on new ideas. Many buildings have flexible configurations and feature a variety of room sizes and technologies that are nurturing innovations in pedagogy and research across campus.

Collectively, these buildings are helping recruit faculty and students to an ideal setting for exploration and discovery. Thanks to the Master Plan, Emory now has a campus that “respects the past while looking to the future,” says trustee and alumna Laura Hardman, one that “supports multidisciplinary learning amidst green spaces fostering reflection and well-being.”

The Campus Master Plan has helped transform Emory into a pedestrian-friendly, sustainable campus, with indoor and outdoor spaces that facilitate communal and intellectual life, including a weekly farmer’s market in a location that used to be a busy traffic intersection. New buildings and renovations have created innovative hubs for learning such as the Claudia Nance Rollins Building for public health, the Rita Anne Rollins Building for theology, Emory Center for Digital Scholarship, and on the Oxford campus, a library and soon-to-open science building.
Creating community, engaging society

Striving for a culture of sustainability

Functioning like a high-tech greenhouse, Emory’s new WaterHub (right) is projected to cut the university’s potable water consumption by a third and save millions in utility costs. But more than that, it has become a teaching and learning site where faculty integrate environmental lessons for students into their courses. Moreover, the WaterHub includes a Demonstration Reciprocating Wetland project (that mimics the ebb and flow of tidal marshes), where faculty and students from the Center for Global Safe Water conduct research.

Today sustainability-related courses are offered at all nine of Emory’s colleges and schools and in dozens of departments. For undergrads, the sustainability minor debuted in 2010 with course requirements in the natural sciences, social sciences, and humanities as well as a capstone seminar for student-led community projects.

Faculty research around sustainability also spreads university-wide, including the Nell Hodgson Woodruff School of Nursing’s study on the effects of climate change on the health of agricultural workers, anthropology’s examination of climate variability in Ethiopia and Kenya, and sanitation and safe water scholarship and teaching under the leadership of Christine Moe in the Rollins School of Public Health. In chemistry, Craig Hill is studying water-reduction catalysts for sustainable fuel production. In the Roberto C. Goizueta Business School, Wesley Longhofer is looking at the cross-national effect of environmental organizations on power plant carbon emissions. Faculty in the School of Law are taking on research on greenhouse gas regulation, and the School of Medicine has a number of NIH clinical trials on environmentally related cancers in collaboration with the Winship Cancer Institute.

“What we have seen all along is that you start with innovation around sustainability in one class, and it snowballs into how people think about pedagogy in classes, about research, and interdisci-
In 2014, the university achieved its goal of reducing energy use by 25%. The campus now boasts almost three million square feet of LEED-certified spaces. A robust shuttle system, which runs on a biofuel blend made from used cooking oil from campus food services, took more than one million car rides off Atlanta’s roadways in 2014.
“Just as the university improves the lives of people in the community and world through scholarship, teaching, and research, the university can enrich the professional and personal lives of its faculty, staff, and students, who, in turn, enrich the life of the community.”
—WorkLife Initiative Task Force report

An Emory support program offers six hours of professional care management annually to faculty and staff who are caring for aging parents, adults with special needs, or a spouse or partner who is ill. One of the first in the higher education arena, the program was cited for best practices in methodology and planning in a National Alliance for Caregiving study.

plinary connections,” says anthropologist Peggy Barlett.

Director of Sustainability Initiatives Ciannat Howett emphasizes that during the strategic plan, sustainability has become an integral part of Emory’s culture. Recognizing that stewardship, BestColleges.com ranked Emory in the top ten of greenest universities in the United States in 2015. But the greatest impact of all may be the Emory students who have been immersed in a culture of sustainability practices and mindful living, which they take with them after graduation.

Finding joy in work and life

In 2006, President James Wagner charged a university-wide WorkLife Task Force to consider ways to strengthen work-life programming at Emory. Led by Rosemary Magee (now director of the Stuart A. Rose Library) and Vice President of Human Resources Peter Barnes, the task force considered how to strengthen work-life programming at the university, broaden resources, develop policies, and promote a culture of joy. Specifically, the committee examined the needs of those with childcare or dependent-care responsibilities, or both. It sought to promote flexible, collaborative working environments and explored how to create more responsive models for academic advancement among faculty and graduate students. The detailed report produced at the end of the effort outlined 29 main recommendations to allow Emory’s people to realize their full potential and retain them in the Emory workforce.

