

POSITION DESCRIPTION AND CANDIDATE SPECIFICATION
Executive Vice President for Health Affairs



EMORY
UNIVERSITY

Woodruff Health
Sciences Center



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Emory University

Executive Vice President for Health Affairs

February 2022

Leadership Opportunity at Emory

Emory University invites applications and nominations for the position of Executive Vice President for Health Affairs (EVPHA). Physician leaders who have experience at leading, managing, and growing academic health centers; directing a medical school unit and clinical enterprise; a track record of innovative health care business strategy; the experience of leading teams to execute strategies to compete in a highly competitive and evolving health care delivery environment; a strong record of academic biomedical or public health research; a reputation for uncompromising integrity and an unwavering moral compass; and a commitment to diversity, equity, and inclusion are encouraged to explore this exciting senior leadership opportunity at one of the nation's leading research universities. This is a unique opportunity for candidates with a compelling vision for the future of health sciences and health care nationally and internationally.

The health sciences and health system at Emory are organized as the Woodruff Health Sciences Center (WHSC). The EVPHA leads the WHSC, which includes the schools of medicine, nursing, and public health; Emory Healthcare, one of the nation's major academic health centers and the most comprehensive health care system in Atlanta and Georgia; the Winship Cancer Institute; the Yerkes National Primate Research Center; and other units and centers. Among the direct reports to the EVPHA are the deans of the Emory School of Medicine, Nell Hodgson Woodruff School of Nursing, and Rollins School of Public Health, along with the CEO of Emory Healthcare and the executive director of Winship and director of Yerkes. The EVPHA is expected to build on the distinctive strengths of these units and the collective whole of the WHSC and, through collaboration with the entire university, to become the nation's leading health sciences center in transforming health and healing through education, discovery, prevention, and patient care. The EVPHA reports to President Gregory L. Fenves as one of three executive vice presidents.

As an Association of American Universities research university, Emory is ranked No. 21 according to *U.S. News & World Report* for 2022. From the early 20th century, when Emory first acquired a medical school and then its first hospital, Emory has been at the forefront of medicine, putting research into lifesaving action and disease prevention. Today, the School of Medicine is ranked No. 22 for research-oriented medical schools, the School of Public Health is ranked No. 4, and the School of Nursing ranks No. 2 for its Master's Program and No. 8 for Doctor of Nursing Practice.

Emory Healthcare includes 11 hospitals with more than 2,700 beds, more than 2,300 physicians, and five million inpatient and outpatient visits at more than 250 locations with more than 23,800 employees who serve more than 864,500 unique patients annually. Nearly half of Atlanta's "Top Doctors" come from Emory Healthcare, Emory Healthcare Network, Emory medical staff, or faculty of the School of Medicine. *U.S. News & World Report* ranks Emory University Hospital No. 1 in Georgia, with Emory Saint Joseph's Hospital ranked No. 2 and Emory University Hospital Midtown No. 5, and four of Georgia's 10 Magnet hospitals are part of Emory Healthcare, the most number for any Georgia health system. The growth of Emory Healthcare during the past five years has been substantial, with the addition of more than 700 inpatient beds and 1,300 physicians. During the same period, inpatient admissions have increased by 43% and net operating revenue grew by 65% to \$5.4 billion.

Emory is one of the most research-intensive universities in the country—home to world-class biomedical research and exceptional faculty, physician-scientists, and researchers. During the past five years, Emory’s biomedical research funding in the WHSC increased more than 55%, with a record \$894 million in research funding awards in FY21—even more remarkable for having been achieved during the pandemic. In FY21 Emory ranked third nationally in funding from the National Institutes of Health (NIH) for COVID-19 research. For NIH research funding awards in 2020, Emory’s School of Medicine was ranked No. 14, with the School of Nursing No. 5 among nursing schools and the School of Public Health No. 4 among schools of public health. Within the medical school, pediatrics is ranked No. 1 nationally in NIH funding, biomedical engineering is No. 3, pathology and laboratory medicine is No. 6, and surgery is No. 10.

The university is proud that its researchers changed the course of the HIV/AIDS epidemic, and Emory’s research on serious infectious diseases, such as COVID-19 and Ebola, has been crucial to the world’s health. Most recently, molnupiravir—which was invented by Emory scientists—has received Emergency Use Authorization from the U.S. Food and Drug Administration as an orally administered therapeutic for COVID-19.

The university has recently announced the public phase of a bold, comprehensive campaign with a goal to raise \$4 billion by 2025. The campaign priorities of the WHSC units are focused on faculty, research, education, and patient care, with a goal of \$3 billion. The EVPHA will work closely with the president to achieve the goals of the campaign in the health sciences and the clinical enterprise. Emory’s endowment was valued at \$11 billion at the close of FY21, of which \$4.3 billion is designated for schools and units in the WHSC. The endowment and the achievement of the campaign goals will empower a bright future for the WHSC.

Located in Atlanta, Georgia—the ninth-largest metropolitan region in the United States and one of the fastest growing, most vibrant, and diverse American cities—Emory is deeply committed to a campus culture in which faculty, staff, and students are welcomed and able to bring their whole selves to the shared purpose of serving humanity. Atlanta, a cradle of the civil rights movement, creates many opportunities as well as a responsibility for the university to lead in diversity, equity, and inclusion on campus and in serving the health needs of the people of the city and region.

Aspirations and Expectations for Emory’s Executive Vice President for Health Affairs

Emory seeks a visionary, ambitious, and experienced leader for our top-ranked health sciences programs and outstanding academic health center. The EVPHA will be expected to accelerate the trajectory of the tripartite mission of education, research, and clinical care that builds on distinctive strengths and opportunities at Emory. This position provides an enormous opportunity to shape the next era of innovation in research, training, and health care delivery at a premier academic health center within a research-intensive university located in one of the fastest-growing and most diverse metropolitan regions in the nation.

The EVPHA will be expected to articulate a vision, set the strategic goals, and execute on the strategy to achieve these goals. He or she will have a deep understanding of the future of biomedical and public health research, along with insights into the priorities of funding agencies, and be responsible for growing the research enterprise across multiple academic programs. The EVPHA must also recruit and support faculty, physician-scientists, researchers, and clinicians, as well as encourage and support innovative educational programs across the health sciences. The EVPHA is expected to be the guiding leader in advancing diversity, equity, and inclusion for faculty, staff, and students in the WHSC. These responsibilities must be executed with integrity—consistent with the values, reputation, and international standing of Emory.

Within the WHSC, Emory Healthcare is the most comprehensive health system in Georgia and the largest academic health center in Georgia, the eighth-largest state by population. The EVPHA will have a leading role in driving the growth of Emory's health care system. The EVPHA establishes performance expectations, accountability for performance, and in turn is accountable for achieving the operating and financial benchmarks for Emory Healthcare. The CEO of Emory Healthcare will report to the EVPHA, and the EVPHA provides oversight of the CEO and Emory Healthcare executive team to ensure the delivery of high-quality, patient-centered, cost-effective clinical care with strong operating and financial metrics. The EVPHA, in concert with the CEO, will position Emory Healthcare to grow through strategies and innovations that address the challenges of a dynamic health care landscape in a competitive market by leveraging Emory's premier academic health center.

Emory Healthcare is a 501(c)3 nonprofit organization, with Emory University as its sole member. Under the leadership of the Emory University Board of Trustees, along with President Fenves, the governance functions of the Emory Healthcare Board are reviewed with the goal of supporting Emory Healthcare in its strategy, growth, and quality as a preeminent academic health center. The EVPHA will be a member of the Emory Healthcare Board and have a central role in shaping the governance functions as well as establishing accountability and performance measures that are routinely reported to governance.

The EVPHA will be fully engaged in the School of Medicine's excellence-to-eminence strategic plan to reach a top-10 ranking in terms of NIH funding. He or she will strengthen the integration of the School of Medicine with Emory Healthcare through basic and translational research and training the next generation of physicians and health professionals; recruiting and supporting faculty-physicians; and accelerating innovations in clinical research from the laboratory to patient care. The EVPHA will be arriving just as the largest research facility on campus—the 350,000-square-foot Health Sciences Research Building II—is being built. In summary, the EVPHA is expected to dramatically strengthen the virtuous cycle of research and clinical innovations that drives increased demand for health care services and allows continual investment in the academic health center enterprise.

The School of Nursing has one of the strongest records of NIH-funded research among schools of nursing; the EVPHA will be expected to support the school in increasing the rankings, along with continued growth of interdisciplinary research and clinical research led by School of Nursing faculty and within Emory Healthcare and partner health care systems. The EVPHA will strengthen the partnership of the School of Nursing and Emory Healthcare through training the next generation of nurse leaders and supporting initiatives to assure that nursing leaders in academia and practice advance and accelerate innovation in care delivery. He or she will be expected to focus on enhancing interprofessional education, across multiple schools and programs, to drive the future of care-delivery models while preparing our students to work as teams to deliver high-quality, patient-centered care.

With a new dean of the School of Public Health joining Emory in July 2022, the EVPHA is expected to enable Rollins to solidify its ranking as a top-3 school of public health. Adding to two existing Rollins buildings totaling 315,000 square feet, the new 500,000-square-foot R. Randall Rollins Building will open in fall 2022, enabling future growth of the school. The O. Wayne Rollins Foundation recently committed a \$100 million endowment gift for student success and faculty excellence at Rollins. In public health, the WHSC has strong collaborations with Emory's neighbor, the Centers for Disease Control and Prevention (CDC), and global health organizations, several of which are based in Atlanta.

The Winship Cancer Institute is an NCI-Designated Comprehensive Cancer Center that has been expanding both its clinical programs and basic and translational research activities. The EVPHA will partner with Winship, the School of Medicine, and Emory Healthcare to grow research in cancer, increase clinical trials, and ensure that team-based clinical care in oncology is of the highest quality, providing the best outcomes possible. A new hospital tower for cancer with up to 100 beds will be completed in 2023, accelerating the growth of Winship. A significant amount of

research is conducted at the Yerkes National Primate Research Center, and the EVPHA plays a key role in the growth in research and impact of the center. Finally, the EVPHA will provide oversight and coordination of the other institutes and centers within the WHSC and look for opportunities to lead and develop promising new initiatives.

Within the WHSC and across the university, there are major efforts underway focused on data science and artificial intelligence in solving human problems and addressing societal needs. This is especially true in the health sciences and health care, where innovation in technology, application, and implementation can dramatically improve health, health care, patient outcomes, and public health. The EVPHA will have an essential role in growing this signature theme at Emory.

Emory's EVPHA will be expected to build on the extensive clinical, training, and research partnerships with the Grady Health System, Children's Healthcare of Atlanta (CHOA), and the Atlanta Veterans Administration (VA) Medical Center. Emory's School of Medicine faculty practice at Grady along with Morehouse School of Medicine faculty, providing top-quality care for all who need it at one of the best trauma centers in the nation. CHOA is the leading pediatric health system in the Southeast, staffed by School of Medicine faculty, with a highly successful joint institute devoted to research and training in pediatrics—the Emory + Children's Pediatric Institute. In addition, Emory has strong research, training, and clinical collaborations with the VA.

As one of three executive vice presidents at Emory, each of whom reports to President Fenves, the EVPHA is a member of the Presidential Leadership Team (PLT). The EVPHA works collaboratively across Emory's campus and academic programs, and within the PLT, to provide inspirational leadership to achieve the ambitious goals of the university.

In addition to reporting to the EVPHA, the deans of medicine, nursing, and public health have a reporting relationship to the executive vice president for academic affairs and provost, Ravi Bellamkonda, and those deans serve on the Council of Deans. Faculty affairs, policies, and promotion and tenure are primarily the responsibility of Provost Bellamkonda. The EVPHA evaluates faculty tenure-and-promotion decisions from the WHSC schools and forwards recommendations to Provost Bellamkonda for review at the university level. The EVPHA will partner with Provost Bellamkonda to grow the research enterprise across the university, recruit outstanding faculty, strengthen the role of innovation and entrepreneurship, and build new collaborations with universities, research organizations, nonprofits, and the private sector. The EVPHA also partners with the provost on interdisciplinary education, new academic programs, and initiatives that span the university. Working with Provost Bellamkonda, the EVPHA will continue to build deep partnerships with the nearby Georgia Institute of Technology (Georgia Tech), including the Wallace H. Coulter Department of Biomedical Engineering that is located jointly within the School of Medicine and the Georgia Tech College of Engineering.

The EVPHA is responsible for the budget of the units in the WHSC. Given that the WHSC is a consolidated academic health care center, the EVPHA, along with the CEO of Emory Healthcare, partners with the executive vice president for business and administration and chief financial officer, Christopher Augustini, on funding the long-term strategic priorities, the annual operating budget for Emory Healthcare, financial planning and performance metrics, capital allocation, and other strategic business decisions. The EVPHA is a member of the university's Integrated Financial and Budget Committee, which is responsible for university budget matters and the development of the integrated financial plan for the university.

