

A GLOBAL VISION FOR EMORY

Thinking and acting strategically through global engagement | 2015–2020

A modern university is inherently global in reach. In a world of increasing interdependence and diminishing borders, global engagement is no longer a peripheral concern but a necessity—and one that is integral to Emory’s mission *to create, preserve, teach, and apply knowledge in the service of humanity*. Emory has an important role to play in addressing critical world challenges, and rapid and evolving globalization requires that we acknowledge shifts in responsibilities and opportunities.

Much progress already has been made. International students now make up nearly 17 percent of Emory’s student body, and nearly 40 percent of undergraduates participate in a study abroad experience. The university offers a rich internationally related curriculum that includes programs of study in 19 languages. Emory boasts 2.5 times more internationally co-authored faculty publications today than a decade ago. From innovative research partnerships like the vaccine centers in South Africa and India to our 24 international chapters of the Emory Alumni Association, the university’s research, educational, and service activities span the globe.

Still, Emory must make deliberate choices that leverage its distinct strengths in order to change lives, advance knowledge, and combat disease. The following questions frame these choices:

- How can Emory prepare its students for success in a globalized world?
- How can Emory achieve lasting and positive transformation in the world?
- How can Emory and its community thrive in an increasingly globalized higher education landscape?

Over the course of the past year, a Global Strategy Development Taskforce and the Office of Global Strategy and Initiatives (formerly the Office of International Affairs) have sought to respond to these questions and refine Emory’s strategic global priorities. The strategy development process has been as inclusive as possible: more than 400 individuals were consulted through direct meetings, leadership presentations, and surveys.

Moving forward, coordinated action will ensure that student experiences abroad and on campus maximize cross-cultural encounters. Faculty need international opportunities and perspectives, as well as administrative structures that foster international collaborative research and applications. As an institution, the university should remain flexible enough to adapt in a rapidly changing higher education environment.

Over the next five years, this document will serve as a blueprint for Emory’s global engagement. The initiatives that follow are designed to equip students to meet the opportunities and challenges of an increasingly interconnected world, empower faculty to lead and influence global scholarship and research, and position Emory as a university known for its global impact.

PHILIP WAINWRIGHT

*Vice Provost for Global Strategy and Initiatives
Director, Claus M. Halle Institute for Global Learning*

ROBERT AHDIEH

*Vice Dean
KH Gyr Professor of Private International Law
School of Law*

ROBERT BREIMAN

*Director
Emory Global Health Institute*

SUSAN CRUSE

*Senior Vice President
Development and Alumni Relations*

CARLOS DEL RIO

*Hubert Chair and Professor of Global Health
Rollins School of Public Health
Professor, Infectious Diseases
School of Medicine*

SALLY GOUZOULES

*Associate Dean, International and Summer Programs
Executive Director, Center for International Programs
Abroad
Emory College of Arts and Sciences*

JOHN HARDMAN

*President and Chief Executive Officer (retired)
The Carter Center*

DEBRA HOURY

*Director, National Center for Injury Prevention and
Control
Centers for Disease Control and Prevention
Associate Professor of Emergency Medicine
School of Medicine*

JEFFREY KOPLAN

*Vice President for Global Health
Emory University*

JOHN LATTING

*Assistant Vice Provost for Undergraduate Enrollment
Dean of Admission*

JEFFREY LESSER

*Samuel Candler Dobbs Professor of History and Chair
Department of History
Emory College of Arts and Sciences*

CAROLYN LIVINGSTON

*Senior Associate Vice President
Campus Life*

FRANK MADDOX

*Associate Professor of Economics
Oxford College*

STEPHEN SENCER

*Senior Vice President and General Counsel
Emory University*

LYNN SIBLEY

*Associate Professor of Nursing
Director, Maternal and Newborn Health in Ethiopia
Partnership
Nell Hodgson Woodruff School of Nursing*

JONATHAN STROM

*Associate Professor of Church History
Director of International Initiatives
Candler School of Theology*

ROY SUTLIFF

*Associate Professor of Medicine
School of Medicine
Faculty Associate for International Recruiting
Laney Graduate School*

LG THOMAS

*Professor of Organization and Management
Goizueta Business School*

Emory's global strategies

GOAL 1

Equip students to meet the opportunities and challenges of an increasingly interconnected world.