Out of that effort grew the WorkLife Resource Center, which today includes a comprehensive toolbox of educational resources about childcare, adult care, personal finances, flexible work arrangements, and wellness, available online. Emory has built a network of approximately 175 childcare providers that offers discounts and/or priority admissions for its faculty, staff, and students.
Volunteer Emory strengthens community connections through service and extends its outreach in partnership with the Emory Alumni Association for the annual Emory Cares International Service Day. Volunteers have served more than 110 organizations in more than 30 cities around the world.
Additionally, the center offers educational workshops to help parents manage the journey of raising a family, caring for an aging parent, learning about financial planning, and developing and managing flexible work arrangements.

Organizations that do exceptionally well in promoting work-life effectiveness may earn the coveted seal of distinction from WorldatWork’s Alliance for Work-Life Progress. For the fourth consecutive year, Emory has won the award for its work-life programming. During the decade of Where Courageous Inquiry Leads, the university has won additional accolades for its working environment. For example, in 2006, the Carnegie Foundation for the Advancement of Teaching named Emory as one of the first schools in the country to receive its “community engagement” designation. In 2015, readers of The Scientist magazine ranked Emory as the fifth best place to work in academia in the United States, based on a survey of more than 2,350 life scientists who hold a permanent position in an academic, hospital, government, or research organization.
Are leaders just born and not made?

Emory believes that leadership resides in many of its faculty and staff, and the university seeks to cultivate those leaders by supporting them, developing their talents, and giving them opportunities for advancement. For starters, it offers a trio of intensive leadership programs: the Woodruff Leadership Academy (WLA) for health sciences faculty and staff, the Academic Leadership Program (ALP) for faculty, and Excellence through Leadership (ETL) for staff. The goal is to strengthen leaders to establish a leadership pipeline for succession planning.

“Talent, after all, is the primary, long-term, sustainable, and competitive advantage that we have,” says Wanda Hayes, senior director of Learning and Organizational Development in Human Resources.

Programs such as WLA, ALP, and ETL develop leaders who in turn strengthen the university as a whole. Projects undertaken by the participants have led to university-wide efforts in sustainability and electronic medical records. One ALP group, for example, considered faculty career trajectories and pedagogical innovation. An ETL team from the most recent class developed a plan to temporarily relocate the people and services in the Dobbs University Center in preparation for a proposed new campus life center. Other teams studied how to nurture a culture of innovation on campus and implementation of enterprise data management at Emory.

Mike Mandl, executive vice president for Business and Administration, has supported investments in staff talent because he is a firm believer that people are Emory’s most important asset. Marilane Bond, a WLA 2006 alumna and associate dean of medical education at the School of Medicine, concurs with that assessment. “Taking the time and money to help staff grow means that you care about your people,” she says. “And it benefits the organization.”

These programs also have helped garner external recognition for Emory as a “LearningElite” organization for five straight years by Chief Learning Officer. Emory is the only university to be selected for the ranking.

$5.123 billion marks Emory’s economic output, which in turn has created 49,747 jobs statewide.
Confronting the human condition and human experience

Pathways to global health

By their very nature, global health challenges are complex. Beyond the treatment of conditions and diseases themselves, the revolving door of global health hinges on human rights issues, politics, globalization, and economic development. No one person, place, or country has the knowledge base, resources, skill sets, or personnel to solve such challenges. So, Emory didn’t approach an initiative on global health with naïveté.

Still, the university had some unusual resources that drew it to implement its strategic effort to forge new pathways to global health. The Centers for Disease Control and Prevention is next door. A relatively young school, the Rollins School of Public Health (RSPH) at Emory had become one of the best in the country. The Lillian Carter Center for Global Health and Social Responsibility at the nursing school was working to improve the health of vulnerable people worldwide. And the university had as its partner the Carter Center, with its focus on fighting disease.

In the past decade, the strategic plan’s Global Health Initiative has had a notable impact. In 2006 the Carter Center and Emory founded the Institute for Developing Nations (IDN) to connect higher education and international development. Today IDN supports scholarship on development and directs support to development efforts in 21 countries. An international effort led by the Carter Center is on the verge of eradicating guinea worm disease, only the second disease in history after smallpox to be completely wiped out.