Emory has a marvelous history of philanthropic support, and the WHSC receives significant resources from generous benefactors. The EVPHA plays an important role in engaging prospects and soliciting and stewarding donors across the health sciences in collaboration with President Fenves and with the support of the development staff. As noted above, in October 2021, President Fenves launched the public phase of a bold, comprehensive campaign, and with three and a half years remaining, it will require the EVPHA's commitment to the fundraising goal of \$2.7 billion for the units in the WHSC in partnership with the president and the university's advancement organization. The EVPHA will have a lead

role in the Emory Healthcare campaign, particularly leveraging grateful patients to build on the strengths of clinical service lines to benefit patients, serve the community, and distinguish Emory in providing health care services.

The Emory University Board of Trustees is the institution's governing body, establishing policy and exercising fiduciary responsibility for Emory's long-term growth and well-being. The board and its Executive Committee act on recommendations from board committees and university officers. The EVPHA is the responsible executive for the board's Robert W. Woodruff Health Sciences Center Committee and works with the chair of that committee to develop agendas and recommendations for committee actions in accordance with established governance pathways. In addition to the Woodruff Health Sciences Center Committee, the EVPHA interacts regularly with the following committees of the Board of Trustees: Audit and Compliance; Academic Affairs; Finance; Executive Compensation and Trustees' Conflict of Interest; and Real Estate, Buildings, and Grounds.

For this to be a transformational appointment for Emory, in five years the EVPHA will be expected to have accomplished:

- Maximizing the synergies of the tripartite mission to increase the value proposition of Emory's academic health center and brand.
- Emory Healthcare having grown strategically with strong operating and financial performance based on world-class, enterprise-wide services that leverage discovery, translation, and innovation in clinical care, thus attracting patients in metro Atlanta, regionally in Georgia and the Southeast, and nationally and internationally. In addition, the financial performance of Emory Healthcare will be sufficient to ensure adequate reinvestment in capital infrastructure and academic support for the School of Medicine.
- Within Emory Healthcare, expanding the number of Magnet-designated hospitals from four to six.
- The School of Medicine being ranked consistently in the top-15 for NIH funding with the path to a top-10 ranking in 10 years.
- With regard to NIH funding, the schools of public health and nursing will be in the top-3 and top-5, respectively.
- Major growth in the research enterprise, especially interdisciplinary research, in the biomedical sciences, artificial intelligence, technology, and policy.
- A culture of innovation that pervades the tripartite mission of education, research, and clinical care.
- A welcoming and supportive environment for all faculty, physicians, staff, students, and trainees characterized by demonstrated actions in diversity, equity, and inclusion.

Candidate Specification

In considering candidates for this opportunity at Emory, the EVPHA Search Advisory Committee is enthusiastic about leaders who have an inspiring track record in health care at academic health centers. The committee is especially interested in candidates who have a compelling vision for the future of health sciences; have experience in growth strategies in competitive health care markets; and understand the advantages of integrating research, innovation, and training with clinical care to shape the future of academic medicine and high-quality health care delivery. The committee is looking for candidates who will work collaboratively across the university to identify opportunities for research funding and growth to achieve the goals of the schools and units within the WHSC.

In this context, the Search Advisory Committee will prioritize the following qualifications and experience:

- Success as a senior leader in an academic health center with a track record of transformative change that includes measures of accomplishments and impact.
- Experience in developing and implementing strategies to maximize patient safety and quality with the rapidly changing dynamics in health care delivery, market consolidation, labor challenges, and payor contracts, while creating value for patients, payors, employers, employees, and the community through partnerships, risk sharing, technology, and other innovative approaches.

- Significant accountable responsibility for budgeting, financial performance, and growth of a major health science unit and use of data to improve performance and build programs to drive growth.
- Demonstrated success in recruiting, inspiring, and mentoring a diverse senior leadership team and providing direction to achieve best-in-class performance of the organization.
- A compelling understanding and record of advancing diversity, equity, and inclusion in academic and health care settings.
- A strong record of articulating innovative approaches for education of multiple types of health professionals, especially interprofessional education, and achieving education and training goals within an integrated health sciences center.
- A deep understanding of future trends in biomedical research; success in executing on research strategy; a strong record of leading growth in biomedical research funding; demonstrated experience in building interdisciplinary research programs and infrastructure to support research growth and impact. The committee is particularly interested in candidates who can envision the impact artificial intelligence will have on biomedical research, clinical care, and public health.
- A record of supporting the translation of discovery to health care innovations and growth of clinical research.
- A vision for the role of public health to improve the health of communities and eliminate disparities in health outcomes.
- Demonstrated success in recruiting outstanding faculty, clinicians, and executives, along with supporting well-being of clinicians, mentorship, and professional development.
- Proven experience in development and fundraising, including personal involvement in major gifts cultivation, solicitation, and stewardship.
- An ability to lead effectively in a complex organization with multiple lines of authority, responsibility, and accountability.
- Leadership positions at the national or international level in clinical health care, professional societies and other organizations, national societies and academies, and policy boards.
- An MD and record of clinical leadership within a school of medicine and academic health center.
- Academic credentials and a record of research achievement that merit appointment at the rank of a tenured full professor at Emory.

As the responsible executive for health sciences and health affairs, and as a senior leader of Emory, the following personal characteristics are essential:

- Ethical and principled, with strong values, moral compass, and impeccable integrity.
- Aspirational and ambitious and able to motivate and empower others to be the same.
- A personal commitment to a diverse, inclusive, and equitable organization at all levels.
- Effective communicator who seeks to understand by listening and communicates with stakeholders in the university and stakeholders beyond the university, including the public.
- Decisive, even in the face of uncertain information.
- Collaborative, fair, and transparent as a leader; able to delegate with clear goals and metrics; values innovative ways to achieve goals; holds others accountable and holds themselves accountable.
- Self-aware and reflective, with a high degree of emotional intelligence.
- Optimistic, enthusiastic, inspirational, passionate, and authentic.

The Search Advisory Committee will look favorably upon candidates who have additional qualifications and experiences, including, but not limited to:

- An advanced degree or certificate in business, health policy and administration, or the equivalent.
- Experience with licensing and spin-out of inventions and partnerships with the private sector to scale innovations.
- A record of engagement with federal, state, and local government officials on health care and health care finance.
- Experience with civic, corporate, or nonprofit boards of directors.

Applications and Nominations

President Gregory L. Fenves, chair of the search, and the Search Advisory Committee invite inquiries, nominations, and applications for the position of executive vice president for health affairs. The Search Advisory Committee membership is attached herein. Emory has retained the services of Dr. Ilene H. Nagel of Education Executives, LLC to assist with this search. Dr. Nagel is joined by her colleagues, Neal Cohen, MD, and Charlie Kaler. Please submit all nominations and any materials you wish to provide to emory.evpha@edexsearch.com.

Emory University is dedicated to providing equal opportunities and equal access to all individuals regardless of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran's status. Emory University does not discriminate in admissions, educational programs, or employment on the basis of any factor stated above or prohibited under applicable law. Students, faculty, and staff are assured of participation in university programs and in the use of facilities without such discrimination. Emory University complies with Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veteran's Readjustment Assistance Act, and applicable executive orders, federal and state regulations regarding nondiscrimination, equal opportunity, and affirmative action. Emory University is committed to achieving a diverse workforce through application of its affirmative action, equal opportunity, and nondiscrimination policy in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.

Inquiries regarding this policy should be directed to the Emory University Office of Equity and Inclusion, 201 Dowman Drive, Administration Building, Atlanta, GA 30322. Telephone: 404.727.9867 (V) | 404.712.2049 (TDD).

Accomplishments in the Woodruff Health Sciences Center, 2016–2021

Constructive Culture

- Both the WHSC and Emory Healthcare have launched comprehensive strategic plans during the past five years, with constructive culture and diversity, equity, and inclusion as key strategic priorities.
- Emory Healthcare launched a new Office of Well-Being to focus on provider health and wellness as well as researcher well-being, and appointed the health system's first-ever chief diversity, equity, and inclusion officer.
- Development and major dissemination of a "Lean" culture across Emory Healthcare through the Kennedy Initiative for Patient-Centered Care and creation of the EmPower program, bringing impact and voice to the front-line staff through tiered huddles and process-improvement initiatives across all levels of the organization.

- Philanthropic support to the health sciences at Emory has more than doubled from an annual average of \$149.3 million during FY12–FY16 to \$312.5 million during FY17–FY21.
- In 2018, the Robert W. Woodruff Foundation pledged \$400 million to the Woodruff Health Sciences Center to find new cures for disease, develop innovative patient-care models, and improve lives while enhancing the health of individuals in need through the construction of a new Winship hospital tower and a second Health Sciences Research Building. This transformational gift was the largest ever received by Emory. It was followed by a Woodruff Foundation gift of \$90 million in 2020 to support expansion of pediatric research through Emory’s partnership with CHOA.
- The WHSC’s annual economic impact on the Atlanta community has increased from \$7.5 billion in FY16 to \$12.3 billion in FY21.
- Employment in the WHSC has grown to more than 33,500, a 35% increase since 2016, helping to make Emory the largest employer in metro Atlanta.

Interprofessional Education and Collaborative Practice

- Enrollment across the schools of the WHSC is up 15.7% since 2016.
- The Woodruff Health Educators Academy was created to bring together educators across the health sciences at Emory to promote and support the practice and scholarship of teaching and learning. The group hosts salons and symposia and has recently launched a health professions education journal.

Transforming Care

- Emory Healthcare has experienced unparalleled growth with its annual total operating revenue reaching \$5.5 billion— a growth of more than 80% in the past six years.
- Guided by its Clinical Network Strategy, Emory Healthcare has added 56 practices since 2016—26 of which are primary care—significantly increasing access to top-quality care for people in need throughout the state.
- From 2016 to 2021, inpatient admissions are up 45.6%, hospital outpatient visits are up 35.1%, and physician group plan outpatient visits are up 31.2%. Hospital beds have increased by 890 during the same period.
- The health system has received numerous awards for quality during the past five years, along with an increase in the number of its hospitals earning Magnet status for nursing excellence. Emory Healthcare is the only health system in Georgia with four Magnet-designated hospitals.
- Emory Healthcare has become the official health care provider of the Atlanta Braves, Atlanta Falcons, Atlanta Hawks, and Atlanta Dream, as well as the Harlem Globetrotters and other sports teams.
- Unique partnerships and collaborations during the past six years have increased patient access and improved outcomes, including creation of the Emory + Children’s Pediatric Institute, an innovative collaboration with Kaiser Permanente, and revision of the Emory/Grady/Morehouse partnership.
- Emory Healthcare has achieved some of the highest documented survival rates from COVID-19 in the world.
- In addition, Emory Healthcare has facilitated coordination with other large local health systems to maximize the

ability of all systems in the area to provide the best COVID-19 care for the Atlanta community and world-class COVID-19 information and care to all.

- According to *Atlanta* magazine, nearly half of Atlanta's top doctors come from Emory Healthcare, Emory Healthcare Network, Emory medical staff, or faculty of the School of Medicine.

Innovative Discovery and Data Science

- WHSC research has experienced 57% growth in external research funding since 2016, with a total of \$894 million in 2021.
- Emory scientists have been involved in developing and/or assessing many of the authorized vaccines and key treatments and tests currently being used to fight COVID-19. In the first four months of FY22, researchers at the WHSC submitted proposals for \$431 million with \$221 million in awards received. During the previous year, COVID-19 funding made up 12% (\$107 million) of the total research funding, which, at \$894 million, was the highest in university history. Emory has more than 1,000 publications and preprints related to COVID-19.
- Several innovative comprehensive centers and institutes have launched since 2016, including the Goizueta Institute @Emory Brain Health, the Morningside Center for Innovative and Affordable Medicine, the Emory Healthcare Innovation Hub, the Emory Injury Prevention Research Center, the Emory Global Diabetes Research Center, the Center for Data Science, the Sports Performance and Research Center, and the Emory Musculoskeletal Institute.
- Beginning in September 2016, 10 rounds of Synergy Awards have been given to date—70 projects totaling \$6.73 million. The fourth round was cosponsored by the Office of the Provost and branded “Synergy II,” and the sixth, eighth, and tenth rounds, known as Synergy II-Nexus awards, were co-sponsored by the WHSC, Office of the Provost, Emory College of Arts and Sciences (ECAS), and the School of Medicine. The return on this investment in grants funded is greater than 4.5 times, with related subsequent grant funding totaling more than \$30.7 million. Numerous publications and conference presentations have also resulted from the Synergy and Synergy II programs. The awards support collaborative projects among faculty throughout the WHSC, including the School of Medicine, School of Public Health, School of Nursing, and all other units within the health sciences at Emory, as well as collaborations with researchers in ECAS and other Emory units.

Health Sciences and Emory Healthcare Facilities Constructed or Opening since 2016

- Health Sciences Research Building II—Opening August 2022
- R. Randall Rollins School of Public Health Building—Opening fall 2022
- Winship at Emory Midtown Tower—Opening March 2023
- Yerkes National Primate Research Center nonhuman primate housing and breeding facility at the Field Station
- Emory Nursing Learning Center
- Emory Musculoskeletal Institute
- Emory University Hospital Tower

- Atlanta Hawks/Emory Sports Medicine Complex at Executive Park
 - Atlanta Falcons/Emory Sports Medicine Clinic at Flowery Branch
 - Emory Johns Creek Hospital Expansion
 - Multiple major research facility renovations
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Appendix I

About Emory University

Emory University is a leading institution of higher education. Located in Atlanta, Georgia, the university has an international reputation for world-renowned scholarship and research, unparalleled teaching, and a preeminent medical center that provides students with the access to and opportunity for hands-on learning experiences with top medical researchers and scholars.

