

A GLOBAL VISION FOR EMORY

Thinking and acting strategically through global engagement | 2015–2020

In 2014, a Global Strategy Development Taskforce and the Office of Global Strategy and Initiatives (GSI), at that time called the Office of International Affairs, sought to refine Emory’s strategic global priorities. Three questions framed this task:

- 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?

The strategy development process was as inclusive as possible: more than 400 individuals were consulted through direct meetings, stakeholder presentations, and surveys.

The resulting global strategy, published as the first incarnation of a living document, was released January 21, 2015.

Meant to serve as a blueprint for Emory’s global engagement, the strategy outlines initiatives 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.

Emory’s global strategies are designed to be flexible in order to adapt 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. GSI serves 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 are owned by the units most involved in their implementation, yet remain accountable under the overall plan.

GSI and its partners have now spent over a year exploring the initial vision – implementing some pieces, laying the groundwork for others, and winnowing the remainder to deploy resources for maximum impact. The following pages provide an overview of the current state of each initiative as of August 2016.

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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 opportunities and challenges 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 Communicate Emory's ongoing transformation into a university with global impact and reach.
- Strategy 3 Facilitate and steward conditions for synergy among groups engaging in international work within the Emory and Atlanta communities.

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 university’s 2005 internationalization plan—from 1,031 in 2004 (7 percent of total student body) to 2,440 in 2015 (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 recently, international students have had few opportunities for financial support. Emory now offers limited need-based financial aid for international students, but recruiting the most talented international students requires a more broad-based approach, including merit-based aid.

UPDATE: In fiscal year 2016, GSI brought together Admissions, Development and Alumni Relations, and Emory College of Arts & Sciences to create a development plan for an Emory Global Scholars program that would offer merit-based scholarships. The coalition continues to work toward bringing this plan to fruition.

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, so 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 and individual schools.

UPDATE: Residence Life has developed a “global cultures” residence hall in Longstreet-Means as one of their themed halls for first year students. In addition, GSI is working with Residence Life to encourage more international students to apply to serve as Residence Advisors and Sophomore Advisors.

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

The university invests considerable resources into its global activity and support of international populations on campus. Because this effort is spread across divisions and units, the extent of Emory's overall commitment is not fully recognized and the benefits not fully realized. Encompassing relevant international student support services, student activities, and other programs in a physical space, a global center would help fully integrate domestic and international students into campus life while preparing them to lead and serve across the world.

UPDATE: A global center is currently in the development phase.

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

As Emory's international populations continue to grow, English language support (ELS) and other language resources are essential to their success. Currently, ELS resources are mostly located at the school level and are varied in offerings and staffing. However, many of

Emory's peers rely on a centralized model for support that serves both the university and the wider community. Emory should evaluate ways to expand access to ELS resources, to capitalize on current strengths and to explore possibilities for new models of support.

UPDATE: GSI has been working with English language support staff across the university to evaluate ways to expand access to ELS resources, whether through a centrally coordinated ELS center or other structural models. In FY2017, GSI and Laney Graduate School's English Language Support Program have convened an internal review committee that will continue to meet in FY2017 and produce a report with recommendations for the future.

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 are critical skills. As a global university, Emory will continue to provide and strengthen opportunities for students to build cultural competency.

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Initiative 1 | Promote opportunities for global learning through study abroad and other international learning avenues

An international experience should be a central part of an Emory education. Experiential learning offers cultural exposure that the traditional classroom cannot match. As of FY2015, 40% of Emory undergraduates and 27% of graduate and professional students

have an international experience during their studies at Emory.

UPDATE: GSI is working with other relevant units to promote and support international internships, exchanges, study abroad, volunteering, and research 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 footprint, 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 (EAA) activity abroad to facilitate increased international alumni involvement, faculty engagement, and global visibility

The recent successes of the EAA’s internationalization efforts can be seen in the 22 active international chapters in 20 countries, increased alumni participation in admissions recruitment, international affinity groups, and international engagement in career networking and development programs. The EAA should continue to engage with international alumni to develop future Emory leaders and donors, with an emphasis on leadership 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 distinguished international alumni through the Sheth Distinguished International Alumni Award, targeted and coordinated communications, and other efforts.

UPDATE: In FY2016, EAA doubled its staffing assigned to cultivating international alumni relations. This team coordinates efforts to provide training for alumni leaders abroad, while GSI is working to foster connections between EAA and faculty. In FY2017, the cross-university committee that coordinates International Education Week each fall will work on ways to maximize the Sheth Distinguished International Alumni Award recipient’s visit to campus and to offer more interaction with the Emory community.

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 to magnify its impact abroad. With many universities expanding their global footprint, Emory must lead with its internationally recognized strengths 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 ICGEB-Emory Global 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, universities, and other organizations will form the basis for robust academic and research collaborations that will enhance the scholarship of Emory faculty.

UPDATE: In FY2016, Emory signed strategic partnership agreements with Hanban in China and Yonsei University in South Korea, as well as with the São Paulo Research Foundation (FAPESP) and Fulbright Brasil. Each of these agreements funds some manner of knowledge exchange, whether through the creation of a new tenure track professorship at Emory, the development of a travel bursary to fund collaborative research, or the opportunity to bring senior Brazilian scholars to campus to study and teach within the Emory community.