Emory has emerged as one of the nation’s academic leaders in training students in global health. The School of Medicine offers a Global Health Residency Scholars Program. The Hubert Department of Global Health in the RSPH has sponsored more than 800 students in 90 countries through...
India is one of the five gateways identified for focused international activity in Emory Global Strategies, a framework that will guide the university for the next five years. (The others are Brazil, China, Ethiopia, and South Korea.)
Global Field Experiences, which allow students to work in low-resource or high-disparity settings around the globe. The department is spreading expertise worldwide, attracting students from 19 nationalities.

The Emory Global Health Institute (EGHI), established in 2006 with the guidance of founding Director Jeffrey Koplan, grew out of the strategic plan’s cross-cutting initiative on global health, and is setting the standard among U.S. universities for multidisciplinary collaboration. The institute and its Emory collaborators have attracted major funding for ongoing scholarship and provided 711 global health field experiences to Emory students. With 225 partners in 87 countries, the EGHI network provides a global footprint and has built a strong foundation for long-term, sustainable, multidisciplinary global health work at Emory.

Based at EGHI since the beginning, the U.S. Office of the International Association of National Public Health Institutes (IANPHI), in partnership with its secretariat in Mexico and France, strengthens capacity of national public health institutions worldwide to handle emergent health crises and the growing number of deaths from injuries and non-communicable diseases like diabetes and heart disease. It has partnered with close to 45 countries to establish or strengthen national public health institutes, including those in Ethiopia, Nigeria, Mozambique, Guinea-Bissau, and Guatemala.

Philip Wainwright, vice provost of global strategy and initiatives, is expanding on these strengths in a new global strategies plan to frame global engagement and impact of Emory going forward. It presents three goals: equip students to meet the opportunities and challenges of an increasingly interconnected world; lead and influence global scholarship, research, and teaching; and position Emory as a university known for its global impact.

“No university that is committed to producing new knowledge can dare shy away from confronting timeless and timely questions of the human condition and the human experience.” – CHARGE FROM WHERE COURAGEOUS INQUIRY LEADS
The Master’s in Development Practice program trains students to face the toughest global challenges, from global poverty to climate change. Launched in 2010, the program partners with international development and research organizations to give students exposure to how development practitioners operate in the real world. It also strengthens Emory’s ties with international organizations such as the Carter Center and CARE.
Spirit of inquiry

The cross-cutting initiative, Religions and the Human Spirit, capitalized on Emory’s culture of interdisciplinary inquiry to deepen and expand the study of religion beyond traditional departments and schools and apply this research to the common good. Conflict resolution and peace-building, interreligious literacy, dialogue and understanding, science and religion, and religion and health were just a few areas where the strategic initiative has made its mark across the campus and the wider community.

From developing the Emory-Tibet Science Initiative and contemplative studies to creating the interdisciplinary doctoral program in Islamic Civilizations Studies, the plan advanced new and innovative areas of multidisciplinary religious study. It supported major exhibits at the Michael C. Carlos Museum such as “Cradle of Christianity” on Judaism and early Christianity. Emory’s Stuart A. Rose Manuscript, Archives, and Rare Book Library acquired and catalogued holdings in African American history, literature and poetry, modern politics, Southern history, and other areas.

Regarding religion, conflict, and peace-building, Emory developed a PhD concentration in the Laney Graduate School’s Division of Religion. The university hosted two international conferences in 2007 and 2011 on religion, conflict, and peace-building with leaders from Hindu, Jewish, Muslim, Buddhist, and Christian faith traditions. More than 4,000 attendees gathered to hear His Holiness the XIV Dalai Lama, Sister Joan Chittister, Rabbi David Rosen, Rajmohan Gandhi, and Emory’s Abdullahi Ahmed An-Na’im (left), among others, discuss how world religions might address peace-building in strife-torn areas.

Where Courageous Inquiry Leads also advanced scholarship on religion and public health. In 2014, Oxford University Press published Religion as a Social Determinant of Public Health, a pioneering volume of essays by 31 Emory faculty. On the heels of that publication, Emory hosted a major conference focused on religion and public health, arguably the first of its kind. Samuel Candler Dobbs Professor of Sociology Ellen Idler, who holds a joint appointment in epidemiology in the Rollins School of Public Health, edited the volume and organized the conference. Idler, re-
Recruited as part of the strategic plan’s Strengthening Faculty Distinction theme, is among numerous Emory faculty who are melding the field of religious studies with new realms.