Emory traces its roots to the 1836 founding of Emory College of Arts and Sciences in Oxford, Georgia. Asa Candler, founder of The Coca-Cola Company, provided a generous gift that included land in Atlanta on which Emory could expand. This support transformed Emory College into Emory University and set the university on a path to become a recognized leading research university.

Emory's programs are rooted in the conviction that education is a strong moral force in both society and the lives of individuals as reflected in the university's mission "to create, preserve, teach, and apply knowledge in the service of humanity."

A member of the Association of American Universities since 1995, the university benefits from collaboration across its nine undergraduate, graduate, and professional schools. These schools are Emory College, Oxford College, Goizueta Business School, Laney Graduate School, School of Law, School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, and Candler School of Theology.

With approximately 15,000 students, including 8,000 undergraduates and 7,000 graduate and professional students, Emory attracts students from every state and more than 100 countries. More than 60% of undergraduates receive need-based or merit aid, and the university meets 100% of demonstrated financial need for all accepted domestic students. In 2021, *U.S. News & World Report* ranked Emory No. 4 in student economic diversity.

The Academic Experience. Emory faculty, staff, and students dedicate themselves to improving lives and strengthening communities through transformational research; the highest-quality undergraduate, graduate, and professional education; health care that improves the lives of patients; and broad civic engagement. The university is deeply committed to a campus culture in which faculty, staff, and students feel fully welcome and able to bring their whole selves to this shared enterprise.

Undergraduates have two options when they apply to Emory—the four-year Emory College or the two-year Oxford College experience, where students complete the first two years of the bachelor's degree in a distinctive, small-campus setting. Both of these colleges champion the liberal arts and humanities as foundational for preparing students to navigate the complexities of the 21st century.

Emory's Woodruff Health Sciences Center serves as a health research and teaching arm of Emory University, facilitating close collaboration between the university and Emory Healthcare. The center comprises the schools of nursing, public health, and medicine; Yerkes National Primate Research Center; Emory's Global Health Institute; Winship Cancer Institute—a National Cancer Institute–designated center; and Emory Healthcare.

Across all the schools and campuses, Emory students have received many top academic honors. During the past five years, they have won 62 Fulbright U.S. Student Grants, 13 Goldwater Scholarships, six Humanity in Action Fellowships, six Schwarzman Scholarships, three Beinecke Scholarships, three Udall Scholarships, three Truman Scholarships, one Gates Cambridge Scholarship, one Marshall Scholarship, and two Rhodes Scholarships. Emory ranks among the top universities of its size in the number of annual Fulbright awards and stands second nationally

in NCAA postgraduate scholarships earned by its student athletes, having earned 121 postgraduate scholarships in the school's history and 104 since 2000.

Emory alumni include a U.S. vice president, a Supreme Court justice, U.S. senators and representatives, governors, university presidents, philanthropists, Pulitzer Prize winners, entrepreneurs, renowned entertainers, and an astronaut. The university's 153,000 alumni enjoy the benefits of a vibrant worldwide network, facilitated by the Emory Alumni Association.

Emory's esteemed faculty includes Pulitzer Prize and Lasker Award winners, members of elite national academies, and two Nobel laureates: His Holiness the Dalai Lama, who serves as Presidential Distinguished Professor, and President Jimmy Carter, who serves as University Distinguished Professor. Demonstrating passion and talent for teaching and research, Emory faculty members draw students deeply into the discovery process and collaborate in seeking creative solutions to the needs of their communities and the world.

Campus Resources. Emory University is home to nine world-class libraries. Its library system is ranked in the top 20 of the Association of Research Libraries in North America, and its collections total more than 5.6 million volumes, 400,970 electronic journals, more than 1.6 million electronic books, and internationally renowned special collections. Emory's resources and spaces are expansive and staffed with experts to advance excellence in education and outreach, subject specialties, and technology.

The Robert W. Woodruff Library is home to the Emory Center for Digital Scholarship and the Center for Faculty Development and Excellence, as well as internationally renowned special collections. The Stuart A. Rose Manuscript, Archives, and Rare Book Library is Emory's principal repository for rare and special materials and home to more than 190,000 cataloged titles and more than 19,000 linear feet of manuscript material—with notable depth in modern literature, African American history and culture, and the history of Georgia and the South.

The Pitts Theology Library is a premier theological library in North America. Supporting the students and faculty of Candler School of Theology and researchers from around the world, Pitts is home to superb collections in theology and cognate disciplines, housed in a new state-of-the-art facility, and served by a highly trained professional staff.

The Michael C. Carlos Museum is one of the oldest and most revered art museums in Georgia, with one of the most comprehensive collections of ancient artwork, including collections from Latin America, Africa, and the Middle East. The museum's programming consists of lectures, symposia, workshops, and performances that support academic and interdisciplinary inquiry and development.

Emory in Atlanta. With the city of Atlanta being an international hub for health care, business, arts, and culture, Emory's research, academic, and service initiatives meaningfully contribute to the larger community. In 2017, the Atlanta City Council approved the university's request for official annexation into the city of Atlanta that went into effect in 2018, creating an even stronger connection to the city.

Emory is the largest private employer in the Atlanta metropolitan area, with 32,594 full-time employees. Altogether, Emory directly and indirectly supports more than 92,000 jobs statewide. The university strives to provide a welcoming, diverse, and inclusive campus as an essential part of a community of academic excellence.

Innovation and discovery, carried out in a uniquely collaborative, academic community, creates strong interdisciplinarity across Emory's schools and centers and fosters equally productive relationships with key organizational partners in the community, including the Centers for Disease Control and Prevention (CDC) and Georgia Institute of Technology. Hundreds of research faculty members and students collaborate across the institution, in Atlanta, and beyond to solve the critical problems of our time.

Research and Funding. Emory's research activities benefit society through discoveries that improve and save lives. In fiscal year 2021, Emory faculty members generated a record \$894 million in research funding awards, the second straight year in which the university has topped its previous best. Research support has grown by more than 55% during the past five years, and 2020 marked the first time funding crossed \$800 million.

In fall 2021 Emory announced the boldest fundraising campaign in the university's history, known as the 2036 campaign. Its core areas include student flourishing, faculty eminence, and research excellence.

Leadership. In summer 2020, Emory welcomed its new president, Gregory L. Fenves. Fenves most recently served as president of The University of Texas at Austin (UT), one of the largest doctoral-granting institutions in the nation. During a 12-year tenure at UT, Fenves served first as dean of the Cockrell School of Engineering, ranked among the top 10 engineering schools in the United States, then as provost, and ultimately as president. As president, he made significant strides in graduate education.

At Emory, Fenves has quickly and decidedly addressed key issues and advanced strategic priorities, including leading the COVID-19 response and recovery efforts, deeply examining racial and social justice on campus and beyond, and focusing on student engagement to further strengthen the Emory community.

Appendix II

Woodruff Health Sciences Center Components

EMORY SCHOOL OF MEDICINE

Emory School of Medicine (ESOM)'s three-part mission encompasses education, research, and patient care. ESOM is dedicated to challenging the conventions of traditional care and reshaping how medicine is practiced. At an inflection point, poised to move from excellence to eminence, ESOM's focus is on innovation that takes on big problems impacting human health. During the past several years, the momentum toward this goal has been driven by the resilience of the faculty, staff, and learners, which has created record-breaking achievements during this time of incredible challenges.

Research. ESOM currently ranks 14th among U.S. schools of medicine in external NIH research funding and represents a significant portion of the WHSC and university total research portfolio. FY21 was an extraordinary and record-breaking year for research at ESOM, with awards totaling \$608 million (compared to a previous record-breaking year in FY20 of \$565 million). Research at ESOM is organized into nationally leading and ranked departments, centers of excellence, and institutes with the simple mission to interact, collaborate, and discover the rudiments of human biology and disease and to develop diagnoses, treatments, and cures to save lives and reduce suffering.

The school's research eminence will be achieved by focusing on its strategic priorities, which include targeted recruitment around six major areas of research; investment in the ESOM Imagine, Innovate, and Impact (I3) Awards, which support bold, interdisciplinary research ideas; building extraordinary infrastructure, such as the new Health Sciences Research Building (HSRBII); enhancing synergy by promoting partnerships with regional academic and clinical partners; and promoting a culture of innovation and entrepreneurship.

Vaccines, Infectious Diseases, and Immunology. Emory's faculty members are developing groundbreaking discoveries in support of the COVID-19 pandemic. As of January 15, 2022, more than \$161 million of NIH funding has been awarded to ESOM PIs since the beginning of the pandemic. Additionally, Emory is an international leader for its infectious disease and immunology faculty and programs as well as a leader in antiviral drug discovery. Emory investigators developed the drug taken by nearly 94% of U.S. patients on drug therapy for HIV/AIDS and more recently developed a COVID-19 oral drug, molnupiravir, approved by the U.S. Food and Drug Administration under Emergency Use Authorization. In 2020, ESOM held the second-most National Institute of Allergy and Infectious Diseases funding compared to any other school of medicine in the country. ESOM is home to the Emory Vaccine Center (EVC), which is one of the largest centers created to study infectious disease, cancer biology, and vaccine development; the Infectious Disease Clinical Research Consortium, which works to create a coordinated network of scientific experts to develop and test vaccines and other therapies; and the Hope Clinic, which offers innovative, community-based clinical trials to address the need for safe and effective vaccines to prevent major global infectious diseases. EVC investigators made the key discoveries of the molecular and cellular pathways by which immune checkpoint blockade therapies involving PD-1 for previously incurable cancers are based. Nationally recognized programs in our Lowance Center of Autoimmunity (LCA) are focused on health disparities, diagnoses, and treatments in African American women with lupus. Most recently, a new partnership between the LCA and CHOA and more than 20 institutions is being sponsored by the NIH to understand MIS-C, a severe post-COVID-19 disease in children. Other centers of excellence seek to combat antimicrobial resistance and identify new solutions for organ transplantation.

Brain Health and Aging. The Emory Brain Health Center brings together five clinical specialties to more rapidly predict, prevent, treat, or cure devastating disease or disorders of the brain, and outstanding neuroscience faculty members span most of the basic departments in the ESOM. Faculty members receive significant national recognition

through memberships to health sciences academies, leadership of national NIH initiatives, and major philanthropic support for this area of research. Emory's Brain Health Center houses the Goizueta Alzheimer's Disease Research Center, the Emory Veterans Wounded Warrior Program, the Emory Healthy Aging and Healthy Brain Studies for predictive biomarker development, the nation's first American Parkinson Disease Association Center of Excellence and one of few NIH flagship Udall Parkinson's Disease Research Centers, the first Huntington's Disease Society of America Center of Excellence, two Comprehensive Stroke Centers, and the ALS Center, which is the first of its kind in Georgia. Breakthrough therapies discovered by Emory faculty members include deep-brain stimulation for Parkinson's disease, depression, and other disorders; thrombectomy for ischemic stroke; virtual-reality treatments for PTSD; stereotactic laser brain surgery for temporal lobe epilepsy; and others.

Cancer. Cancer research within the ESOM includes a wide range of multidisciplinary investigators and is represented across a spectrum of the ESOM's academic departments—ranging from biochemistry to biomedical informatics to radiation oncology and hematology medical oncology. Winship Cancer Institute is Georgia's only NCI-Designated Comprehensive Cancer Center. Winship's four research programs include cancer immunology; cancer prevention and control; cell and molecular biology; and discovery and development therapeutics. Winship's Specialized Program of Research Excellence grant for lung cancer treatment is the first and only grant of its kind awarded to Georgia, and it is one of only four in the nation dedicated to lung cancer. Initiated in 1979, multidisciplinary teams of clinical and research experts in bone marrow transplant have dramatically improved the lives of thousands of cancer patients by leading the way with best practices and therapies. Cancer research infrastructure within Winship and the ESOM includes technologies for genomics, proteomics, cellular imaging, and more. Major programs focus on innovative immune checkpoint blockade therapies, the bases of which were discovered here at Emory and noted above.

Informatics, Technologies, and Biomedical Engineering. Faculty experts are converting raw data into knowledge that drives innovation in biomedical engineering, informs decisions, and changes clinical practice. One of the unique characteristics of the ESOM is the Wallace H. Coulter Department of Biomedical Engineering, which is a joint department between the ESOM and Georgia Tech (and currently ranks No. 2 in the country for biomedical engineering departments). Emory promotes collaborative and interdisciplinary science and medicine with key local partners, including the NIH-funded Atlanta Center for Microsystems Engineering POC Technologies, a joint center among Emory, Georgia Tech, Children's Healthcare of Atlanta (CHOA), and focuses on advancing microelectronics-based point-of-care technologies for patient care. Key projects include a collaborative NIH grant to Emory, CHOA, and Georgia Tech to support the rapid transformation of innovative technologies into widely accessible COVID-19 diagnostic testing. Emory biomedical informatics faculty are developing algorithms for early detection of sepsis in ICU patients. Faculty members are leveraging technology such as in vivo DNA barcoding to further advance gene therapies, cryo-electron microscope to elucidate the very basis of biological molecules and potential interactions with drugs, and 3D printing to create body parts, tools, and training modules.