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 coauthor made up 19% of Emory's total research output. In 2015, 43% of Emory publications featured an international coauthor. Internationally coauthored publications received more than 6.6 times the citations than domestically coauthored publications alone. As Emory looks to further its international agenda, it must promote opportunities to bring together Emory faculty with researchers abroad to advance knowledge.

Initiative 1 | Invigorate scholarship through direct faculty exchanges.

More than 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 strategic partners abroad.

UPDATE: GSI has created a robust program of Fellowship Faculty Support focusing on Fulbright opportunities and is working on expanding this infrastructure to take advantage of other exchange opportunities as well, such as through the German Academic Exchange Service (DAAD). Additionally, strategic partnership agreements now facilitate travel and collaborative research between Emory faculty and scholars in Brazil and South Korea.

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 U.S. 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.

UPDATE: GSI and International Student and Scholar Services collaborate with Emory Government and Community Affairs to ensure that immigration remains a priority issue with our representatives at all levels of government.

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 leverages the resources of the 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.

UPDATE: The Halle Institute invites prominent experts on global issues to speak at Emory, sometimes in intimate gatherings and

other times in large public events, facilitating the Emory community's participation in global knowledge economies. Halle recently standardized its rubric for allocating funding to more explicitly support Emory's strategic priorities, hosting a range of internal seminars as well as cosponsoring national and international meetings on topics of global importance.

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 | Create a global engagement database.

One of the major weaknesses identified by the Task Force was a lack of awareness of Emory's wide-ranging global activities among both internal and external stakeholders. Emory's Global Health Institute has developed a global faculty directory that details what Emory's faculty are doing abroad and helps bridge the gaps between researchers, departments, and schools. Simultaneously, GSI has developed a global database of memorandums of understanding (MOUs) with Emory's institutional partners.

UPDATE: In FY2016, GSI completed an institution-wide assessment of international agreements and catalogued the results for easy tracking. In FY2017, GSI will work towards creating visualizations of faculty work abroad and international agreements and partnerships. This resource will inform faculty, students, and staff about Emory's global engagement.

Initiative 2 | 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, the Task Force proposed establishing a Global Services resource in the Office of Global Strategy and Initiatives (GSI).

UPDATE: This central resource, formed with input from Emory's Global Health Institute, has been in operation for over a year. It provides 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. Comprising expert staff and extensive online resources and country guides, Global Services is already changing the dynamics around international work at Emory for the better.

Initiative 3 | Facilitate intercultural and linguistic training opportunities for faculty doing research abroad

Language acquisition is a key facilitator in forming productive collaborations with partners abroad. To support faculty who are interested in expanding the scope and reach of their work into regions Emory has deemed strategic priorities, the university should ensure access to appropriate language training.

UPDATE: The Department of Spanish and Portuguese and the Confucius Institute offer specialized language acquisition training for faculty and staff interested in working in two

of our priority locations: Brazil or China. GSI is seeking opportunities to further expand and build upon these types of offerings.

GOAL 3

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 seeks 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 future engagement. These locations are aligned with Emory's mission and strengths and increase its ability to expand global activity in the future.

UPDATE: Each location has a unique profile of engagement, ranging from teaching and research to development and from admissions to alumni relations. Through a phased implementation, GSI has been forming planning and advisory groups to help coordinate institutional approaches to these priority locations in conjunction with campus experts, governmental representatives, and Emory leadership. For the latest on Emory's

engagement with individual countries, see below.

BRAZIL | Emory has over 40 faculty working on issues relating to Brazil, with particular strengths in Brazilian history, public health issues, and Portuguese language instruction. Emory has taken into account the Brazilian government's significant investment in education through programs like Science without Borders and other grant-based funding sources and is paying attention to existing partnerships with institutions such as University of São Paulo and with funding agencies like FAPESP.

To inspire and support faculty research collaborations, Emory has partnered with Fulbright Brasil for a five-year agreement to bring senior Brazilian scholars to Emory for a semester of teaching and research. The first Fulbright Brasil scholar will arrive on Emory's campus in calendar year 2017.

CHINA | Chinese students make up 41 percent of international students at Emory and 7 percent of the overall student body. 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. 3 country of origin.

Since designating China a priority location, Emory has deepened its ties with Nanjing University, primarily in the area of research collaboration and conference presentations. In FY2016, Emory also signed an agreement with Hanban to fund a tenure track position in the Department of Sociology. The Confucius Institute Assistant Professor in China Studies will join Emory in the fall of 2016.

ETHIOPIA | 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 in Ethiopia comes from its health collaborations, but isn't limited to the health sciences, as numerous faculty have projects in areas such as anthropology and law. More than 30 Emory faculty work on issues relating to Ethiopia, making it a top destination for Emory faculty, with over 130 faculty trips each year.

