



EMORY

L A N E Y
G R A D U A T E
S C H O O L

Governance and Organization

*CGS New Deans Institute
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Overview

- Emory University and the Laney Graduate School
- Organization and Structure of LGS
- Priorities
- LGS Governance, Advisement and Engagement
- From Excellence to Eminence: Thoughts on Strategy



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Facts and Figures

- **13,000 students**
- **6,000 graduate and professional students**
- **7,000 undergraduates**
- **1,800 students in the Laney Graduate School**
- **43 graduate degree programs**
- **AAU Member, 1995**
- **Graduate School Established, 1919**
- **Emory University Established, 1836**



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Graduate Programs

Humanities	Social Sciences	Natural & Biomedical Sciences
<p>Doctoral (8)</p> <ul style="list-style-type: none">• Art History• Comparative Literature• English• French• Institute of the Liberal Arts• Philosophy• Religion• Spanish <p>Masters (3)</p> <ul style="list-style-type: none">• Bioethics• Film Studies• Music	<p>Doctoral (11)</p> <ul style="list-style-type: none">• Anthropology• Behavioral Sciences & Health Education• Business• Economics• Educational Studies• Health Services Research & Health Policy• History• Political Science• Psychology• Sociology• Women's Studies <p>Masters (2)</p> <ul style="list-style-type: none">• Development Practice• Educational Studies	<p>Doctoral (8)</p> <ul style="list-style-type: none">• Biomedical Engineering• Biostatistics• Chemistry• Epidemiology• Biological and Biomedical Sciences – nine interdisciplinary programs• Math & Computer Science• Nursing• Physics <p>Masters (2)</p> <ul style="list-style-type: none">• Clinical Research• Math & Computer Science <p>Other: MD/PhD</p>



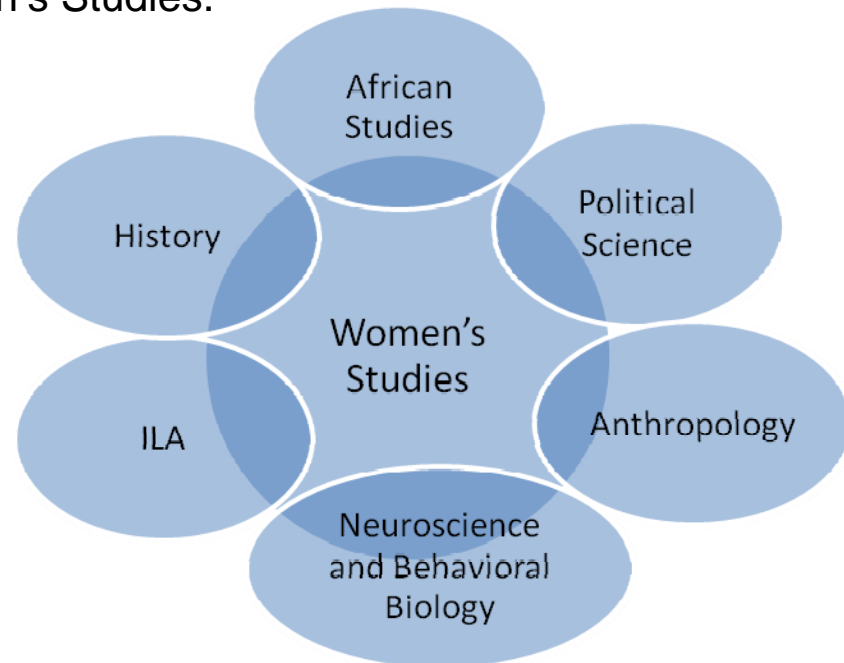
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Graduate Faculty, Interdisciplinary Programs and Interdisciplinary Work

LGS offers interdisciplinary programs and strongly encourages graduate faculty and students to engage in interdisciplinary work. Some of these offerings include the Graduate Institute of the Liberal Arts, the Graduate Division of Biological and Biomedical Sciences and Women's Studies.

For example....





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Organization

LGS Central Offices & Working Groups

- Academic Affairs
- Evaluation & Assessment
- Student Affairs – Student Progress
- Finance, Budget, Student Accounts
- Admissions, Recruitment & Diversity
- Registration, Enrollment, International Student Visas
- Communications
- Fellowships
- Professional Development Programs
- Development & Alumni Relations

LGS External Offices & Working Groups

- Directors of Graduate Studies
- Program Assistants & Liaisons
- Interdisciplinary Offices
- Faculty Associates



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Priorities

Grow With Excellence

- Program Growth & Faculty Distinction
- Competitive Awards

Develop Funding

- Align Funding Structures
- Strengthen Alumni Community
- Pursue Significant Gifts & Build Endowment
- Enhance Annual Giving

Study Complex Problems

- Authentic Interdisciplinarity
- Public Scholarship
- Public Good
- Courage and Leadership

Support Student Professionalism

- Grants Culture
- Student Progress
- Professional Placement
- Quality of Student Life
- Leadership & Ethics



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Governance

Executive Council

- 9 faculty, three from each division
- 9 meetings per year
- The Executive Council reviews proposals for new courses or programs, and for changes in existing courses or programs on a rolling basis.

Directors of Graduate Studies

- One director per graduate program and sub-program of the GDBBS
- 4 meetings of all DGSs per year; 2 meetings per division, per year

Other University Representatives

- Appointments Committee (2-year term)
- University Senate & Faculty Council (3-year term)



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Advisement: Leading in the New Economy

Laney Graduate School Advisory Committee

- Convened to consider how LGS can thrive in the new context of diminished overall resources, at Emory and in higher education more broadly
- Advise on broader questions about the strategic priorities of graduate education at Emory, about the financial, intellectual, and community resources and opportunities available or that can be obtained, and about how to articulate and promote a common future for graduate education at Emory



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Advisement: Leading in the New Economy

Principles for Funding Graduate Education

- Doctoral education is a public good.
- The strength of a university's research culture depends upon the vitality of its doctoral programs.
- The success of Emory's strategic plan depends critically on robust doctoral programs in a wide range of disciplines.
- Emory's doctoral programs add value to the entire university.
- LGS is committed to securing the resources required to sustain and build robust doctoral programs.
- LGS is committed to wise stewardship of central university resources.
- Funding of Emory's doctoral programs requires partnership across units and schools.

Accomplishments



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Engagement:

- **Board of Trustees Academic Affairs Committee**
- **Provost's Council**
- **Council of Deans**
- **Woodruff Health Science Research Advisory Committee**
- **Emory College of Arts & Sciences Round Table**
- **Emory Global Health Institute Advisory Board**
- **Institute for Developing Nations Advisory Board**
- **Community Engaged Learning Initiative Steering Committee**
- **University Leadership Search Committees**



Governance and Organization; Dean Lisa A. Tedesco
CGS New Deans Institute, July 10, 2010

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“Does culture eat strategy for lunch?”

- Deborah Hopen, *Editor's Notebook*,
The Journal for Quality and Participation, July 1, 2008

<http://www.allbusiness.com/company-activities-anagement/management-corporate-culture/11577991-1.html>

- Linda Ford, *The Fourth Factor*, 2007



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“Attention is the currency of leadership. Getting people to pay attention to tough issues rather than diversions is at the heart of strategy.”

- Ronald A. Heifetz, *Leadership Without Easy Answers*, 1994