Cardiovascular Health. With the aim of bringing transformative discoveries from the bench to the bedside, ESOM cardiovascular researchers cross all domains of health sciences research. Basic science research programs are highly interdisciplinary and focused in genomics, molecular biology, bioinformatics, cell biology, regenerative medicine, and physiology. The Emory Clinical Cardiovascular Research Institute enables discoveries with regard to a variety of heart and vascular disorders and accelerates the implementation of novel technologies and therapies for cardiovascular diseases. The Emory Structural Heart and Valve Center pioneers minimally invasive procedures and was the first site in Georgia to perform a transcatheter aortic valve replacement without open-heart surgery. In partnership with CHOA and the Coulter Department of Biomedical Engineering, the Children's Heart Research and Outcomes Center strives to create the next generation of pediatric-specific therapies and obtain a better understanding of abnormal and normal cardiovascular development through research using nanotechnology and stem-cell technologies.

Child Health. Leadership from Emory and CHOA have developed a comprehensive research strategic plan that aligns to the collective vision of facilitating outstanding pediatric research, training pediatricians and pediatric

specialists, and creating a path to national prominence through clinical and research excellence. The plan includes the recruitment of 30 research-intensive faculty members focused on child health and has received \$90 million in grant support from the Robert W. Woodruff Foundation. Emory and CHOA formed the Emory + Children's Pediatric Institute to combine top-tier pediatric clinical care with pediatric research and training. The ESOM's Department of Pediatrics is quickly becoming the nation's premier department for pediatric research and is home to game-changing research leaders. In FY20 the Department of Pediatrics ranked No. 1 in the country for NIH funding to departments of pediatrics. The Aflac Cancer and Blood Disorders Center is one of the largest brain tumor and leukemia/lymphoma clinical and research programs in the U.S. and includes the largest sickle-cell program. The Marcus Autism Center is one of five centers nationwide to be designated an Autism Center of Excellence by the NIH.

Education. The ESOM's wide-ranging educational and training programs include medical students, graduate students, residents, fellows, postdoctoral students, and students in the allied health professions. The ESOM trains 593 medical (MD) students as well as 485 academic health professions students across five degree programs—physical therapy (DPT), physician assistant (MMSc-PA), physical therapy (DPT), anesthesiology (MMSc), genetic counseling (MMSc), and medical imaging (BMSc). The ESOM also trains more than 1,350 residents and fellows in 112 accredited programs. The ESOM has 93 MD/PhD students in one of 48 NIH-sponsored Medical Scientist Training Programs. The ESOM shares a joint biomedical engineering department with Georgia Tech and offers a joint MD/MSCR (master's in clinical research) degree, an MD/MPH degree with the School of Public Health, and an MD/MA in bioethics with Laney Graduate School. Dual programs with law (juris master) and business (MBA) also are available. The school trains predoctoral bioscience researchers in several programs in the Graduate Division of Biological and Biomedical Sciences.

The MD program received 14,751 applications for the 2021–2022 school year (up from 9,109 in the previous year). Of the students in the incoming class, 72% are female, 33% are from historically underrepresented groups, and 83% are “nontraditional” (meaning they have been out of school for longer than one year). The ESOM's physician-assistant program currently ranks No. 5 and the physical therapy program ranks No. 8 according to *U.S. News & World Report*.

The ESOM has recently completed a medical education strategic planning process focused on developing innovative and transformative educational models for all ESOM learners. To support this plan, the ESOM is launching a curriculum redesign titled “Education Transformation.” The goal is to train learners to constantly challenge the status quo and to be inspired and inspiring as effective change agents for good.

Patient Care. Medical school faculty physicians see patients across Georgia, including at Emory Healthcare–affiliated sites, Grady Memorial Hospital, Atlanta VA Medical Center, and CHOA. Emory Healthcare is the most comprehensive academic health system in Georgia; Grady Hospital is a Level 1 trauma center and safety-net hospital for traditionally underserved populations; Atlanta VA Medical Center is one of the most respected veterans' hospitals; and CHOA is one of the largest pediatric health systems in the U.S. The Emory Clinic, the ESOM's primary faculty practice plan, includes 1,130+ full-time physicians and was responsible for 3.57 million patient encounters in FY20.

The ESOM's clinical partners are vital training sites for the university's medical students. Close partnership and integration with these entities lead to innovations and discoveries that would otherwise not exist. As of July 31, 2021, Emory has more than 26,076 patients currently enrolled in clinical trials. Throughout the COVID-19 pandemic, Emory trainees served as vital community resources, providing care to both COVID-19 and non-COVID-19 patients. Emory's response to the current COVID-19 pandemic has played a critical part in informing recommendations and best practices for treatment and prevention internationally. Additionally, patients treated by ESOM faculty at Emory University Hospital were among the first in the country to be treated for Ebola. Emory continues to share care protocols for treating Ebola and conducts research on vaccines and therapeutics.

People. The best innovation happens when people are included from diverse backgrounds. Organizations within all industries have placed a heavy focus on the importance of culture, engagement, and diversity in the workplace as each of these factors are part of the equation that allow employees to thrive, feel respected, and drive innovation. Shaping culture is never complete; it is an ever-evolving effort. As part of a recently adopted diversity, equity, and inclusion strategic framework, the ESOM has adopted numerous programs aimed at creating an inclusive culture. During the past two years, more than 2,800 faculty and staff have engaged in implicit bias training. The ESOM is on a journey, with the goal of creating a culture and climate of equity and inclusion, where diversity is nurtured, valued, and celebrated.

NELL HODGSON WOODRUFF SCHOOL OF NURSING

The mission of Emory's School of Nursing is to educate visionary nurse leaders and scholars, generate and apply knowledge, and transform nursing, health, and systems of health care within the local and global community, which is congruent with the mission of the WHSC and Emory.

Emory plays a vital role in delivering care to Georgians through Emory Healthcare. Its role in producing a pipeline of RNs is equally important in ensuring the state of Georgia has a solid workforce to meet the demands of the state's population growth.

Enrollment has grown during the past decade. Today, the school has enrolled 1,138 students compared to 2010 when the total was 475. Ethnic and geographic diversity have also improved during the past decade. Forty-seven percent of students are ethnically diverse and 41% of students are from outside Georgia. This represents a 12% increase in ethnic diversity and a 17% increase in geographic diversity since 2010.

U.S. News & World Report ranked Emory No. 2 in its 2022 *Best Graduate Nursing Schools* report and, in its first-ever BSN rankings, ranked Emory No. 4. As a longstanding leader in nursing education and research, the School of Nursing has maintained its place among the top-5 nursing schools since 2017.

For the seventh straight year, the School of Nursing is among the top five nursing programs in total grant funding from the NIH. The school posted the third-highest total, with approximately \$10.5 million in research grants, fellowships, training grants, and other awards from the NIH in the past fiscal year. Overall, for fiscal year 2021, the school secured \$18.5 million in research funding, which represents a 21% increase from FY2020.

In January 2020, Dr. Eun-Ok Im was appointed senior associate dean for research and innovation at the School of Nursing. Im is an internationally known scholar in the field of global cross-cultural women's health research, addressing gender and ethnic differences in health/illness experience of midlife women. Her specific focus is on symptoms (menopausal) and health behaviors (physical activity), with extensions to oncology in the study of gender and ethnic differences in cancer pain. Throughout her career, she has received more than \$17.5 million in research funding through R01s and other external and internal grants.

Dr. Im is leading the development of a strategic research plan; creating a high-quality research infrastructure and support system; leading robust and high-impact, interdisciplinary research; and promoting innovations in scholarship of faculty members and students both nationally and internationally. During the past year, based on her assessment of faculty research needs through individual and group interviews with faculty members by rank, Dr. Im initiated multiple strategies to promote the research enterprise at the school and increase its national and international visibility, including:

- Development and implementation of research clusters and methodological cores
- Implementation of proposal submission incentives

- Initiation of the Office of Nursing Research Pilot Grants
- Initiation of faculty grant-support groups
- Planning and implementation of faculty research grantsmanship workshop
- Planning and implementation of grantsmanship workshop for PhD students
- Development and implementation of faculty research orientation sessions
- Planning and implementation of the inaugural School of Nursing international research conference

Dr. Xiao Hu joined the School of Nursing in January 2022 as acting professor, tenure track. Hu will also serve as the associate director of the Center for Data Science. Many in the field believe him to be the expert in signal processing of clinically relevant physiological waveforms. Hu brings the school a unique set of skills and scholarship in machine learning, artificial intelligence, and the quickly emerging field of predictive analytics monitoring. He has created knowledge advancing the relationship among clinicians, scientists, engineers, innovators, policymakers, and health care administrators.

The NIH National Institute of Environmental Health Sciences recently awarded a grant for the Center for Children's Health Assessment, Research Translation, and Combating Environmental Racism (CHARTER) to Linda A. McCauley professor and dean of the School of Nursing. The grant award provides funding for five years of \$4,427,909 to develop effective strategies to translate research findings of importance to children's environmental health to relevant stakeholders in the community, academia, and health care. CHARTER will work with community partners to develop communication products that can be used to improve children's health. The grant award gives Dean McCauley and Emory the opportunity to propose a model for the national coordinating center for the Certified Electronic Health Record Technology network that will be a partnership of the Children's Environmental Health Network and Sharecare, a social health care platform that aims to organize and answer health questions of relevance to individuals and communities. Innovative communication products will then be used and/or adapted by stakeholders, at-risk populations, affected communities, and the clinical or public health community to improve children's health across the U.S. and internationally.

In addition to NIH funding, faculty recently received a Department of Health and Human Services– Health Resource and Services Administration Bureau of Health Workforce Health and Public Safety Resiliency Training grant totaling \$2.28 million. Facilitated by partnerships with Grady Health System and the Emory Health System Police and Public Safety Departments, the Atlanta Resiliency Resource for Front-line Workers will train and professionally develop front-line workers, such as practicing nurses and nursing students, clinicians, and police and public safety officers; cultivate champions; and address system-level quality improvement and retool interdisciplinary course offerings at Emory to build resiliency and strengthen resolve of front-line workers across medically underserved communities in Atlanta.

Along with a strong cadre of nursing and interdisciplinary faculty scientists on the tenure and research tracks, the school has a robust clinical-track faculty leading the profession at the national level in practice and policy initiatives as well as teaching excellence. For example, several faculty—such as Drs. Jennifer Adamski, Paula Tucker, Dian Dowling, and Suzanne Staebler—currently serve or have recently served as leaders on national nursing specialty certification boards that guide advanced nursing practice and establish and assure practice standards for advanced-practice nurses across the nation. In a highly competitive national selection process, Brenda Baker was selected as one of six Robert Wood Johnson Foundation Health Policy Fellows and is currently on leave to fully engage in the fellowship in Washington, D.C. Dr. Carolyn Clevenger, a nationally known clinical-practice innovator, is clinical director of a nurse-led, patient-centered medical home for people living with dementia, the Integrated Memory Care Clinic at Emory. It represents an innovative clinical model that provides memory and primary care in a single integrated model for people living with dementia and their care partners. During the past four years, clinical-track faculty, as project directors/PIs, have been the recipients of millions of dollars in Health Resource and Services Administration funding focused on key nursing practice and workforce issues, including facilitating academic-practice partnerships

and community-based primary care; increasing and strengthening the workforce for sexual assault nurse examiners in Georgia; providing training to enhance maternal health outcomes in rural Georgia; and broadening access to advanced-practice providers in rural settings with nurse practitioner residency programs.

During the past two years, the school has embarked on rapid-cycle changes and advancement in four strategic areas:

Strategic Theme 1: Social Justice and Advocacy. The school was successful in creating an Office for Diversity, Equity, and Inclusion that includes a director, assistant dean, and program coordinator to cultivate and champion an innovative, inclusive, and equitable culture that centers on the celebration and prioritization of diversity as a means to strengthen the School of Nursing's mission, vision, and values. The office reports directly to the dean and provides strategic vision and leadership to forge a diverse, equitable, and inclusive community, culture, and climate.

Strategic Theme 2: Innovation. The school's overarching focus, as it relates to innovation, is to yield scalable solutions and improvements in health policies, systems, products, technologies, services, and delivery methods and to advance current research paradigms through novel theoretical concepts, models, approaches, methodologies, and technology. The school has focused on developing the following areas of innovation: Design Thinking and the Business Model Canvas; Simulation, AR, VR; Innovative Practice; Computational Health Science; and Digital Health Technology.

Strategic Theme 3: Global Presence and Reputation. The Lillian Carter Center for Global Health and Social Responsibility serves as the hub of global education, research, practice, and engagement in the School of Nursing and focuses on three pillars:

- Promote Nursing Research in Global Health
- Expand Global Engagement
- Promote Service Learning and Social Responsibility Globally and Locally

The concentration of efforts into these three complementary components supports the School of Nursing's vision of achieving consistent recognition as one of the world's leading nursing schools and improving the school's position in international rankings that evaluate nursing schools from all nations for global reputation and impact.

Strategic Theme 4: The Future of Nursing Education. The School of Nursing has launched an exciting initiative called "Precision Education." It is geared toward increasing educational innovations, including pedagogical innovation, scientific and methodological innovation, and educational technological innovation. The focus of the initiative is to improve student experience by moving away from a traditional one-size-fits-all approach and moving toward a forward-thinking approach that is student-centered and inclusive for all learners. "Precision Education" will focus on new pedagogies such as peer-to-peer, collaborative, engaged, visual and kinetic, experiential, service-oriented, and value-based methods.