- Strategy 1 Recruit the most talented international students for Emory.
- Strategy 2 Provide students with the experiences and skills to ensure future adaptability and success.
- Strategy 3 Encourage and empower alumni to be global ambassadors for Emory.

GOAL 2

Lead and influence global scholarship, research, and teaching.

- Strategy 1 Select partners that magnify and expand Emory's global activities.
- Strategy 2 Connect and lead globally through the production of knowledge and the direct exchange of ideas.
- Strategy 3 Empower faculty to meet the challenges and opportunities of global work.

GOAL 3

Position Emory as a university known for its global impact.

- Strategy 1 Accelerate global engagement through intentional action in priority locations abroad.
- Strategy 2 Develop and strengthen flexible methods of engagement that enhance educational programming.
- Strategy 3 Communicate Emory's ongoing transformation into a university with global impact and reach.

Equip students to meet the opportunities and challenges of an increasingly interconnected world.

STRATEGY 1 **Recruit the most talented international students for Emory.**

In a globalized higher education landscape, Emory increasingly looks beyond domestic borders to recruit the most talented students. Emphasis should be placed on recruiting the best students *for Emory*—students that reflect Emory’s core values and mission.

Emory’s vibrant international student population has grown substantially over the past decade—a success of the 2005 internationalization plan—from 1,031 in 2004 (7 percent of total student body) to 2,662 in 2014 (17 percent of total student body). However, most of Emory’s international students hail from only a few countries, and our international community can benefit from further diversification.

With unique perspectives and backgrounds, Emory’s international students make significant contributions to on-campus dialogue and teaching, building a more dynamic community in the process. These contributions should be better communicated and leveraged.

Initiative 1 | Develop and launch an Emory Global Scholars program.

Emory has long maintained a strong commitment to recruiting the best students regardless of financial means. However, until now, international students have had few opportunities for financial support.

An Emory Global Scholars program would seek to change this precedent by establishing country-based scholarship programs to provide promising students with merit-based aid.

Additionally, Emory recently began offering limited need-based financial aid for international students. In keeping with Emory’s commitment to financial affordability, we should continue the piloting of financial aid to deserving students as a way to facilitate their entry into the Emory community.

Initiative 2 | Better integrate and immerse international students into residential learning.

International students often face more challenges adjusting to university life than their domestic peers. Linguistic, cultural, and social barriers all impede integration to some extent. At Emory, different schools have varying levels of support for their international students.

In 2013, the university created the Office of International Student Life to provide full-time support and programming. Efforts like these must expand in the coming years, with greater input from Campus Life, the Emory Alumni Association, and individual schools.

Initiative 3 | Create a campus-based global center that provides cross-cultural, globally oriented programming, and student support.

To prepare successful graduates, Emory must provide opportunities for its students to engage with global issues from orientation through graduation. To do so, the university should create a campus-based global center. Encompassing relevant international student support services, student activities, and other programs, a global center will help fully integrate domestic and international students into campus life while preparing them to lead and serve globally.

Initiative 4 | Investigate options for better-coordinated ESL offerings.

International students frequently cite their lower levels of English fluency as a hurdle to

academic success. As Emory's international populations continue to grow, ESL and other language resources are essential.

Many of Emory's peers rely on a centralized, revenue-positive model for ESL support that serves both the university and the wider community. At Emory, ESL resources are mostly located at the school level and are varied in offerings and staffing.

Emory should evaluate ways to expand access to university-wide ESL resources, whether through a centrally coordinated ESL center or other structural models. The outcome of this review might also help Emory serve the broader Atlanta community through specialized curricula for new immigrants or working professionals.

STRATEGY 2 **Provide students with the experiences and skills to ensure future adaptability and success.**

In an increasingly connected world, cross-cultural awareness and understanding across borders and languages are critical skills. As a global university, Emory should continue to provide and strengthen opportunities for students to build cultural competency.

Initiative 1 | Assess ways to make study abroad more accessible and better integrated into the Emory curriculum.