Since the launch of the global strategy, Emory has significantly strengthened its relationship with Addis Ababa University (AAU). As part of an agreement signed in FY2016, Emory's Woodruff School of Nursing will work with AAU to develop a nursing PhD program at AAU over the next five years. Emory is currently exploring opportunities for hosting Ethiopian scholars at Emory to inspire new collaborations and broaden the disciplinary scope of its engagement.

INDIA | India ranks as the top destination for Emory faculty with work abroad with over 140 faculty working on related topics. India is

the no. 5 international destination for Emory travelers, with over 175 trips each year, and Indian students represent the third-largest population of international students and the second-largest visiting scholar population. Strong engagement through the health sciences, humanities, and business positions the university well for future expansion and collaboration, while the Emory-Tibet Science Initiative, which brings together Eastern and Western scientific approaches, gives Emory a unique programmatic tie to India.

In FY2016, Emory formed a faculty advisory committee to identify next steps for strategic institutional partnerships in India. In FY2017, Emory hopes to sign agreements that will foster collaborative research. Emory will also continue to cultivate a strong relationship with governmental contacts in the U.S. and India that can help position Emory for future growth.

SOUTH KOREA | Emory's connection to South Korea dates back to 1893 when Yun Chi-ho became Emory's first international graduate. Since then, Emory's South Korean student population has grown to over 393 total students in 2015, making Koreans the second largest international student group on Emory's campus, which has resulted in a strong alumni chapter in Seoul with many prominent and distinguished alumni. 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 U.S. Ambassador to South Korea in the 1990s, and former U.S. President Jimmy Carter helped diffuse the nuclear situation in 1994.

In FY2016, Emory signed a partnership agreement with Yonsei University to facilitate future collaborations between Emory faculty and Korean colleagues. The first projects will be funded as a result of this agreement in FY2017.

STRATEGY 2 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 U.S. and abroad. To increase awareness of this work, Emory must actively promote its global impact 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 has been 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.

UPDATE: This initiative was successfully completed in FY2015.

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

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

UPDATE: In FY2016, GSI staff researched the relationship between global awareness of Emory and various global rankings systems, identifying the QS rankings and THE rankings as particularly relevant measures.

Also in FY2016, GSI launched a new website at global.emory.edu. A central communications hub for the work of the Halle Institute for Global Learning, Global Services, and GSI itself, this site will serve as a resource portal and will host various global engagement databases, country briefs, Halle event details, and engaging stories highlighting Emory’s global impact.

Next steps in this initiative include identifying media outlets in priority countries to promote awareness abroad of Emory’s investment and impact, creating a global Emory-branded photography database, and launching an #EmoryGlobal social media strategy.

STRATEGY 3 Facilitate and steward conditions for synergy among groups engaging in international work within the Emory and Atlanta communities.

The Halle Institute for Global Learning was founded on the principle that greater cross-cultural understanding occurs when people meet face-to-face. Emory believes this principle holds true within communities as well as across them. Opportunities abound to strengthen existing relationships and foster new connections around global work within the Emory community and the broader Atlanta community. The Halle Institute and GSI should provide opportunities for local people and groups engaged in global work to come together and explore possibilities for collaboration.

Initiative 1 | Partner across Emory's nine schools and associated units to further internal awareness of and opportunities for international collaboration.

There are faculty across Emory's nine schools and associated units who are conducting global research in the same region who may not know of each other. Likewise, there are staff who are recruiting and supporting international students and facilitating educational experiences abroad whose paths may never cross. Working within their distinct administrative structures, people whose professional interests align may or may not be aware of each other's work. GSI and the Halle Institute should facilitate opportunities for these faculty and staff to meet, share information, and collaborate.

UPDATE: In FY2016, the Halle Institute brought together faculty working in priority locations for updates on the country initiatives, and GSI convened staff from around the university to spearhead Emory's inaugural participation in International Education Week, a joint initiative of the U.S. Department of State and the U.S. Department of Education.

At the same time, GSI staff began meeting annually with study abroad personnel across the university to share Open Doors survey data. GSI also began bringing together international admissions personnel from across the nine schools and, at their request, created a central travel calendar through which recruiters may see each other's schedules and potentially collaborate on events.

These annual planning processes allow Emory to showcase the scope of its international education efforts and ensure that staff and administrators working in international education meet regularly throughout the academic year.

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

Emory has a unique advantage in being located in a thriving metropolitan city with many international connections. Hartsfield-Jackson Atlanta International Airport is the busiest passenger airport in the world, with over 100 million annual passengers connecting with nearly 80 international destinations in more than 50 countries. Atlanta is home to a diplomatic corps encompassing 26 nations, 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. Emory should partner with relevant consulates, organizations, companies, and communities in Atlanta to make the city—and Emory—an international destination.

UPDATE: GSI and Halle staff continue to invest in strengthening Emory's relationships with the Atlanta mayor's international office and the State of Georgia economic development office, as well as the Indian, Brazilian, and Korean consulates and several honorary consuls general in town. Mr. Nagesh Singh, the Consul General of India in Atlanta, presented the keynote address at the FY2016 India Week celebration and invited students on the planning committee to visit his family in their home.