ROLLINS SCHOOL OF PUBLIC HEALTH

The School of Public Health is a globally recognized leader in public health education and research. Ranked No. 4 among accredited schools and programs of public health by *U.S. News & World Report* and as No. 4 in NIH funding, the school's faculty, staff, and students work collaboratively toward a shared mission of "impacting health and well-being through excellence in teaching, research, and the application of knowledge in partnership with domestic and global communities."

The school is home to six academic departments, an executive MPH program for working professionals, and more than 20 interdisciplinary centers and 11 dual-degree programs that bridge students to related fields such as business,

medicine, nursing, law, and theology. The school enrolls annual cohorts of approximately 600 Master of Public Health (MPH) and Master of Science in Public Health (MSPH) students from all 50 states and more than 40 countries, with nearly 20% originating from outside the U.S. Today, more than 11,000 Rollins alumni are contributing to public health in more than 110 countries. Doctoral programs in the public health sciences are offered through the Laney Graduate School and include the following areas of study: behavioral, social, and health education sciences; biostatistics; environmental health sciences; epidemiology; global health and development; health services research and health policy; and nutrition and health sciences.

More than 200 full-time, doctoral-level faculty members conduct research and guide national conversations on such topics as opioid abuse, prison health, diabetes, racial and ethnic disparities in health, Medicaid policy, reproductive health, COVID-19 transmission and response, mental health, environmental health, HIV/AIDS, maternal mortality, and more. In FY20, the school received \$132.9 million in research funding, supporting efforts in cancer prevention, cardiovascular epidemiology, nutrition, environmental health, HIV/AIDS, safe water, tobacco control, mental health, addictive behaviors, injury and violence, antibiotic resistance, diabetes and obesity, and health services.

Rollins draws strength from several unique local partners. The CDC provides many of the school's nearly 200 adjunct faculty. The Carter Center is involved in international health intervention programs that provide student practicum opportunities. Students learn from staff of the Task Force for Global Health, both in the classroom and as interns in the field. The Carter Center and the Task Force for Global Health are affiliates of Emory. The school also shares research activities with the national headquarters of the American Cancer Society and international headquarters of CARE, both based in Atlanta.

P30-funded research centers hosted at Rollins include the Center for AIDS Research; the Center for Global Safe Water, Sanitation, and Hygiene; the Emory Global Diabetes Research Center; the Emory Prevention Research Center; the Emory Program in Cardiovascular Outcomes Research and Epidemiology; the Emory Tuberculosis Center; HERCULES Exposome Research Center; the Injury Prevention Research Center; the Maternal and Child Health Center of Excellence; and Programs, Research, and Innovation in Sexual Minority Health.

The mission of the Center for AIDS Research is to contribute to ending the HIV epidemic by accelerating the highest-caliber translational research through fostering team science, equity, and multidirectional stakeholder engagement. To achieve its mission, the center will continue to evolve, adapt, and expand to provide innovative services, tools, expertise, and access to state-of-the-art equipment so that its members can discover, translate, disseminate, and implement cutting-edge HIV research with the goal of ending the HIV epidemic.

The Center for Global Safe Water, Sanitation, and Hygiene focuses on increasing access to safe drinking water, adequate sanitation, and appropriate hygiene as part of a global strategy to break the cycle of poverty and disease in developing countries. The center combines academic strength with a commitment to evidence-based action, advocacy, and policy development.

The Emory Global Diabetes Research Center leverages an extensive global network to develop and advance the abilities of Emory, U.S., and non-U.S. researchers to engage in world-class research in diabetes and other related non-communicable diseases such as stroke, hypertension, heart disease, and co-morbid conditions such as tuberculosis, mental health, and HIV.

The Emory Prevention Research Center focuses on community-based cancer prevention and the reduction of health disparities in rural Georgia. It conducts research and evaluation studies to understand how social and physical environments affect tobacco use, physical activity, nutrition, obesity, and cancer screening.

The Emory Program in Cardiovascular Outcomes Research and Epidemiology is a multidisciplinary research group concentrating on clinical and population epidemiology, clinical trials, and translational research in cardiovascular diseases and related disciplines.

The mission of the Emory Tuberculosis Center is to help achieve a world free from tuberculosis (TB) by enhancing TB-related basic biomedical, epidemiological, clinical, translational, and public health research, service, and practice. The center seeks to facilitate a collaborative environment for successful funding applications, give students and post-doctoral trainees exposure to interdisciplinary and practicum opportunities, engage with professionals in clinical and public health practice, and raise public awareness of TB and related co-morbidities as a major global health problem in need of attention.

In collaboration with Georgia Tech, the HERCULES Exposome Research Center is one of 20 Environmental Health Sciences Core Centers, funded by the National Institutes of Environmental Health Sciences and dedicated to supporting all aspects of environmental health research at their home institutions and to developing collaborations with researchers across the country. The center is designed to enhance environmental health sciences research on campus by focusing on innovation.

The Injury Prevention Research Center is dedicated to reducing the health and economic impacts of injuries in Atlanta, the state of Georgia, and nationwide. Its mission is to strengthen the field and reduce injuries by facilitating collaborations, supporting innovative research, training practitioners and researchers, and bridging the gap between science and practice

The Maternal and Child Health Center of Excellence is part of a network of 13 such centers across the country that are funded by the Health Resources and Services Administration to improve the health of women, infants, children, youth, and their families by training future and current maternal and child health (MCH) practitioners. The center provides training in partnership with Georgia State University's GaLEND program and Morehouse School of Medicine, and aims to expand the MCH workforce regionally and nationally, with an emphasis on increasing MCH leaders from historically disadvantaged populations.

Programs, Research, and Innovation in Sexual Minority Health conducts a broad portfolio of National Institutes of Health-, CDC-, and foundation-funded studies and projects and actively collaborates with community-based organizations to conduct research, generate theories and knowledge, and translate findings into effective sexual health interventions and programs. Its mission is to conduct quality science, innovative research, and evidence-based programming to better understand and improve the sexual health and well-being of sexual minority populations.

EMORY HEALTHCARE

Emory Healthcare is the clinical enterprise of the WHSC and an integrated academic health care system. It is the most comprehensive health system in Georgia, with 11 hospitals (either fully owned or managed through joint ventures), more than 2,700 licensed beds, and serving more than 864,500 patients annually. Emory Healthcare has more than 23,800 employees and more than 2,300 employed physicians. It also includes the Emory Healthcare Network (EHN), a clinically integrated network of more than 250 provider locations and more than 1,100 EHN non-employed physicians. Additionally, Emory Healthcare has numerous regional affiliations with hospitals across Georgia. It shares the WHSC's mission and vision and has further defined its core purpose as "Improving Lives and Providing Hope." Of Georgia's 10 Magnet hospitals, four are Emory hospitals. Emory Healthcare is the only health care system in Georgia with more than two Magnet hospitals. Emory Saint Joseph's Hospital is the third hospital worldwide to qualify for a sixth consecutive Magnet recognition. The Emory Clinic is among the first ambulatory care clinics to be accepted for the Magnet Journey and is current preparing for a Magnet site visit in March 2022.

Emory University Hospital is ranked No. 1 in metro Atlanta and Georgia by *U.S. News & World Report*. Emory Saint Joseph's Hospital is ranked No. 2, and Emory University Hospital Midtown is ranked No. 5 in both regions. In addition, Emory hospitals have achieved national designations from *U.S. News & World Report*. Emory University Hospital ranked nationally in five specialties and was designated as high-performing in three additional specialties. Emory Saint Joseph's Hospital was designated as high-performing in eight specialties, and Emory University Hospital Midtown ranked nationally in one specialty and was designated as high-performing in two. Emory Johns Creek Hospital was designated as high-performing in five specialties.

Three Emory hospitals were named in *Newsweek's* World's Best Hospitals' 2021 list. In Georgia, Emory University Hospital ranked No. 1, Emory Saint Joseph's Hospital ranked No. 2, and Emory Johns Creek Hospital ranked No. 3. Two of Emory Healthcare's ambulatory surgery centers have been named in *Newsweek's* list of America's Best Ambulatory Surgery Centers for 2021.

Expansion of Emory Healthcare's clinical network is critical to achieve the scale needed to meet several elements of the mission and vision. Emory Healthcare has achieved several major accomplishments across the organization and is the leader in market share for its primary service area. In September 2018, DeKalb Medical officially became a part of the Emory Healthcare system, bringing the discovery and innovation of an academic medical center together with a high-quality, deeply rooted community health system. The DeKalb Medical facilities include two acute-care hospitals and a long-term, acute-care hospital. Just a few months later, Emory Healthcare and Kaiser Permanente formally announced a collaboration to develop a new care model that provides Kaiser Permanente members with a fully integrated health care experience at Emory University Hospital Midtown and Emory Saint Joseph's Hospital.

Emory Healthcare has also recently undertaken several major capital projects to support the growing Atlanta market. A new Winship Cancer Institute Tower is being built adjacent to Emory University Hospital Midtown. This project is funded in part by a \$200 million gift from the Robert W. Woodruff Foundation. Emory Johns Creek Hospital recently completed a hospital expansion and new parking garage, with an expanded medical office building still under construction. A replacement musculoskeletal facility was completed in late 2021, which is next to the Emory Sports Medicine Complex, a partnership with the Atlanta Hawks. Emory Healthcare serves more professional athletic teams than any other provider in Georgia and is the official health care provider for the Atlanta Braves, Atlanta Hawks, Atlanta Falcons, Atlanta Dream, and the Harlem Globetrotters.

When the COVID-19 pandemic posed seemingly insurmountable challenges to the health care industry, Emory Healthcare continued demonstrating to the worldwide community its resolve to provide transformative care, outstanding results, and leading best practices. Emory clinicians and researchers developed internationally recognized models of care and recovery for COVID-19 and served as clinical testing sites for multiple new treatments and vaccines. As of January 2022, Emory Healthcare admitted almost 21,000 COVID-19 patients with a survival rate of 94%.

YERKES NATIONAL PRIMATE RESEARCH CENTER

Dedicated to discovering causes, preventions, treatments, and cures, the Yerkes National Primate Research Center (YNPRC) is fighting diseases and improving human and animal health and lives across generations and around the world.

The YNPRC's innovative biomedical and behavioral research programs include microbiology and immunology, neuroscience, developmental disorders and neurodegenerative diseases, and neurological and psychiatric diseases with particular emphasis on translational research so that scientific advancements can help inform patient care.

YNPRC is one of seven National Primate Research Centers supported by the Office of Research Infrastructure Programs of the NIH. The EVPHA is the PI of the P51 Yerkes Center Base Grant, which is renewed every five years.

YNPRC fosters an open exchange of ideas, interdisciplinary and collaborative research, and publication of fundamental discoveries. In FY21, YNPRC's sponsored research awards totaled \$88.1 million, with an additional \$30.7 million in research awards administered through other units. Yerkes tenure-track faculty members have academic appointments in the School of Medicine and Emory College, and contribute significantly to their academic appointment units' standings in the Blue Ridge Medical Institute for medical research rankings. The YNPRC either supports or has close working relationships with several other centers and institutes at Emory, including the Vaccine Center, Institute for Drug Development, and Transplant Center.

The YNPRC houses and cares for a diverse colony of nonhuman primates (NHPs) across two campuses: the Main Station on Emory's Atlanta campus and the Field Station located 30 miles northeast in Lawrenceville, Georgia. The YNPRC has approximately 3,000 NHPs and 5,000 rodents. The Animal Resources team—which includes veterinarians, veterinary technicians, and animal care, behavioral management, and research services personnel—provides 24-hour care to the animals. Since 1984, the YNPRC has maintained full accreditation from AAALAC, International with the most recent accreditation received in 2020.

Behavioral Neuroscience and Psychiatric Disorders. Researchers within the Division of Behavioral Neuroscience and Psychiatric Disorders conduct basic and translational research to better understand the neurobiological mechanisms underlying behaviors relevant to developmental and psychiatric disorders, including autism-spectrum disorders, anxiety-related disorders, depression, post-traumatic stress disorders, and addiction. Division scientists take advantage of rodent models to make innovative discoveries relevant to psychiatry and to optimize technologies that then lead to novel translational research in NHPs, with the ultimate goal of translating these discoveries into novel therapeutic strategies to improve mental health in humans. Division scientists are also identifying the neural circuitry regulating complex social behaviors, exploring why adolescence is a period of vulnerability to psychiatric disorders and addiction, and determining the neural and transgenerational effects of stress and trauma in rodents and NHPs. Scientists within the division have expertise in pharmacology, electrophysiology, optogenetics, the use of Designer Receptor Exclusively Activated by Designer Drugs (DREADDs), CRISPR genome editing, transcriptomics, epigenetics, and molecular genetics, all of which are transferable to NHP model systems. These approaches are successfully being used to identify receptor populations, neural circuits, genes, and signaling pathways involved in behaviors relevant to psychiatric conditions.