An international experience should be a central part of an Emory education. Currently, about 40 percent of Emory undergraduates and 23 percent of graduate and professional students study abroad for credit. They study a broad range of disciplines from languages and cultures to the health sciences. We should evaluate ways to better integrate study abroad into the Emory curriculum while ensuring academic rigor, diversifying program locations, and making international opportunities accessible for a wider range of students, particularly historically underrepresented students.

Initiative 2 | Promote opportunities for global experiential learning.

Experiential learning offers cultural exposure that the traditional classroom cannot match. Emory should continue to promote and support international internships, research, and volunteering for undergraduate and graduate students across the university.

STRATEGY 3 **Encourage and empower alumni to be global ambassadors for Emory.**

Since graduating its first international student in 1893, Emory's international alumni base has grown to nearly 5,000 in more than 150 countries around the world. However, Emory's efforts to connect with this powerful network are relatively recent. As the university expands its global reach, engaging these alumni and fostering meaningful and tangible ties to campus through current students and faculty are increasingly important.

Initiative 1 | Enhance the Emory Alumni Association's activity abroad to facilitate increased international alumni involvement and global visibility.

The recent successes of the Emory Alumni Association's (EAA) internationalization efforts can be seen in the 24 active international chapters in 19 countries, increased alumni participation in admissions recruitment, and international engagement in career networking and development programs. The EAA should continue to foster connections with international alumni to develop future Emory leaders and donors, with an emphasis on strategic cultivation. This approach will allow for sustainable success and will align with the university's broader development endeavors. Emory also should do more to spotlight the accomplishments of its international alumni through honors such as the Sheth Distinguished International Alumni Award, targeted and coordinated communications, and other efforts.

Initiative 2 | Expand opportunities for faculty to engage with alumni abroad.

As alumni move abroad or return home after their studies, Emory should find ways to keep them involved, especially when faculty members are traveling. Activities like hosted dinners, coffee meet-ups, informal socials, and faculty lectures have already begun to strengthen ties with international alumni while providing an avenue for faculty to make in-country connections. Companion events with local alumni for faculty participating in international conferences, hosting Emory travel programs, or conducting research abroad provide additional opportunities for engagement. Increased use of technology may also support alumni engagement in areas without a large concentration of graduates.

GOAL 2

Lead and influence global scholarship, research, and teaching.

STRATEGY 1 **Select partners that magnify and expand Emory's global activities.**

In support of Emory's commitment to meaningful collaboration, the university should prioritize strategic partnerships in order to magnify its impact abroad. With many universities expanding their global footprint, Emory must lead with its internationally recognized strengths, such as health and business, and select partners that complement them. This approach will bring greater recognition and more lasting impact than if Emory acted alone.

Initiative 1 | Seek partnerships with foreign governments, universities, and other organizations that foster collaborative research and discovery.

Emory's highly successful international projects, such as the Maternal and Newborn Health in Ethiopia Partnership and the Vaccine Center in India, demonstrate that engaging foreign governments and organizations can result in more successful outcomes and greater impact. Many countries with growing economies—like China, India, and Brazil—are acutely aware that current demographic trends are leading to a serious capacity gap in their ability to educate and train their own citizens.

With this demographic shift in mind, massive investment in skills and education are already underway abroad. This investment represents a clear opportunity for growth at Emory. Cultivating strategic partnerships abroad with governments and other organizations will also facilitate and enhance the research of Emory faculty.

Initiative 2 | Strengthen relationships with Atlanta-based global NGOs, companies, and community groups.

Emory has a unique advantage in being located in a thriving metropolitan city. Atlanta is home to 16 Fortune-500 companies, several research universities, and world-renowned NGOs like CARE and the American Cancer Society. Historically, Emory has not fully explored potential partnerships with these and other globally connected entities.

We advocate for a collaborative approach in which Emory partners with relevant organizations, companies, and communities in Atlanta to make the city—and Emory—an international destination.

