

Goizueta Business School

Michael Sacks, assistant professor of organization and management at the Goizueta Business School, took a novel approach for the final project in one of his M.B.A. classes. Rather than having students analyze a diverse range of organizations, Sacks asked them to design a specific project for a local organization — a first-ever assessment of Atlanta's city parks.

Students presented their findings and recommendations to representatives from the project sponsor, the Arthur M. Blank Family Foundation, and to Mayor Shirley Franklin's office, turning the research into valuable information for the city. The students benefited by transferring skills from the classroom to a project whose recommendations actually can be implemented.

The parks project demonstrates two of Goizueta's goals: developing its internal community and reaching out to its external community. The business school has developed a number of initiatives to strengthen both and is seeing results as the initiatives are launched.

One of the first initiatives to be developed is a plan to

support the diversity of the internal community. The business school has established a diversity committee and has appointed a director of diversity and community initiatives. During the last year, Goizueta has doubled the number of underrepresented, full-time M.B.A. students enrolled through the Consortium for Graduate Study in Management.

Goizueta also is continuing to strengthen its faculty and student body while growing in academic areas where it has exceptional strength and student demand. The school already has made one faculty hire of national distinction for the 2007–2008 academic year and is planning others.

To help attract talented students, the new Goizueta Scholars program has been developed to support top high school students interested in business. The business school also is working with Emory College to create programs to meet the needs of all students.

The business school has achieved targeted growth in its Evening M.B.A. and Executive M.B.A. programs. The relatively new Ph.D. program is measuring success, in part, by its graduate hires, and has had

early success in placing graduates in top business schools.

In order to provide the best business education possible, Goizueta also is examining academics, particularly the M.B.A. program. A committee has analyzed the curriculum and is now developing new and innovative coursework. The curriculum will provide leadership development in both the undergraduate and M.B.A. programs and includes plans for a Leadership Institute — with support from major donors — that will develop its graduates into ethical leaders in the global business community.

Goizueta plans to strengthen its relationship with the business community and formed a team to coordinate a holistic approach to corporate relationship management. Members are developing a plan to re-energize relationships with key recruiters at targeted companies.

The school also is committed to providing executive education to the business community and is refocusing Emory Executive Development to provide comprehensive and customized executive learning solutions that deliver solid returns on investment.

—Victor Rogers

Graduate School of Arts and Sciences



Kay Hinton

When Emory graduate student Josh Plotnik enters the job market with a Ph.D. in psychology, he wants to find a position teaching at a research university, and continue to study complex social behavior in chimpanzees and elephants.

His prospects look great. He'll hold a doctorate from a respected university, and he's entering one of the best job markets since the 1960s. Plotnik and others like him will replace the thousands of 60-something baby boomers just beginning to reach retirement age.

But graduate students are not looking exclusively at jobs in the academy. They are also taking positions in museums, libraries, non-governmental organizations, government and industry.

The Graduate School and its new dean, Lisa Tedesco, are working to ensure that its graduates will be at ready to take on the challenges of both worlds — that they will be teachers, researchers and scholars who are prepared to contribute to the public good, working inside or outside the academy.

"We have a deep responsibility not to squander our resources," Tedesco said. "The care and mindfulness with which we proceed is exquisitely important."

The Graduate School is undertaking an assessment of its programs and policies to help map the way forward.

The Graduate School occupies a unique place at Emory. Its programs span every school in the university, giving it great flexibility to create interdisciplinary study. Along with a number of faculty colleagues, the dean and Graduate School staff are currently examining ways to assemble the best minds on campus to address issues.

One initiative on the drafting table is an institute for advanced graduate study that would provide a place for visiting professors, post-doctoral and graduate students,

and resident professors to work in an interdisciplinary context to engage the most complex issues of this day and on public scholarship. Later this spring, Tedesco hopes to engage a faculty group to explore ideas for structure and funding.

Another important priority is protecting funding for graduate fellowships in all fields. As the University confronts the downturn of a very robust cycle of external funding in the health sciences, Tedesco is seeking ways to ensure that funding for graduate students in the sciences stays strong at Emory.

Making a difference in the world and conducting interdisciplinary research for the greater good are not new concepts to the Emory Graduate School. Dennis Liotta, professor of chemistry and co-developer of Emtriva, an AIDS drug, regularly connects the humanities and social sciences to the health sciences. He said that 80 percent of projects in his area are done in collaboration.

"The real problems that face society are so complex that no one person is capable of asking or answering all of the questions," he said. "A collaboration comes closer because, by its nature, it involves more people, and students turn out to be the glue that holds it together. Students go back and forth among researchers and come up with their own insights."

Another important concern of the Graduate School is supporting graduate students. Tedesco would like to offer services to help students manage the challenges of graduate school, whether that involves satisfying degree requirements, making good arrangements for children and other dependents, or handling finances.