The impact of Where Courageous Inquiry Leads shows in students benefiting from the interdisciplinary resources in religion at Emory. For instance, Leslie Munoz (above, center) went from Oxford College to Emory College to St. Andrews University as a Bobby Jones Scholar and eventually returned to study the intersection of religion and public health. Critical for Munoz was her experience in Dharamsala, India, through the Emory-Tibet Mind/Body Sciences program as well as fieldwork in Kenya through the Interfaith Health Program. When Munoz began to consider doctoral programs in public health, she found that no other options came close to what the Laney Graduate School offered. Now she is pursuing research on refugee mental health and religion that grows out of multidisciplinary studies she first discovered at Emory as an undergraduate.

Clockwise: African Cosmos, an exhibit at the Carlos Museum, explored origin stories and ritual practice in Africa. Leslie Munoz studies the intersection of science and religion with Tibetan monks. Mellon Humanistic Inquiry Fellow Nichole Phillips connects sociology, religion, and culture as a member of the Candler School of Theology faculty. Emory’s Pitts Theology Library houses manuscripts and rare books that support faculty such as Jacob Wright, who presented his expertise on the Hebrew Bible in a MOOC (massive open online course), The Bible’s Prehistory, Purpose, and Political Future.
Expanding the exploration of race and difference

Few topics are as challenging to examine in a fresh spirit as race and human difference. Yet Emory’s strategic plan engaged just these topics. Where Courageous Inquiry Leads seized on the exceptional capacity of Emory to convene a cross section of faculty, students, and the wider community to expand the scholarly and public consideration of race and difference beyond traditional academic disciplines and typical areas of public debate.

The impact has been profound, helping to realize the goal of “a diverse community” at the center of the university’s vision. Emory has recruited outstanding faculty, established the Office of Equity and Inclusion, acquired major new archival resources, and engaged the public through numerous events, conferences, televised discussions, and partnerships with Atlanta’s Center for Civil and Human Rights.

As part of these efforts, Emory courageously examined its own history with race and slavery. The Transforming Community Project (TCP) engaged more than 1,500 Emory faculty, staff, and students in sustained study and dialogue regarding race and slavery and continuing ramifications.

One of the ways in which Emory is advancing scholarship on civil rights and social justice is through a new John Lewis Chair at the School of Law. The new chair underscores Emory’s desire to understand race and difference, a theme articulated in the strategic plan.

Race and Difference: The Transforming Community Project engaged more than 1,500 faculty, staff, and students in sustained study and dialogue regarding race and slavery and continuing ramifications.
and staff in sustained study and dialogue regarding race and slavery and their continuing ramifications, and it became a national model for how institutions can reflect on racial issues.

Demonstrating its national leadership, Emory hosted a conference in 2011 on the history and legacy of slavery’s role in higher education. Timed to coincide with the 150th anniversary of the outbreak of the Civil War and the U.N.’s declaration of 2011 as the International Year for People of African Descent, the conference, organized by TCP Co-chair and Associate Professor of History and African Studies Leslie Harris, convened leading scholars and administrators in higher education in a high-profile discussion, parts of which were broadcast on C-SPAN.

Expanding the study of race to include its intersection with other forms of difference, such as class, gender, religion, and sexual orientation became the mission of the James Weldon Johnson Institute (JWJI). In addition to sponsoring fellows engaged in cutting-edge research, the JWJI engaged the wider public through numerous outreach activities. For instance, in partnership with CNN and the Center for Civil and Human Rights, the institute participated in televised dialogues on a broad range of issues from the millennial generation to the Arab Spring.

To complement these efforts, the Stuart A. Rose Manuscript, Archives, and Rare Book Library at the Robert W. Woodruff Library increased its noted collections in African American history, literature and poetry, modern politics, and Southern history, including acquisition of papers of the Southern Christian Leadership Conference. The JWJI partnered with the library to host a major public symposium on the art and life of Pulitzer Prize winner and Georgia-born author Alice Walker, whose archive the library acquired. The collections—along with nationally renowned poets on the faculty such as Natasha Trethewey, Kevin Young, and Jericho Brown—made Emory the ideal site in 2014 to host the celebrated Callaloo Conference on Arts and Letters in the African Diaspora.