STRATEGY 2 **Connect and lead globally through the production of knowledge and the direct exchange of ideas.**

The creation of knowledge is increasingly a global endeavor. In 2002, Emory publications with an international co-author made up 19 percent of Emory's total research output. In 2013, nearly 35 percent of Emory publications featured an international co-author. These collaborative publications earned three times as many citations as those without an international co-author. As Emory looks to further its international agenda, we must promote opportunities to bring together Emory faculty with researchers abroad in order to advance knowledge.

Initiative 1 | Invigorate scholarship through direct faculty exchanges.

Nearly 50 Emory faculty and staff have won Fulbright fellowships since 1998, with at least one recipient each year. These fellowships often have served to spark long-term projects and ongoing collaborations. Emory should strengthen support for exchange opportunities like these and develop similar exchanges with its strategic partners abroad.

Initiative 2 | Advocate for immigration policies that increase Emory's ability to attract top talent.

One significant hurdle to attracting top talent from abroad is the complex web of US immigration requirements. Through numerous avenues, Emory should advocate for policies that minimize immigration hurdles, ensuring that the university can hire the best candidates and attract the best students regardless of citizenship.

Initiative 3 | Support strategic conferences and meetings.

Conferences and expert meetings are important parts of the research process, allowing for critical feedback and discussion. Emory should leverage the resources of the

Claus M. Halle Institute for Global Learning to support strategically aligned conferences and meetings, facilitating the direct exchange of ideas between the university and its global partners.

STRATEGY 3 Empower faculty to address the opportunities and challenges of global work.

Faculty members are central to Emory’s global reach. To maximize global engagement, Emory must find ways to better support faculty members in their teaching, scholarship, and research.

Initiative 1 | Develop pedagogical tools for faculty to support the education of international students.

As the number of international students at Emory grows, it is important to ensure that faculty have the tools to best serve this population, with consideration for cultural, linguistic, and social differences. Such resources might initially include academic learning communities, mentorship programs, and workshops.

schools. This resource will help foster interdisciplinary work, offer opportunities for future collaboration, aid with compliance, and inform faculty, students, and staff about Emory’s activities abroad.

Initiative 2 | Create a global engagement database.

A significant weakness identified by the Global Strategy Development Taskforce is a lack of awareness of Emory’s wide-ranging global activities among both internal and external stakeholders. A global engagement database that details what Emory’s faculty are doing abroad will help bridge the gaps between researchers, departments, and

Initiative 3 | Launch a Global Services function to support the ability of faculty to work globally.

Global work is often a significant administrative and operational undertaking. After a yearlong collaborative effort to explore how Emory could strengthen its support of international activity, we propose establishing a Global Services resource in the Office of Global Strategy and Initiatives (GSI). This central resource will provide a single point of contact for questions and issues related to international work, including conducting research abroad, hosting international scholars, and planning a global project.

Position Emory as a university known for its global impact.

STRATEGY 1 Accelerate global engagement through intentional action in priority locations abroad.

Emory faculty are working in more than 140 countries worldwide. Many of these activities began organically through individual faculty collaborations, which facilitate fruitful partnerships at the individual level. However, this ad hoc approach can also result in missed opportunities for Emory due to lack of awareness or untapped networks.

To accelerate its global activity, Emory should seek to coordinate its collaborations. As demonstrated by some of Emory's peers, an intentional international focus can attract greater recognition and external resources. This approach will necessitate a comprehensive range of activities, from strategic on-the-ground interactions abroad, to effective campus-based coordination, to administrative support for faculty working internationally.

Initiative 1 | Develop and implement country-based approaches for strategic engagement, beginning in Brazil, China, Ethiopia, India, and South Korea.

While not exclusive, geographic focal points offer opportunities for Emory to maximize its impact abroad in areas that are particularly ripe for engagement. These locations are aligned with Emory's mission and strengths and increase its ability to expand global activity in the future.

Each location will have a unique profile of engagement, ranging from teaching and research to development and from admissions to alumni relations. Through a phased implementation, GSI will form planning and advisory groups to help coordinate institutional approaches to these priority locations in conjunction with campus experts, governmental representatives, and Emory leadership.