Tedesco says that the Graduate School has a brilliant future and the difficult, quiet work of assessment and planning currently underway will allow the school to excel. "We must look at how we have worked in the past and determine what will serve us best in the future," she said.

—Helen Anne Richards

Yerkes Research Center



Jack Kearse

The Yerkes National Primate Research Center, in collaboration with the Emory Vaccine Center, is bringing together, for the first time, scientists who study immune system function and scientists who study brain systems. The goal of such collaboration is to explore the possibility of developing therapeutic vaccines against noninfectious neurodegenerative diseases, such as Alzheimer's disease.

"The world-class immunologists, neuroscientists and brain imaging scientists at Yerkes and the EVC, coupled with state-of-the-art resources at both centers, such as the Yerkes imaging core, position Emory University as one of a very limited number of places worldwide capable of undertaking such an innovative challenge," said Yerkes Director Stuart Zola.

For more than seven decades, the Yerkes Research Center has been dedicated to advancing scientific understanding and to improving human health and well-being. Today, the Yerkes Research Center is a multidisciplinary research institute making land-

mark discoveries in the fields of neuroscience, microbiology and immunology, psychobiology and sensory-motor systems. The research advancements made at Yerkes have positioned the center well for its leading role in helping Emory University explore new frontiers in science and technology.

The Yerkes Research Center's unique positioning also is supporting the coupling of science and technology to develop a National Institutes of Health-funded Biomedical Informatics Research Network, which supports basic and translational research. Yerkes' role is to develop a test bed for linking brain imaging, behavior and molecular informatics in preclinical nonhuman primate models of neurodegenerative disease. The Yerkes BIRN test bed also will use BIRN resources for data sharing among the eight national primate research centers, as well as other regional centers.

Such knowledge sharing is a hallmark of the Yerkes Research Center's role as an international resource for research with nonhuman primates. To further the knowledge and

resources the center offers, Yerkes is redeveloping its field station located in Lawrenceville.

This satellite location houses approximately 2,300 of the center's animals and, in addition to supporting several areas of research, serves as the center's breeding colony.

"We're excited for construction to begin later this year on a new clinical veterinary medical and administration building," said Mark Sharpless, Yerkes' field station operations manager. "This new construction will complement the recently completed construction of specific pathogen-free animal housing facilities."

The SPF animal housing is paramount in supporting the center's work to produce SPF and genetically characterized rhesus macaques for NIH-supported AIDS-related research.

Yerkes also is investing in two center-wide programs to help researchers retain their research funding. The first is a mentoring program through which researchers will receive critical feedback from more experienced, internal colleagues before the researchers submit their proposals to the appropriate funding agencies.

The second program will provide monetary support between grants. Such bridging can be granted for ongoing projects when a competitive renewal application is not funded. This support is intended to allow researchers to continue their work from the time one grant ends until another begins.

—Lisa Newbern

Law School



Bryan Meitz

Emory Law student Tammy Wilder (right) helped middle school students with a mock trial during the Challenge and Champions summer camp program at Emory.

Dean David Partlett knew Emory Law School was good when he arrived on campus, but he's convinced that with the right people and programs, it can become the best.

"You can't have a great law school without a great faculty," he said. "And a great faculty brings in the best students. We'll build on our existing strengths and look for opportunities that we haven't tapped."

Initially, the Law School plans to increase its faculty from 46 to 57, which will result in a faculty/student ratio of about 10 to one. The school's strategic plan calls for the creation of several new endowed faculty chairs, which Partlett believes will allow the school to recruit in the top echelon of law faculty. By strengthening the faculty, he said, the law school will be able to attract the brightest students.

The Law School also plans to create several high-level research centers, modeled on the centers already operating in the school such as the Feminism and Legal Theory Project and the Center for the Study of Law and Religion. The centers would encourage the creation of new legal and social knowledge.

Martha Fineman, a Robert W. Woodruff professor at the Law School and director of the FLT Project, said that research centers can spark new scholarship simply by hosting workshops and conferences. "When

scholars gather around certain issues, they create an incredible energy," Fineman said.

The interaction can inspire new connections, taking research into new areas or suggesting new approaches, she said. "You might get a new perspective from younger scholars or international scholars or interdisciplinary work."

John Witte, the Jonas Robitscher Professor of Law and Ethics and director of the CSLR, said the law and religion center's work is concerned with "faith, freedom and the family – the three things people will die for." And Witte believes that the complexity of the issues the center explores requires research that intentionally crosses disciplinary boundaries.

In fact, he said, the six dozen CSLR projects completed to date have already connected the law school to 80 Emory faculty in more than 20 disciplines. Future work on law, religion and science themes might well involve participation by both religion and science, and collaboration with a new center for health, law and policy will involve research with the health sciences.