The intersection of health and race was another area where Emory’s strategic plan forged new pathways. Racial disparities across a range of areas from HIV-AIDS, hypertension, and cancer have become the subject of significant research at Emory. Distinguished scholar of race and public
Public Health’s Sherman James (right) originated the John Henryism hypothesis about the health risks of high-effort coping behaviors with difficult social and economic stressors. In December 2014, Emory students protested the police killings of black men by staging a “die-in”.

The Georgia Cold Cases Project combines original research by Emory undergraduates in courses taught by Brett Gadsden and Hank Klibanoff with extensive FBI files, court documents, and other primary materials about civil rights era, racially motivated murders in Georgia, including that of James C. Brazier (right).

Where Courageous Inquiry Leads has expanded the understanding of race and difference through the international dimension of race, civil rights, and human rights as well. Faculty have partnered with Doug Shipman, Emory alumnus and founding director of Atlanta’s Center for Civil and Human Rights, to develop the innovative vision of the center, which sets the U.S. Civil Rights Movement in a global, human rights context. In the School of Law, Sudanese scholar Abdullahi Ahmed An-Na’im has emerged as an internationally recognized expert in Islam and human rights.

Carol Anderson, who was recruited to Emory College through the strategic plan, has produced pioneering scholarship that examines the Civil Rights Movement in the contexts of the Cold War, the United Nations, and decolonization movements in Africa and Asia. Anderson wrote the most widely shared Washington Post op-ed of 2014. Her piece on the conflict in Ferguson, Missouri, garnered her a major new book contract to examine the long history of white racial violence. In the fall of 2015, Emory will offer a University Course, “The Ferguson Movement: Power, Politics and Protest,” that will contextualize the death of Michael Brown within the larger discussion of race, politics, and power in the United States.
Lessons in Ebola

The challenges of global health were palpable on campus last fall when Emory made medical history by successfully treating four patients who had contracted Ebola virus while serving in West Africa. The university was able to do so because of years of preparation for just such an event, thanks to strategies laid out a decade before. With initiatives to recruit and retain a distinguished faculty, improve health worldwide, and explore new frontiers of science, the strategic plan laid a strong foundation to amass such expertise.

That knowledge extended beyond clinical implications to a focus on ethical inquiries, including those by President James Wagner as vice chair of the Presidential Commission for the Study of Bioethical Issues. It led to research and vaccine development for infectious diseases from TB and malaria to HIV/AIDS and bacterial meningitis. And investments in Emory College allowed departments (African studies, anthropology, religion, and history, among others) to develop scholarship to inform the role of cultural differences in epidemics.

Emory Vaccine Center Director Rafi Ahmed is leading a national 10-institution Ebola research effort, funded by the Defense Advanced Research Projects Agency, to guide development of improved therapeutics and vaccines.
Exploring new frontiers in science and technology

Saving minds

*Where Courageous Inquiry Leads recognized neuroscience as a scientific frontier, which has propelled Emory forward in this critical area.* Among the great challenges of this research are the multiple areas of expertise required to study the extraordinary complexity of the brain and nervous system. The Neuroscience, Human Nature, and Society cross-cutting initiative thus was designed to foster multidisciplinary teams of clinicians and researchers spanning the health and natural sciences as well as the social sciences and humanities.

These multidisciplinary efforts have made their mark across campus. The name of the Psychology and Interdisciplinary Sciences Building reflects this approach. The School of Medicine has brought together the departments of psychiatry, neurology, and others under the same roof to advance patient-centered care and team science. New multidisciplinary teams have sprung up, such as the Emory Sleep Center and the Healthy Brain Initiative. Emory College of Arts and Sciences has advanced interdisciplinary work through the Center for Mind, Brain, and Culture. The Center for Ethics has developed a leading program in neuroscience and ethics.

Pioneering procedures in deep brain stimulation (DBS) developed by Mahlon DeLong (left) have transformed the treatment of Parkinson’s disease. Helen Mayberg (above, left) is adapting DBS techniques to address debilitating depression that is resistant to other forms of treatment. Researchers in the Alzheimer’s Disease Research Center (ADRC) are exploring memory and identifying early stages of the disease such as mild cognitive impairment; Emory is one of 27 active national ADRCs supported by the NIH. Larry Young, director of the Center for Translational Social Neuroscience, is exploring the genetic and neurological foundations of social bonding and attachment.
A research specialist at the School of Medicine, Erika Tyburski (left) and Wilbur Lam, assistant professor of pediatric hematology, have teamed up to invent AnemoCheck, a simple handheld biochemical device that evaluates anemia in less than two minutes. Working with Emory’s Office of Technology Transfer, they have launched a start-up company with other partners to commercialize the test.