BRAZIL | Emory now has over 25 faculty working on issues relating to Brazil—with particular strength in Brazilian history—and offers Portuguese language instruction. This expansion of faculty interest is a relatively recent phenomenon that takes into account the Brazilian government's significant

investment in education through programs like Science without Borders and other grant-based funding sources. Brazil is home to over 50 million children under the age of 14 but only has the capacity to enroll 16.5 percent of them in Brazilian higher education institutions.

CHINA | Chinese students make up 41 percent of international students at Emory and 7 percent of the overall student body. This explosive growth has taken place in the past five years, as the number of Chinese students at Emory has more than tripled from 324 to over 1,000. Emory has more than 85 faculty conducting China-related research and scholarship, and China is the third-most common destination for Emory faculty traveling abroad. Among foreign scholars who co-author publications with Emory faculty, China is the no. 4 country of origin. Emory's connections with China are strongest in the areas of health and law. China's commitment to developing its research and educational capacity is evident in the many scholarships and funding opportunities provided by its Ministry of Education and Culture, including the Confucius Institute at Emory, which supports the Emory-Nanjing University partnership and Emory's own Chinese language offerings.

ETHIOPIA | Led by robust collaborations in the health sciences, Emory's relationship with Ethiopia is unique amongst its peers. More than 25 Emory faculty work on issues relating to Ethiopia, making it a top destination (fifth) for Emory faculty, with over 100 faculty trips each year. Through the Emory Global Health Institute's various collaborations with local and national governments, Emory is significantly strengthening Ethiopia's capacity in health care infrastructure and delivery. Whether improving maternal and newborn health through a community-oriented model or training health professionals and residents in Addis Ababa's major hospitals, Emory's strength comes from its health collaborations—but isn't limited to the health sciences, as numerous faculty have projects in other areas such as anthropology and law.

INDIA | India ranks as the top destination for Emory faculty working abroad, with over 100 faculty working on topics relating to India. India is the no. 4 international destination for Emory travelers. Indian students represent the third-largest population of international students and the second-largest visiting scholar population at Emory. Demographically, India has more children under the age of 14 than the entire population of the United States and is expected to grow to the world's largest country with over 1.5 billion people by 2040. The Indian government recognizes the seriousness of this

demographic shift and is investing heavily in skills training, medical infrastructure, and education. Beyond statistics, Emory has a unique program connected to India through the Emory-Tibet Science Initiative that brings together Eastern and Western scientific approaches. The university also provides language instruction in Hindi and Tibetan, and will soon begin offering courses in Telugu. Emory is already known in India as a health sciences and business destination, which positions the university well for future expansion and collaboration.

SOUTH KOREA | Emory's connection to South Korea dates back to 1893 when Yun Chi-ho became the university's first international graduate. Since then, Emory's South Korean student population has grown to over 450—the second largest international student group on campus—which has resulted in a strong alumni chapter in Seoul with many prominent and distinguished alumni. Emory partners with Yonsei University to support offerings in Korean language and cultural studies. South Korea represents one of the most promising destinations for development opportunities. Emory also has unique political ties to the country, as former university President James Laney served as US Ambassador to South Korea in the 1990s, and former US President Jimmy Carter helped diffuse the nuclear situation in 1994.

STRATEGY 2 Develop and strengthen flexible methods of engagement that enhance educational programming.

To position itself best for future opportunities, Emory needs to explore new tools of engagement, such as online and distance learning, that allow for maximum flexibility. Whenever possible, Emory should seek collaborative efforts with partners and researchers abroad to yield substantial and lasting impact.

Initiative 1 | Explore and expand opportunities in online and distance learning.

With 74 percent of massive open online course (MOOC) participants residing outside the US, MOOCs and similar online learning tools offer a valuable way to reach a global audience. Emory is already involved with courses via Coursera, as well as partnerships through which Emory courses are offered as part of degree programs at institutions abroad. We should also explore similar innovative avenues, such as the Ebola preparedness website that shares protocols developed at Emory with the global medical community.

Initiative 2 | Streamline processes to develop joint degree and certificate programs with partners.