Interdisciplinary work, however, will not be confined to post-graduate work in research centers. Fineman, for example, will launch an oral history and law project this spring. Students will conduct interviews with law school graduates about the integration of Emory Law School in the 1960s during the tenure of Dean Ben Johnson. Their work will be added to a larger University project about race at Emory. Topics for other existing and proposed interdisciplinary courses include one with Goizueta about structuring mergers and acquisitions, another about law, religion and sociobiology, and new five-year projects just under way on the pursuit of happiness, law, religion and human rights, and law, religion and the Protestant tradition.

Witte said that to have material published at CSLR, it must contain highly reasoned and innovative answers to old questions or it must ask new questions. If the dean has anything to say about it, Emory Law School will provide the best atmosphere to find the answers.

—Helen Anne Richards

Candler School of Theology



Jon Rou

Candler School of Theology has a new dean this month, Jan Love, and on March 20 the school breaks ground on a brand-new building.

For Love, and for all at Candler, the new facilities symbolize the school's overarching goals, the first of which is nothing less than to "enhance the quality of religious and public life in America and the world."

The \$58.5 million two-phase project will begin with a structure behind Bishops Hall to house classrooms, faculty and administrative offices, and the University's Ethics Center. The second phase will involve demolition of Bishops Hall and the construction of a new home for Pitts Theology Library. The Graduate Division of Religion and the Religion Department of the College will be lodged in what is now Pitts Library on the Quad.

"Altogether, Emory will have a religion complex that

will include Candler, the Ethics Center, Pitts Library, Cannon Chapel, the Graduate Division of Religion, and the Religion Department of the College," said Love.

"It is almost unique in higher education for a university to comprehend, acknowledge and embrace the significance of religion to the human spirit in the way that Emory has done," she added.

Given the historic role that Candler has played in the life of the University, said Love, "we have an extraordinary opportunity to continue producing Christian leaders who are well trained theologically, ethically aware and engaged in making a positive difference in the world."

Making a difference in the world, reaching out into the world, across faith groups and across campus, are among Candler's goals that articulate exactly how Candler faculty, staff and students will go about enhancing religious and public life.

"One of our great strengths is the training of Christian leaders who have experience and depth of encounter with other faith traditions," Love said. "That's an exciting part of what it means to come to Candler."

"Our strategic plan builds on Candler's strengths," said David Petersen, professor of Old Testament and co-chair of the faculty strategic planning committee, along with Bandy Professor of Preaching Tom Long and Associate Dean of the Faculty Gail O'Day.

"Emory is unique in its ability to include in a significant way discourse on religion and theology throughout the University," said Petersen. "There is no other university that does that. It's a hallmark. It allows us to recruit well, because students are proud to be part of that community."

—Elaine Justice

Institute for Advanced Policy Solutions

Rising health care costs represent one of the most important domestic policy issues facing employers, families and government. Since 2000, the cost of health insurance has increased by nearly 60 percent — about three times the rate of growth in wages.

To date, solutions proposed for addressing the issue seem ill equipped to drive major changes in the health care industry. Factors generating the rise in health care are complex and proposed solutions have been largely ineffective. The United States spends nearly 50 percent more on health care than other countries, yet our

health care outcomes (infant mortality, life expectancy) are about average when compared to other countries.

The new Institute for Advanced Policy Solutions is designed to forge new, innovative solutions to key policy issues, such as health care, that are facing the United States.

Researchers from across Emory, as well as visiting scholars from other universities, think tanks and the private sector, will be housed in the new institute, working in close collaboration. The teams will be organized around several key policy issues that will rotate every two to five years.

The institute teams will

operate as "skunk works," a term that has evolved to mean a small, loosely structured team that works outside of administrative structures to develop extraordinary projects. Many of Lockheed's aircraft and the Macintosh computer are products of skunk works.

An initial focus of the institute will be to establish a broad, interdisciplinary, cross-school and cross-institutional research group to tackle the high and rising costs of health care and to create ways to improve the value of health care spending.

The team's activities will include developing a university-wide seminar series on

health and health care, a series of reports, meetings with key industry and government leaders and a blueprint for reform that would be released at a major conference at Emory.

Health care is a logical first issue for the institute. In addition to its critical importance in the U.S., Emory already has a strong interdisciplinary team ready to address the issue, needing only modest seed funding. The institute director, working with Emory leadership, also could raise external funding easily to finance the ongoing work of institute faculty.

The skunk works team can be built through the Emory Center for Health Outcomes and Quality, which is a multidisciplinary research

center designed to address the nation's most compelling health policy issues. The Center is focused on improving the value and quality of health care and is organized around three key areas — mental health, cancer and chronic disease. The Center serves as the engine for embedding cutting edge policy and health services research into delivery systems, workplaces and cultures.

Emory's investment in the institute will have far-reaching effects in critical areas, and developing a collaboration to address such important policy questions is an ongoing contribution to the well-being of society.

—Kenneth Thorpe