Developmental and Cognitive Neuroscience. Faculty in the Division of Developmental and Cognitive Neuroscience are engaged in collaborative research programs focused on the neurobiology of social behavior and cognition across the life span, providing NHP models for various developmental neuropsychiatric disorders, including stress and anxiety, depression, schizophrenia, autism-spectrum disorders, attention deficit/hyperactivity disorder, substance abuse, and obesity. In addition to improving an understanding of basic biological mechanisms regulating social and cognitive behavior, results from the division are also used to improve the welfare of NHPs by enhancing colony management and increasing breeding efficiency, augmenting the availability of NHPs for research use by other core, affiliate, and collaborative scientists. The faculty use state-of-the-art technology (tests of behavior and cognition, genetics, pharmacological inactivation, chemogenetics, neuroimaging, including PET and MRI) to manipulate neurobiology and to capture resulting changes in complex social and cognitive behaviors. Studies of candidate genes in the expression of a range of phenotypes—including genes involved in the regulation of emotion and stress, cognition, adolescent brain maturation, food preference, and the risk for obesity and reproductive compromise—are clinically relevant. Researcher studies into changes in neurochemistry and neural connectivity throughout the life span in response to a number of social contexts, endocrine perturbations, oxytocin administration, anesthesia, or Zika virus infection are providing insights into the brain systems involved in many developmental disorders.

Microbiology and Immunology. The goal of scientists within the Division of Microbiology and Immunology (M&I) is to conduct cutting-edge experimental studies in NHP models of human infectious diseases such as HIV and AIDS,

hepatitis C, Zika virus, and COVID-19. To this end, M&I scientists apply a wide range of highly innovative, interdisciplinary approaches to improve understanding of the mechanisms of pathogenesis and to develop novel approaches to prevent and treat these infectious diseases. The scientific activities of M&I involve many highly productive collaborative relationships with other Emory-based research centers (e.g., the Vaccine Center, the Center for AIDS Research, the Center for Childhood Immunology and Vaccines, and the Transplant Center), as well as eminent extramural scientific institutions, both national and international (e.g., Scripps, Harvard University, University of Pennsylvania, Rockefeller University, University of North Carolina, Case Western, Duke University, University of Maryland, Pasteur Institute, Centre Hospitalier Universitaire Vaudois, and many others). In these collaborative efforts, M&I scientists provide specific expertise and resources, including, but not limited to, the use of NHP models. Yerkes M&I researchers are leading the Enterprise for Research and Advocacy to Stop and Eradicate HIV (ERASE HIV), one of the 10 newly NIH-funded Martin Delaney Collaboratories for HIV Cure and the only one researchers at an NPRC are leading. With this five-year, \$23.8 million grant from the NIH, Yerkes researchers and their collaborators will fast-track research to cure HIV infection or put it in permanent remission.

Neuropharmacology and Neurologic Diseases. The goal of research in the Division of Neuropharmacology and Neurologic Diseases (NND) is to develop the knowledge necessary for improved treatment of brain disorders, such as Parkinson's disease, epilepsy, and stroke. Faculty in this division use interdisciplinary and cutting-edge approaches, including behavioral, neuropharmacology, neurochemistry, neuroanatomy, electrophysiology, opt- and chemogenetic approaches, as well as functional brain imaging to study the neurobiology and pathophysiology of brain disorders in NHPs. In addition, NND researchers investigate the anatomical and functional connectivity of the NHP brain as part of an effort to develop better knowledge of the primate brain connectome. The NND includes the NIH-funded Morris K. Udall Center of Excellence for Parkinson's Disease Research, which the NIH renewed in 2021 for another five years at \$2.3 million per year. In addition, a group of NND researchers recently received a \$6.3 million grant from the Aligning Science across Parkinson's (ASAP) Collaborative Research Network to study the pathophysiology of the motor cortex in Parkinson's disease. (The Michael J. Fox Foundation for Parkinson's Research is ASAP's implementation partner and issued the grant.)

WINSHIP CANCER INSTITUTE

Winship Cancer Institute is the National Cancer Institute (NCI)-designated Comprehensive Cancer Center for the state of Georgia, one of only 51 such centers in the country. Winship's efforts to lessen the statewide burden of cancer are embedded in its research, clinical care, outreach, and collaboration, supported in 2021 by more than \$90 million in total cancer research funding, \$49 million of which comes from the NCI. Winship's four research programs comprise more than 500 faculty members across Emory's schools of medicine, public health, and nursing, Emory College, and peers from partner institutions across the state.

Institutional and philanthropic investment has increased Winship's clinical and research footprint; ability to recruit top talent; and capacity to prevent, diagnose, and treat cancer. Winship clinical teams see more than 17,000 patients each year at more than a dozen hospital campuses across metro Atlanta—including the top cancer hospitals in Georgia and one of the top 50 in the country, according to *U.S. News & World Report*. Winship provides cancer clinical care for the Emory Proton Therapy Center, the first and only proton therapy center in the state. Winship's Bone Marrow and Stem Cell Transplant Unit, the largest and oldest in the state, performed 431 bone marrow transplants in 2021 and has performed more than 7,000 since 1979. The new 17-story Winship Emory Midtown facility, scheduled to open in 2023, will meet an increasing need for comprehensive cancer care with more than 450,000 square feet of inpatient beds, outpatient clinics, surgical and procedure suites, diagnostic imaging, treatment suites, and research

space. Connected to Emory University Hospital Midtown, the facility is designed to put patients at the center of specialized care communities and deliver personalized care aligned with innovative cancer research.

Providing increased and equitable access to the latest cancer treatments is central to Winship's mission and critical to improving cancer outcomes starting here in Georgia. In 2021, Winship investigators conducted more than 300 clinical trials and enrolled more than 900 patients. Winship has the largest Phase I clinical trials unit in Georgia and is one of 30 inaugural U.S. cancer centers selected as a lead academic participating site for the National Clinical Trials Network, NCI's primary infrastructure for early-phase clinical research. The Winship Cancer Network cultivates relationships with community cancer hospitals outside of metro Atlanta so that more patients can benefit from these life-changing trials.

Concurrent with providing expert, person-centered cancer care, Winship's multidisciplinary research teams work to address key challenges in current standard-of-care treatments and define the biological, genetic, social, and environmental underpinnings of cancer onset and progression. Studies led by Winship investigators have driven progress in a number of key areas, including the FDA's 2021 approval of the first-ever drug for acute graft-versus-host disease; breast cancer treatment for postmenopausal women, whom the Winship-led RxPONDER study found could be spared unnecessary chemotherapy; the identification of new biomarkers to aid in immunotherapy treatment selection for patients with lung cancer, head and neck cancer, and multiple myeloma; and improved disease-free survival rates among men whose post-prostatectomy treatment was guided by fluciclovine, a molecular imaging technology invented and developed by Winship researchers. Demonstrating the value of collaborative team science, Winship investigators lead a nationally recognized Specialized Program of Research Excellence (SPORE) in lung cancer. SPORE's goal is to improve outcomes for lung cancer patients by addressing current challenges and developing the next generation of therapeutic strategies.

Education and training opportunities are coordinated for all levels of Winship learners from continuing education, career development, and Winship Invest\$ pilot grants for faculty; fellowships and scholarships for postdoctoral researchers and clinical trainees; the Advanced Practice Provider Fellowship in oncology; graduate and undergraduate degree programs in partnership with Laney Graduate School; and summer research experiences for undergraduate, high school, and middle school students. In 2021, Winship was awarded a Diversity in Cancer Research supplement to its American Cancer Society Institutional Research Grant, which provides stipends for four students from racial or ethnic backgrounds underrepresented in STEM to participate in a summer research program.

EMORY GLOBAL HEALTH INSTITUTE

Emory Global Health Institute's (EGHI) mission is to improve health and health equity around the world by creating opportunities for Emory faculty, students, staff, and partners engaged in global health research, scholarship, service, and training. EGHI's work is supported by the university, foundations, the U.S. government, and private philanthropic gifts.

Since its founding in 2006, EGHI has embraced the One Emory vision, connecting interdisciplinary teams of scholars and students to conduct research and solve the most pressing and challenging health problems facing the world today. This unique multidisciplinary approach allows EGHI to help cultivate the next generation of global health leaders, partner with countries and academic institutions, and tackle the complexities of global health. Through its programs, research, and global partnerships, EGHI brings together the best minds at Emory, building a bridge from research to communities. This collaborative and creative work has led to global recognition for the university and EGHI.

EGHI bolsters Emory's reputation and expertise in global health by bringing world-renowned faculty and global health luminaries to Emory. The institute is led by Dr. Rebecca Martin, who also serves as the university's vice president for global health. A longtime global health leader at the CDC, Martin most recently served as the director of its Center for Global Health. In that role, she led multilateral efforts to protect and improve health globally through science, policy, partnership, and evidence-based public health action. She has been a driving force in engaging public

and private partners in various countries to mobilize effective preparedness and response measures to global public health threats.

EGHI's programs are led and advised by acclaimed global health experts, including former CDC director and EGHI's founding director Jeffrey P. Koplan and Cynthia Whitney, a public health leader with deep experience in infectious disease research and surveillance.

EGHI provides seed funding to Emory faculty for cross-cutting, multidisciplinary-pilot, or early-phase research projects. Historically, this seed funding has led to sizable support and funding in the future, providing a high return on investment. Faculty members have gone on to garner numerous academic and practical applied achievements and recognitions, and the funding has added scholastic value through conference presentations and journal articles.

The institute also organizes Global Health Forums on cutting-edge global health issues such as COVID-19, vaccine hesitancy, climate change, racism, and health equity. EGHI's series on decolonizing global health has convened hundreds of students, faculty, and global health leaders to share how colonization has shaped academic global health, discuss challenges and lessons learned, and assemble best practices for the future of global health at Emory.

Additionally, EGHI leads a Faculty Fellows program. Faculty representatives from each of the schools at Emory—including Oxford College and the Coulter Biomedical Engineering Department, as well as The Carter Center and Task Force for Global Health—serve as global health ambassadors for Emory.

The institute engages students across academic disciplines with a variety of global health activities, including its internationally renowned Emory Morningside Global Health Case Competition. A Field Scholars Awards Program pairs students from at least three Emory schools with faculty to conduct short-term global health projects. EGHI also engages students across campus with the annual Global Health Student Photography and Warren Westerberg Global Health and the Arts Prize contests.

In 2020, with initial funding from the ESOM, EGHI launched two new student-focused programs: the Global Health Innovation Experience and the Global Health Hackathon. These programs bring together Emory and Georgia Tech biomedical engineering students to focus on global health challenges. The Innovation Experience paired Georgia Tech biomedical engineering students with Emory medical and public health students to design and evaluate a low-cost and locally sourced device to prevent hypothermia in neonates in Ethiopia. The Global Health Hackathons bring together Georgia Tech and Emory students to solve real-world global health problems, with the winning team having the opportunity to further develop their prototype at the prestigious CREATE-X event at Georgia Tech.

EGHI is also home to two large global projects: Child Health and Mortality Prevention Surveillance (CHAMPS) research and the International Association of National Public Health Institutes (IANPHI).

CHAMPS is a global partnership devoted to saving lives by collecting, analyzing, and sharing accurate and timely data about causes of child mortality in nine geographic sites with the highest rates in the world. CHAMPS transforms data into action, working at the local, national, and global levels to ensure sustainable changes in policies, systems, and health interventions to accelerate improvements in child health. This work has drawn international attention and significant funding, including Emory's largest single grant for research, a multimillion-dollar investment by the Bill and Melinda Gates Foundation.

IANPHI is the only global organization dedicated to strengthening national public health institutes. With 111 members in 94 countries, IANPHI employs a unique evidence-based, international framework for development, and its peer-to-peer model leads to long-term national sufficiency for preparedness and response to global health threats.

Appendix III

Research Centers and Institutes

Emory houses many centers and institutes, including health science centers dedicated to vaccine development and antibiotic resistance, Alzheimer's, diabetes, immunology, and autism. Among their outstanding achievements are:

- Emory has been involved in testing all three COVID-19 vaccines currently authorized for use by the U.S. Food and Drug Administration.
- Emory is a national leader in COVID-19–related research; in FY21, the university was No. 3 nationwide in COVID-19 NIH awards among universities and No. 6 in the country when non-university research institutes are included. Achievements include receiving Emergency Use Authorization from the U.S. Food and Drug Administration for molnupiravir, an oral drug for COVID-19 invented by scientists at Emory. Molnupiravir was the world's first approved antiviral pill for use against SARS-CoV-2.
- Emory's Integrated Core Facilities (ICF) were designed to provide access to the latest cutting-edge platforms across the university. In 2017, the Association of American Medical Colleges selected Emory as the third-place winner in the Sharing Research Resources Awards. The award winners “demonstrated successful sharing of research resources between institutions and campuses, including medical schools, teaching hospitals and other academic institutions.”
- The Emory Vaccine Center is the world's largest and most comprehensive academic vaccine research center. Its focus areas include influenza, malaria, AIDS, Ebola virus disease, hepatitis C, tuberculosis, and SARS-COVID-19. Emory Vaccine Center scientists discovered the role of a critical protein (PD-1) in inhibiting the immune response to chronic viral infections, which paved the way for cancer immunotherapy.
- Emory leads one of a handful of NIH-funded Centers of Excellence for Influenza Research and Surveillance.
- In 2003, three Emory professors developed the drug emtricitabine; it is now used by 9 out of 10 HIV patients in the U.S. to treat their condition. In 2005, Emory sold the rights to the drug for \$525 million in what was then the largest-known intellectual property agreement involving a U.S. university.
- Emory conducts more than 1,000 clinical trials of investigational drugs, devices, and procedures annually.
- Scientists at Winship Cancer Institute have tested several cancer drugs approved by the FDA since 2007, many in clinical trials initiated by Emory teams.
- Emory transplant surgeons helped develop belatacept, an FDA-approved post-transplant drug that is less toxic and more effective than previous immunosuppressants.
- Emory's Healthy Aging Study is enrolling 100,000 people in one of the largest-ever clinical research studies of ways to prevent Alzheimer's, cancer, heart disease, diabetes, and more.
- Emory neurologists pioneered the technique of brain mapping to guide surgical inactivation of brain cells that misfire in movement disorders such as Parkinson's. This revolutionized the understanding of Parkinson's disease and led to major breakthroughs in treatments for Parkinson's and other neurological diseases.
- Emory leads an international drug discovery center to help accelerate the development of promising new therapies that will effectively treat or prevent Alzheimer's disease.
- An Emory-led team identified the gene mutation responsible for fragile X syndrome, the most common inherited form of intellectual disability, and then created a diagnostic test.
- The Emory Cardiac Toolbox is one of the most widely applied methods of cardiac imaging used around the world.