What does love—or at least monogamy—have to do with autism, schizophrenia, and other conditions with deficits in social awareness and attachment? Behavioral neuroscientist Larry Young believes the monogamous prairie voles hold some answers. Hint: it has to do with oxytocin—the same hormone released during labor, delivery, and breast-feeding in humans. Young is a researcher at Yerkes National Primate Research Center, one of only seven NIH-funded national primate research centers that conduct essential basic science and translational research to advance scientific understanding and improve the health and well-being of humans and nonhuman primates.
Scholars in the humanities also are contributing in innovative multidisciplinary ways to the study of the mind in its political, social, historical, and artistic dimensions. Elizabeth Wilson, chair and professor of Women’s, Gender, and Sexuality Studies, is advancing a critique of biomedical treatments of depression in her new book, *Gut Feminism*. Professor of English Laura Otis partners with neurology professor Krish Sathian to explore cognitive styles and perception, including how the understanding of metaphors references corresponding sensory and motor perceptions in the brain. Otis also teaches a course on the history of neuroscience with Paul Lennard, director of the Department of Neuroscience and Behavioral Biology in Emory College. Benjamin Reiss, professor of English, has collaborated with neurologist David Rye on interdisciplinary approaches to understanding sleep. Reiss is publishing a cultural history exploring how sleep became a subject of medical attention and pervasive worry in modern industrial society.

The extraordinary range of multidisciplinary inquiry across Emory is making the university a destination for the study of neuroscience and broadening our understanding of the mind.

**Anthropologist Carol Worthman is completing a study in Vietnam on the effects of electronic media on sleep in an area that is non-electrified, documenting the mesmerizing effect of an early introduction of movies, as shown above by a field worker on her computer.**

A black terrier mix named Callie does more than tag along to the office with her owner, psychologist Gregory Berns. She’s helping him with research on animal communication. Berns uses an MRI scanner to examine how canine brains work. He has published his findings in *How Dogs Love Us*.

**DATAPoint**

*The Computational and Life Sciences Initiative has recouped investments by the strategic plan by 10-fold in new grants.*
The new facts of life

Digitization has transformed entire industries from telecommunication to entertainment. The same is happening across academic fields, and in few more dramatically than the life sciences. Seizing on this opportunity, the crosscutting Computational and Life Sciences (CLS) initiative harnessed new computational powers to analyze life processes at amazing levels of microscopic intricacy as well as macroscopic synthesis. The impact can be seen across campus, from mathematics and computational sciences to physics, chemistry, biology, and medicine.

Faculty recruited under the initiative, such as Professor of Mathematics and Computer Science Alessandro Veneziani, are developing models of blood flow to help physicians treat strokes. In physics and biology, Associate Professor Ilya Nemenman is seeking to model the fundamental ways in which living organisms process information and adapt to their environment.

CLS Director Vaidy Sunderam, Samuel Candler Dobbs Professor of Computer Science, notes that Emory’s own institutional investment in the CLS initiative has been recouped 10-fold in new grants. Students likewise have flocked to new courses in advanced computational techniques, and a new doctoral track in biomedical informatics has surged. Realizing in very tangible terms the theme Exploring New Frontiers in Science and Technology, the CLS initiative raises the most fundamental questions about life.

“Ultimately, what we’re asking is whether life is an inherent property of matter,” says David Lynn (left), Asa Griggs Candler Professor of Chemistry and Biology. Lynn’s statement sounds simple, but its implications are huge. Did life arise on Earth from exceptional circumstances? Or does life ordinarily emerge from matter? If the latter, then life in currently unimaginable forms, may be abundant in the universe. Abounding too at Emory is a spirit of courageous inquiry to press the boundaries of our fundamental understanding of life and its processes.
Changing the health care paradigm

*Emory currently occupies most of the first two Google search pages on the topic of predictive health.*

That is the result of the strategic plan’s early identification of a relatively unexplored field in 2005 that holds the possibility to transform health care. The goal of the initiative was nothing less than a paradigm shift from disease care to health care, a slight shift in emphasis of the Hippocratic Oath from “do no harm” to “do good.” Research in the initiative focused on new and positive definitions of health that moved beyond the “absence of illness.” Multiple investigations included discovering optimal biomarkers and determining practical interventions to preserve, enhance, and prolong health.