Many US universities leverage their partnerships to offer joint degrees with international institutions. These cooperative education opportunities enhance the student experience with a diversity of perspectives. With a few notable exceptions such as Emory Law's LLM program with Shanghai Jiao Tong University and the joint biomedical engineering degree with Georgia Tech and Peking University, Emory has not fully explored these possibilities. Emory should seriously evaluate the feasibility of additional joint degrees and develop an understanding of the legal, accreditation, and academic concerns associated with such degrees offered in international settings.

STRATEGY 3 Communicate Emory's ongoing transformation into a university with global impact and reach.

Emory is already a global university in its reach and scope. However, the university's international work is often under-recognized on campus and in the wider community, both in the US and abroad. To increase awareness of this work, Emory must actively promote its global activities through coordinated efforts.

Initiative 1 | Rebrand the Office of International Affairs as the Office of Global Strategy and Initiatives (GSI).

To underscore the university's commitment to focused global engagement, the Office of International Affairs will be rebranded as the Office of Global Strategy and Initiatives. This rebranding more closely reflects the office's mission and better positions it to address global opportunities and challenges on behalf of the university.

Initiative 2 | Promote the university's international activities to increase recognition of Emory.

Emory should better coordinate efforts to publicize its global work in order to develop awareness of the university's strengths within our campus community, around the US, and in priority locations abroad. Broader recognition of Emory will magnify the impact of our global activities.

IMPLEMENTATION AND NEXT STEPS

Emory's global strategies are designed to be flexible in order to adjust to new opportunities and a changing geopolitical and higher education landscape. Like a traditional strategic plan, however, these strategies are rooted in a review and accountability structure to assess their effectiveness.

TIMELINE

The rollout of the above strategies will begin immediately and continue for the next five years with initiatives sequenced into three general phases. Initiatives implemented in Phase I can inform those implemented later.

SHARED ACCOUNTABILITY

Given the wide-ranging activities covered in this document, the new Office of Global Strategy and Initiatives (GSI) should serve as the central hub of a shared accountability structure, coordinating with other offices, schools, and units to realize strategic initiatives. Some of the specific initiatives will be owned by the units most involved in their implementation but will be accountable under the overall plan.

PHASE I

2015 – 2016

- As the first initiative stemming from Emory's global strategies, **Global Services** was established in the fall of 2014. Global Services is a staffed function within GSI that assists faculty and staff who encounter questions and issues related to their international work, including conducting research abroad, hosting international scholars, and planning a global project. The related Global Program Support website, a collaboration between the Emory Global Health Institute and GSI, launched in the spring of 2014 and is now managed by GSI.
- The Office of International Affairs will be rebranded as the **Office of Global Strategy and Initiatives** (GSI) in early 2015 to more closely reflect the office's mission and scope.
- GSI will establish a **Global Fellowship Faculty Support** resource to strengthen connections with funding agencies that support faculty exchanges and to provide a point of contact for faculty interested in international research and teaching experiences. This new resource will be introduced through a Fulbright workshop in March 2015.
- With support from the Halle Institute, a **Brazil initiative** will be launched in mid-2015 to provide structure for the first of five country-based approaches for strategic engagement.
- To foster promising international collaborations, GSI will develop a **public database of Emory's global activity** during the summer and fall of 2015. The database will initially include information on faculty research, study abroad opportunities, internationally co-authored publications, partner institutions, and international students and alumni.
- A pilot for the **Global Scholars program** will begin in the fall of 2015.

Conclusion

This document provides an institution-wide set of strategies to advance Emory's global engagement. It creates intentional focus by providing the principles around which coordinated approaches can be organized and communicated, it identifies key areas of activity for support and emphasis, and it establishes structures that can guide Emory's global efforts now and into the future.

The plan seeks to create greater focus on signature areas that will enhance Emory's level of recognition, resulting in a greater ability to recruit the best students and scholars and to attract additional resources to sustain its areas of strength. This plan also allows for greater individual creativity and engagement, both within the areas of focus and outside them, through an administrative structure that provides support and removes barriers.

Above all, success depends on Emory's willingness to accept that it is a global university. Through greater institutional coordination and intentionality, Emory will achieve greater impact and visibility. This ambitious plan requires robust leadership and commitment from the entire university and positions Emory to thrive in the dynamic higher education environment of the 21st century.



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