Emory's Major Research Centers:

Addiction Alliance of Georgia

(a partnership between Emory Healthcare and the Hazelden Betty Ford Foundation)

Bill and Carol Fox Center for Humanistic Inquiry

The Carter Center

Center for Children’s Health Assessment, Research Translation, and Combating Environmental Racism
Center for Contemplative Science and Compassion-Based Ethics
Center for Data Science
Center for Ethics
Center for Faculty Development and Excellence
Center for Global Safe Water, Sanitation, and Hygiene
Center for Public Health Preparedness and Research Center
Center for Reproductive Health Research in the Southeast
Center for the Study of Human Health
Center for the Study of Law and Religion
Cherry L. Emerson Center for Scientific Computation
Drug Innovation Ventures at Emory
Emory ALS Center
Emory Antibiotic Resistance Center
Emory Brain Health Center
Emory Center for AIDS Research
Emory Center for Digital Scholarship
Emory’s Center for Civic and Community Engagement
Emory Clinical Cardiovascular Research Institute
Emory Comprehensive Stroke Center
Emory/Georgia Tech Predictive Health Institute
Emory Global Diabetes Research Center
Emory Healthcare Innovation Program
Emory Institute for Drug Development
Emory Prevention Research Center
Emory Structural Heart and Valve Center
Emory Vaccine Center
Goizueta Alzheimer’s Disease Research Center
Goizueta Institute @Emory Brain Health
The Halle Institute for Global Research
HERCULES Exposome Research Center
Injury Prevention Research Center at Emory
James Weldon Johnson Institute for the Study of Race and Difference
Lillian Carter Center for Global Health and Social Responsibility
Lowance Center for Human Immunology
Marcus Autism Center
Maternal and Child Health Center of Excellence
Morningside Center for Innovative and Affordable Medicine
Morris K. Udall Center of Excellence for Parkinson’s Disease Research
Silvio O. Conte Center for Oxytocin and Social Cognition
The Task Force for Global Health

Partners in Patient Care, Research, and Teaching:

Georgia Clinical & Translational Science Alliance (Georgia CTSA)

Emory is the lead partner in the Georgia CTSA, an NIH-funded consortium created to translate laboratory discoveries into treatments for patients, engage communities in clinical research efforts, and train clinical investigators.

Centers for Disease Control and Prevention (CDC)

Emory and the CDC have a number of research contracts and consulting partnerships. Emory University Hospital's Serious Communicable Diseases Unit, where the first patients in the U.S. with Ebola virus disease were treated, was built in collaboration with the CDC. Emory faculty serve as advisers on public health committees throughout the CDC, and CDC officers frequently serve as adjunct faculty in Emory's schools of public health and medicine.

Georgia Center for Oncology Research and Education (Georgia CORE)

Winship Cancer Institute works with Georgia CORE to partner with community-based physicians to make more clinical trials of new cancer treatments available to patients throughout the state.

Georgia Institute of Technology

Emory and Georgia Tech share a joint biomedical engineering department ranked #2 in the nation by *U.S. News & World Report*. They also collaborate in nanotechnology, vaccine delivery, clean air and water, health services research, regenerative medicine, bioinformatics, neurosciences, pediatrics, medical devices, immunoengineering, robotics, and design of "smart" equipment and facilities to help the elderly and disabled.

Georgia Research Alliance (GRA)

The GRA is a partnership of business, research universities, and state government that fosters economic development. Through it, the state invests in Emory eminent scholars and research in nanotechnology, cancer, pediatrics, new drug screenings, vaccines, AIDS and other infectious diseases, immunology, transplantation, clinical trials, bioinformatics, autism, imaging, cystic fibrosis, addiction, obesity, and Alzheimer's disease.

Morehouse School of Medicine

The ESOM partners with Morehouse in serving patients at Grady Memorial Hospital and in training Morehouse residents. The two schools also partner in research through the Georgia CTSA and other research initiatives.

University of Georgia (UGA)

Beyond Emory's partnership with UGA in the Georgia CTSA, the schools collaborate in the NIH-sponsored Emory-UGA Center of Excellence for Influenza Research, a national network to improve pandemic preparedness. Emory, Georgia Tech, and UGA are partners in the Regenerative Engineering and Medicine Center, focused on harnessing the body's potential to heal.

Appendix IV

One Emory

The current strategic framework, “One Emory: Engaged for Impact,” aligns with a master plan that provides a shared vision for the facilities and digital investments of the future, creating a promising blueprint for Emory.

In 2018, Emory launched a strategic framework, One Emory: Engaged for Impact, to help grow Emory’s recognition around the world as a leading research university that fosters excellence and attracts world-class talent to innovate today and prepare leaders for the future.

The framework is built upon four pillars:

- **Faculty Excellence** to foster a culture of eminence that attracts and inspires scholars of the highest order.
- **Academic Community of Choice** to cultivate a thriving campus and a compelling student experience.
- **Innovative Scholarship through Creative Expression** to harness imagination and discovery to address 21st-century challenges.
- **Atlanta as a Gateway to the World** to unleash Emory and Atlanta’s shared future to mobilize change for the world.

Appendix V

EVPHA Search Advisory Committee Members

Gregory L. Fenves

President, Emory University; Chair, EVPHA Search Advisory Committee

Gregory L. Fenves, PhD, was named Emory's president in 2020. During his first year, he led the university through the challenges of a global pandemic by setting priorities and establishing policies to unite the community, bolster public health and advance learning, teaching, research, and creative expression—all while charting a course for Emory's future. He has also focused on diversity, equity, and inclusion, launching a series of university initiatives aimed at strengthening Emory's commitment to social justice.

Fenves was drawn to Emory by its strengths as an academic community charged with providing a life-changing undergraduate liberal arts education and dynamic graduate and professional programs—all at a world-class research university. He is deeply inspired by the university's mission to create, preserve, teach, and apply knowledge in the service of humanity.

With a 36-year career in higher education, Fenves has experience at top-tier research universities as a renowned academic researcher and professor as well as an executive leader. Throughout his career, he has demonstrated a strong commitment to advancing faculty development, interdisciplinary research, diversity and inclusion, and access and affordability—creating greater educational opportunity for talented students of all backgrounds.

Before arriving at Emory in August 2020, Fenves was president of The University of Texas (UT) at Austin from 2015 to 2020. Under his leadership, the university recruited world-class faculty members, broadened cross-disciplinary research, raised four-year graduation rates to record levels, built the Dell Medical School, and significantly increased extramural research funding. As president of one of the largest doctoral-granting universities in the nation, Fenves also elevated graduate education and increased support for graduate students. Prior to becoming president of UT, he was provost of the university and dean of the Cockrell School of Engineering.

Fenves was a faculty member at the University of California at Berkeley (UC Berkeley) for 20 years and served as chair of its No. 1–ranked Department of Civil and Environmental Engineering.

For his groundbreaking research in earthquake engineering and academic leadership, Fenves was elected in 2014 to the National Academy of Engineering, the highest recognition for an engineer in the United States. He earned his undergraduate degree at Cornell University and graduate degrees at UC Berkeley.

Kimberly Jacob Arriola

Dean, James T. Laney School of Graduate Studies; Vice Provost for Graduate Affairs

Kimberly Jacob Arriola, PhD, first arrived at Emory University in the fall of 1998 as a student in the Rollins School of Public Health, after earning a doctorate in social psychology from Northeastern University.

In 2001, she earned a Master of Public Health (MPH) in epidemiology. While still in her MPH program, Arriola was invited to join the faculty in the Department of Behavioral, Social, and Health Education Sciences at Rollins. In 2010, she was named director of graduate studies for the same department. She was appointed associate dean for academic affairs at Rollins in 2016 and was named Charles Howard Candler Professor and executive associate dean for academic affairs in 2018.

Arriola was faculty counselor to Emory's Board of Trustees for three years and received an Emory Williams Distinguished Teaching Award in 2014. In 2016, she was honored with the Thomas F. Sellers Jr. Award, presented to a Rollins faculty member "who exemplifies the ideals of public health and serves as a role model and mentor to colleagues."

Jennifer Christie

Professor of Medicine, Division of Digestive Diseases, Emory University School of Medicine; Executive Associate Division Director, Clinical Director of Digestive Diseases, Medical Director of GI ASC Endoscopy, and Director of Gastrointestinal Motility, The Emory Clinic

Dr. Christie, MD, received her undergraduate degree in biology from the University of Michigan and her MD from Howard University College of Medicine. She completed her internal medicine residency at the Beth Israel Medical Center (New York) and her fellowship in gastroenterology at the University of Medicine and Dentistry of New Jersey. Her first faculty position was at the Mount Sinai School of Medicine. Dr. Christie served as chief of the Gastroenterology Clinics and was director of the Women's Gastrointestinal Health & Motility Center at Mount Sinai.

At Emory School of Medicine, she takes care of a broad range of patients with gastrointestinal problems but has a keen interest in colon-cancer screening as well as cancer outcomes, particularly as it relates to gender and ethnic disparities.

Dr. Christie's clinical interests include women's gastrointestinal health issues, irritable bowel syndrome, and gastrointestinal motility disorders.

Her research and clinical focus is in creating and testing interventions to reduce racial/ethnic disparities with regard to colon-cancer screening. Furthermore, she is interested in understanding the impact that functional bowel disorders such as chronic constipation and irritable bowel syndrome have on men and women and identifying treatment for these disorders.

Wilbur Lam

Professor, Wallace H. Coulter Department of Biomedical Engineering and Department of Pediatrics, Emory University School of Medicine

Dr. Lam, MD, PhD, has a unique background as a physician-scientist-engineer. He obtained his bachelor's degree from Rice University, medical doctorate from Baylor College of Medicine, and doctorate in bioengineering from the University of California at Berkeley and University of California at San Francisco, where he also completed his clinical training in pediatrics and pediatric hematology/oncology.

His interdisciplinary laboratory comprises bioengineers, mechanical engineers, electrical engineers, biologists, chemists, and physicians. His laboratory serves as a unique one-stop shop in which in vitro microsystems are developed to study the biophysics of hematologic processes in both health and disease and then translated to the patient bedside. Specifically, his lab's research interests involve the development and application of microsystems to enable research in the biophysical mechanisms of hematologic diseases, such as sickle cell disease, and bleeding and thrombotic disorders, as well as further developing those systems into novel therapeutics and diagnostic devices.

Timothy Lash

Chair and Professor, Department of Epidemiology, Rollins School of Public Health

Dr. Lash, MD, is O. Wayne Rollins Distinguished Professor of Epidemiology and chair of the Department of Epidemiology. He is also the leader of the Cancer Prevention and Control Program of the Winship Cancer Institute. He holds a position as Honorary Professor of Cancer Epidemiology at Aarhus University in Denmark.

He is editor-in-chief of *Epidemiology* and has coauthored the textbooks *Modern Epidemiology*, 4th edition, and *Applying Quantitative Bias Analysis to Epidemiologic Data*, 2nd edition. His research focuses on the descriptive epidemiology of cancer recurrence and predictors of cancer recurrence.

Charles E. Moore

Professor, Department of Otolaryngology, Emory University School of Medicine; Chief of Service, Otolaryngology, Grady Memorial Hospital; Co-Director, Center for Cranial Base Surgery

Dr. Moore, MD, specializes in the surgical treatment of cancers of the head and neck with a focus on craniomaxillofacial and anterior skull base surgery. He treats head and neck cancer patients at Grady Memorial Hospital.

He serves as president of the American Association for Cancer Education. He is a member of the American Academy of Otolaryngology, Georgia Society of Otolaryngology, National Medical Association, North American Skull Base Society, and Society of Robotic Surgery, among other professional organizations.