The Center for Health Discovery and Well Being led the way in this pioneering research effort. Unlike other big medical research initiatives typically focused on the genome or discrete diseases, investigators from all schools at Emory developed a richly holistic portrait of more than 700 people, capturing phenotypic, behavioral, and environmental information. “The breadth of the Emory predictive health data base is unmatched anywhere,” says Greg Martin, who succeeded Ken Brigham as the center’s director.

Harnessing that data to advance health was the second big part of the initiative. The center documented through its Health Partners programs that relatively small, day-to-day changes in behavior over time add up to significant improvements in health and wellbeing. Key to the success of this program is the concept of partnership—patients are no longer passive. Instead, they learn...
about their health, work with a health partner to develop practical programs and realizable goals, and take responsibility for their own health. The significance of this approach for education has been explosive, says anthropologist Michelle Lampl, director of the Emory Center for the Study of Human Health (CSHH). Emory College first-year students now take a mandatory class offered by the CSHH, and the Predictive Health and Society initiative is providing a foundation for students to achieve deeper self-understanding and ownership of their health. The class promotes not only individual ownership of health but also appreciation of the variety of ways to be healthy. “There are many pathways for the body,” Lampl says, “and Emory is a pioneer in mapping these.”

The three D’s: drug, discovery, development

Since 2005, when its strategic plan launched, Emory repeatedly has hit the mark in drug discovery. In fact, the most recent such ranking, a 2011 study in the New England Journal of Medicine, placed Emory at fourth in the nation (and first among single universities that are not part of a state system) for discovering new drugs and vaccines among public-sector research institutions.

Currently, the university has 13 products in various stages of development. In 2014, Emory was among the top 100 worldwide universities granted U.S. patents, and since 2005, it has seen the launch of 46 start-up companies, bringing more than $733 million into Georgia in licensing revenues from drugs, diagnostics, devices, and consumer products. Among those many discoveries, Emory researchers have received FDA approvals on belatacept—a new class of less-toxic transplant rejection drugs—and Obizur, for patients with acquired hemophilia.

Collectively, drug discovery efforts at Emory represent a veritable dictionary of diseases: from those affecting the neurodegenerative and autoimmune systems to infectious and tropical diseases. Emory scientists are exploring drugs for cardiovascular disease, previously incurable cancers,
from 2005 to 2014, the Office of Technology Transfer has developed 79 new products and grossed licensing income of almost $733 million.
Research funding has grown by more than $226 million from 2005 to 2015.

Emory College national student scholars: 54 Fulbrights, 12 Gates Cambridge, 5 Marshalls.

Laney Graduate School PhD degrees awarded grew by 67%.

Campaign Emory provided 42 endowments for faculty and chairs. A total of 358 endowments were created for scholarship, research, academic programs, and faculty.

The Neuroscience Initiative attracted more than $39 million in combined research funding for Alzheimer’s and Parkinson’s diseases, neurosurgery, and fragile X syndrome.

The breadth of data from the Center for Health Discovery and Wellbeing study (capturing the phenotypic, behavioral, and environmental information on the 700 participants) is unmatched anywhere.

75% increase of Emory faculty in the American Academy of Arts & Sciences from 2005 to 2014.
The road ahead

Reflections from Provost Claire Sterk

As *Where Courageous Inquiry Leads* comes to a close, we celebrate the contributions made by many people to the university. At the same time, Emory is planning the next phase of its journey on the road to fulfilling our mission “to create, preserve, teach, and apply knowledge in the service of humanity.” We embark from the place to which our previous plan has led us, and that place shows that we have made dramatic progress over the past ten years. Current conditions require that we now navigate with creativity and innovation to set priorities that draw on a diversity of perspectives. Emory’s next cycle of strategic planning, known as *Thinking and Acting Strategically*, will be guided by a transparent and inclusive process and will unite us around shared aspirations. The road ahead promises to be one of discovery—to find where Emory must lead, where we will transform fields and disciplines along with health and lives, and how we will nurture collaboration to share our knowledge and gifts with those who need them most from our own backyard in Atlanta to the world.
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. – Emory University Vision