Nancy J. Newman

LeoDelle Jolley Chair in Ophthalmology; Director, Section of Neuro-Ophthalmology; Professor, Ophthalmology and Neurology; Instructor in Neurological Surgery, Emory University School of Medicine

Dr. Newman, MD, has authored more than 500 publications, including scientific articles, book chapters, and books, including the primary textbook in neuro-ophthalmology, *Walsh & Hoyt's Clinical Neuro-Ophthalmology*, 5th and 6th editions. She is coauthor, with Valérie Biousse, of the textbook, *Neuro-Ophthalmology Illustrated*, the first edition published in 2009, the second edition in 2016, and the third edition in 2020. She has served on the editorial boards of the *American Journal of Ophthalmology*, the *Journal of the Neurological Sciences*, *Seminars in Neurology*, and the *Journal of Neuro-Ophthalmology*.

She has lectured widely throughout the world and is known for her innovative teaching style. In clinic, she sees both adults and children with neuro-ophthalmologic problems, such as optic-nerve disorders, visual-field defects, and disorders of ocular motility. Her main research interests include disorders of the optic nerve and mitochondrial diseases. Dr. Newman served on the Board of Trustees of Princeton University for 14 years and is currently a trustee emerita. She also served as president of the Princeton Alumni Association and chair of the Alumni Council.

Sharon H. Pappas

Chief Nurse Executive, Emory Healthcare; Professor; Nell Hodgson Woodruff School of Nursing

Dr. Pappas, RN, PhD, NEA-BC, FAAN, is a member of Emory Healthcare and the Woodruff Health Science Center's senior leadership teams and is responsible for nursing practice across Emory's hospitals, ambulatory care, and postacute agencies. With four Emory Healthcare hospitals designated as Magnet, she works to establish this same nursing excellence as a distinctive competency throughout Emory Healthcare. Dr. Pappas completed her PhD at the University of Colorado Denver College of Nursing, with a research focus on clinical and financial outcomes that are sensitive to nursing. Dr. Pappas holds a master of science in nursing administration from Georgia College School of Nursing and a bachelor of science in nursing from the Medical College of Georgia School of Nursing.

She has authored numerous articles for peer-reviewed journals and done many conference presentations throughout her career focusing on the role nurses and the nursing environment play in patient safety and hospital costs. She is a member of Sigma Theta Tau, International, the American Nurses Association, and the American Organization for Nursing Leadership, where she served as a board member and currently represents the organization on the Commission on Magnet for the American Nurses Credentialing Center. A Fellow in the American Academy of Nursing,

Dr. Pappas is past chair of the Expert Panel on Building Health System Excellence. She served on the National Academy of Science, Engineering, and Medicine Committee on Systems Approaches to Improve Patient Care by Supporting Clinician Well-being.

Tammie E. Quest

Director, Emory Palliative Care Center, Robert W. Woodruff Health Sciences Center; Professor, Department of Emergency Medicine, Emory University School of Medicine

Dr. Quest, MD, is a Project on Death in America Faculty Scholar. Currently, she serves as the chief of the Section of Palliative Medicine at the Atlanta VA Medical Center and is the former director of the Grady Cancer Center for Excellence Palliative Care Oncology Program. She is currently the Fellowship Program director for the School of Medicine program in Hospice and Palliative Medicine and holds a strong interest in novel palliative care curriculum design and teaching methodologies for both undergraduate, graduate, and postgraduate medical trainees whom she teaches locally, regionally, and nationally.

She is the director of the National Cancer Institute–sponsored Education in Palliative and End of Life Care–Emergency Medicine Project. In addition, she serves as a member of the National Priorities Partnership’s Palliative and End-of-life Care work group. With a strong interest in ethics and end-of-life care, Dr. Quest holds a core faculty appointment at the Emory Center for Ethics and is the immediate past-chair of the Ethics Committee for the Society of Academic Emergency Medicine and a member of the Ethics Committee for the American College of Emergency Physicians. In 2016, she was appointed by Governor Nathan Deal to the Georgia Palliative Care and Quality of Life Advisory Council. She is also president-elect of the American Academy of Hospice and Palliative Medicine.

Suresh S. Ramalingam

Executive Director, Winship Cancer Institute

Board-certified in medical oncology, Dr. Ramalingam, MD, FACP, FASCO is nationally recognized as an investigator and a physician in the area of small cell and non-small cell lung cancer.

Dr. Ramalingam is past president of the Georgia Society of Oncology and a board member of Georgia CORE. He is a Fellow of the American Society of Clinical Oncology and a Georgia Cancer Coalition Distinguished Cancer Scholar.

He holds professional memberships with the American Society of Clinical Oncology, American Association for Cancer Research, and International Association of Lung Cancer Study. He plays an active role in the ECOG-ACRIN Cancer Research Group as the chair of the Thoracic Malignancies Committee and as the deputy chair of Therapeutics Programs. He serves on several international, national, and institutional committees. He is a member of the Medical Oncology Board Exam Committee for the American Board of Internal Medicine.

John G. Rice

Trustee, Emory University Board of Trustees; Chair, Woodruff Health Sciences Center Committee

Mr. Rice is vice chair of GE and president and CEO of GE Infrastructure. This business segment includes Energy, Aviation, Rail, Oil and Gas, Water, Energy Financial Services, and Aviation Financial Services. Prior to his current position, Mr. Rice served as vice chair of GE and president and CEO of GE Industrial.

He earned a bachelor of arts in economics from Hamilton College and currently serves on the board of trustees there. He is also a trustee of various other institutions in addition to Emory, including the Walker School, and is on the International Advisory Board of King Fahd University in Saudi Arabia. Mr. Rice is past chair of the Metro Atlanta Chamber of Commerce. He was elected an Emory term trustee in 2006.

Vikas P. Sukhatme

Dean, Emory University School of Medicine; Chief Academic Officer, Emory Healthcare; Robert W. Woodruff Professor of Medicine

Prior to coming to Emory, Dr. Sukhatme, MD, ScD, was chief academic officer and Harvard faculty dean for academic programs at Beth Israel Deaconess Medical Center in Boston and the Victor J. Aresty Professor of Medicine at Harvard Medical School.

Dr. Sukhatme was born in India and raised in Rome, Italy. He completed a bachelor's degree and then a doctorate (ScD) in theoretical physics at Massachusetts Institute of Technology. In 1979, he received an MD from Harvard Medical School in the Harvard-MIT program in Health Sciences and Technology. Following his residency in medicine and a clinical fellowship in nephrology at Massachusetts General Hospital, he spent two years at Stanford University in immunology research.

His first faculty appointment was at the University of Chicago, where he was also appointed an assistant investigator of the Howard Hughes Medical Institute. In 1992 he moved to Harvard Medical School and Beth Israel Deaconess Medical Center as chief of the renal division in the Department of Medicine, and he subsequently received an appointment in the hematology-oncology division. He was also the founding chief of the Division of Interdisciplinary Medicine and Biotechnology at Beth Israel. For eight years, he was the chief academic officer and Harvard faculty dean for academic programs at Beth Israel.

Dr. Sukhatme's research spans numerous areas of medicine in both fundamental science and clinical care. He has authored more than 200 scientific publications that have been cited more than 40,000 times. His longstanding interest in cancer currently centers around tumor metabolism and tumor immunology and on outside-of-the-box approaches for treating advanced cancer. He has conducted studies on genes important in kidney cancer and polycystic kidney disease.

His laboratory played a key role in the discovery of the cause of preeclampsia, a blood-vessel disorder and a major cause of morbidity in pregnant women. His research has provided insights into how blood vessels leak in patients with severe infections and into how new vessels form to feed growing tumors. He has elucidated mechanisms by which statins can cause muscle damage.

Dr. Sukhatme is known to be equally passionate about teaching medicine and educating communities outside of medical school. He initiated a course to bring MD/PhD students up to speed as they returned to the clinic after their graduate studies, as well as a mini-medical school series for the general public and one for industry scientists highlighting unsolved clinical problems.

An entrepreneur, Dr. Sukhatme cofounded several biotechnology companies based on discoveries from his laboratory. Along with his wife, Vidula Sukhatme, he is cofounder of a nonprofit organization, GlobalCures, to conduct clinical trials on promising therapies for cancer not being pursued for lack of profitability. The GlobalCures vision has been expanded at Emory, leading to the creation of the Center for Innovative and Affordable Medicine, of which Dr. Sukhatme is founding director.

Beth Ann Swan

Associate Dean and Vice President for Academic Practice Partnerships and Professor, Clinical Track, Nell Hodgson Woodruff School of Nursing

Dr. Swan, PhD, RN, FAAN, is a Fellow of the American Academy of Nursing, past president of the American

Academy of Ambulatory Care Nursing, and a Robert Wood Johnson Executive Nurse Fellow. She is nationally and internationally known for her research in health care and nursing. She was an early leader in exploring the impact of changing health care delivery models on outcomes of care. Throughout her career, Dr. Swan has been an advocate for engaging consumers in their health care, promoting ambulatory and primary care, and creating innovative evidence-based practices to improve care. As the principal investigator on extramural funded grants, Dr. Swan has provided leadership and mentorship on ground-breaking projects impacting both nursing practice and interprofessional education. As a volunteer leader with the American Association of Critical-Care Nurses, Dr. Swan developed the major contribution to care coordination and transition management, the national curriculum known as CCTM. She is the co-editor of *Care Coordination and Transition Management Core Curriculum*, 2nd edition.

She was a member of the Veterans Health Administration Choice Act Blue Ribbon Panel and was a member of the Josiah Macy Jr. Foundation Planning Committee for Preparing Registered Nurses for New Roles in Primary Care. Her numerous publications cover a wide range of topics focused on ambulatory and primary care, innovations for education and practice, and health care policy. Her family's story was published in the November 2012 issue of *Health Affairs' Narrative Matters* feature, "A Nurse Learns Firsthand That You May Fend for Yourself after a Hospital Stay," and was a call to action to become a voice advocating on behalf of individuals and families.

John F. Sweeney

Joseph Brown Whitehead Professor and Chair, Department of Surgery, Emory University School of Medicine; Director, Surgical Services, and Surgeon-in-Chief, Emory Healthcare

Before joining Emory as chief of the Division of General and Gastrointestinal Surgery in September 2007, Dr. Sweeney, MD, directed the Division of General and GI Surgery, the bariatric surgery program, and the Michael E. DeBakey Minimally Invasive Surgery Center of Excellence of the Michael E. DeBakey Department of Surgery, Baylor College of Medicine. Prior to that, he served as chief of surgery at the Ann Arbor VA Medical Center and director of minimally invasive surgery at the University of Michigan.

Dr. Sweeney served as chief quality officer for the Emory Department of Surgery from 2008 to 2016 and helmed its participation in the University Healthcare Consortium Quality and Accountability Program, American College of Surgeons National Surgical Quality Improvement Program, Surgical Care Improvement Project, and Best Practices for Better Care.

His quality research includes work he is conducting with James C. Cox, director of the Experimental Economics Center of the Andrew Young School of Policy Studies at Georgia State University. For "Uptake of Comparative Effectiveness Research: Implications for Discharge Decision," funded by the National Institute on Aging of the NIH, Drs. Sweeney and Cox are focusing on hospital length of stay and discharge decisions as central factors in the complex interplay between quality of health care delivery and medical costs. They are also experimenting with alternative choices and new applications of information technology designed to increase physicians' effectiveness in identifying when to discharge a patient.

When former chair Dr. Chris Larsen was named dean of the School of Medicine in January 2013, Dr. Sweeney began serving as interim chair of the Department of Surgery. He was appointed Joseph B. Whitehead Chair of the department in 2015.

Thomas Wichmann

Associate Director, Scientific Programs, Yerkes National Primate Research Center

Dr. Wichmann, MD, is working to develop more effective and safer interventions to help those who have Parkinson's disease (PD) and other movement disorders. To do this, he focuses his research on brain activity changes associated

with PD and the effects of deep brain stimulation on brain networks. The NIH and national foundations have continuously funded his research since 1996.

In addition to his research, Dr. Wichmann serves as associate director for scientific programs at Yerkes. In this role, he works with Yerkes director Paul Johnson and the center's leadership team to help guide the future directions of the center's scientific research programs, with an eye to establishing scientific priorities and enhancing support for Yerkes research.

Dr. Wichmann is also the PI and project PI of Emory's National Institute of Neurological Disorders and Stroke-funded Morris K. Udall Center of Excellence in Parkinson's Disease Research. With a goal of developing more effective PD treatments that have fewer side effects, the Emory Udall Center integrates collaborative research, expert training of researchers and outreach to people who have PD and their caregivers, as well as open dialogue with the general public, including organizing seminars and other educational activities. Dr. Wichmann is also the A. Worley Brown Professor of Neurology, associate director of the Movement Disorder Division at Emory, and a member of Emory's deep brain stimulation surgery team, for which he provides intraoperative electrophysiologic expertise as well as pre- and postoperative patient assessments.

He joined Yerkes in 2004, has published more than 80 peer-reviewed papers and 65 review articles, and serves on several editorial boards. He attended the universities of Münster and Freiburg in Germany for his medical training, graduated from the University of Freiburg with his medical degree, and then remained at the university to complete postdoctoral training in pharmacology. He also trained in in vivo primate electrophysiology in the Department of Neurology at Johns Hopkins University. Following his time in Baltimore, Dr. Wichmann relocated to Atlanta, completed his residency training in neurology at Emory, and became a faculty member in the movement disorder division in Emory's Department of Neurology, where he specializes in caring for people who have PD and Huntington's disease.

