



EMORY UNIVERSITY

Position Prospectus

Provost and Executive Vice President
for Academic Affairs



EXECUTIVE SUMMARY

Emory University invites applications and nominations for the position of ***Provost and Executive Vice President for Academic Affairs***. As a highly ranked Association of American Universities (AAU) research university, Emory seeks a distinguished academic leader who has a track record of strategically and operationally increasing the stature of research and educational programs at peer universities. The candidate must also have had deep experience in the following areas during their time in leadership:

- recruiting, developing, and retaining an outstanding and diverse faculty;
- elevating the undergraduate student experience both inside and outside of the classroom;
- sustaining and expanding the quality and academic reputation of graduate education programs;
- supporting innovative research and expanding research collaboration across disciplines, schools, and colleges;
- championing diversity, equity, and inclusion throughout the university; and
- leading an academic unit of significant scope dedicated to supporting the academic mission.

Candidates should have uncompromising integrity, an unwavering moral compass, proven leadership and decision-making skills in large academic organizations, a track record of strategic accomplishments, a history of collaboration within university governance structures, and experience in aligning resources to meet strategic and operational needs.

Accomplished scholars who have experience in senior academic leadership positions at esteemed universities are encouraged to submit a CV and a bullet-point summary of their major leadership accomplishments.

Emory's next ***Provost and Executive Vice President for Academic Affairs*** will partner with President Gregory L. Fenves to spur academic growth and continue elevating the stature of Emory University. The Provost is the top academic leader and part of the senior leadership team responsible for all aspects of the university. The Provost works closely with Emory's deans in supporting the schools' priorities related to faculty, research, scholarship, and teaching.



The Provost is a key leader in the [One Emory: Ambition and Heart](#) strategy, which seeks to strengthen partnerships across the university and inspire impactful teaching, research, and scholarship that will continue to take Emory from excellence to eminence. Of the six pillars within the One Emory strategy, three are directly in the purview of the Provost: Faculty Eminence, Academic Community of Choice, and Innovation Through Scholarship and Creative Expression. The Provost is also expected to partner with university leaders and units to support the success of the other strategic pillars: Thriving Health Care, Inventing Cures; Commitment to Our People; and Emory + Atlanta: Rich History, Shared Future.

Organizationally, Emory has nine undergraduate, graduate, and professional schools. Undergraduate education is led by Emory College of Arts and Sciences, Oxford College, Goizueta Business School, and the Nell Hodgson Woodruff School of Nursing. Undergraduates have two options when they apply to Emory—Emory College, the four-year liberal arts and sciences division, or Oxford College, where students complete the first two years of their Emory bachelor’s degree on a small, close-knit campus with a distinctive liberal arts focus. Students in both divisions have the option to continue with a liberal arts and sciences degree in Emory College, or pursue a degree in Emory’s nursing or business schools. The Woodruff Health Sciences Center (WHSC) consists of the schools of medicine, nursing, and public health; Emory National Primate Research Center; Winship Cancer Institute; and Emory Healthcare, the largest and most comprehensive academic health system in Georgia.

Emory has recruited a talented leadership team; eight of the nine academic deans started their roles between 2021 and 2024. The Provost will work with each dean to develop and execute strategies to foster eminence within each school. The Provost will also facilitate collaborative efforts throughout the university, making progress on the One Emory strategy and partnering with a range of leaders and Emory community members on key initiatives.

As the chief academic officer, the Provost—along with President Fenves—engages with the Emory University Board of Trustees. The Provost serves as the primary executive for the Academic Affairs Committee and regularly coordinates with the committee chair and the Office of the Secretary to ensure the committee fulfills its governance responsibilities. Within the university, shared governance is deeply valued, and the Provost is expected to demonstrate a commitment to shared governance by communicating and working with the University Senate and the Faculty Council.



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Emory is one of the leading research universities in the nation—home to remarkable faculty and students who conduct research and scholarship at the vanguard of the arts and sciences, business, law, theology, medicine, nursing, and public health. Emory’s sponsored research activity now exceeds \$1 billion in expenditures per year. This is a testament to the remarkable accomplishments and innovations of Emory faculty, researchers, and scientists who have helped increase Emory’s annual sponsored expenditures by 50 percent since 2020.

As of fall 2024, the Emory University undergraduate student body (Emory College, Nursing, Business, and Medicine) totaled 7,407 and the Oxford College student body totaled 967. Graduate and professional students at the university number 7,794. Emory has over 4,000 faculty members who are leaders in their disciplines spanning the arts, humanities, sciences, professional schools, and much more.

U.S. News & World Report ranks Emory No. 24 among national universities. The Nell Hodgson Woodruff School of Nursing ranks No. 1 for Undergraduate Nursing, No. 1 for Best Nursing School: Master’s, and No. 6 for Best Nursing School: Doctor of Nursing Practice; the Rollins School of Public Health ranks No. 3; the School of Medicine ranks Tier 1 for Best Medical Schools: Research; the School of Law ranks No. 42; and Goizueta Business School ranks No. 14 for Undergraduate Business and No. 18 for Full-Time MBA. Many departments and programs within these schools are also highly ranked.

Emory has more than 160,000 alumni around the world and extraordinary friends and supporters who generously invest in the university’s mission. The university is in the final year of the 2036 Campaign, a comprehensive campaign to raise transformational resources for students, faculty, and research that is nearing the goal of \$4 billion. As of 2023, Emory’s endowment had a market value of more than \$10 billion; its distributions provide essential resources for building eminence and strengthening strategic initiatives.

The Emory community has a deep sense of its mission and a shared belief in the power of education and research to advance the common good. This is reflected in the university’s motto, “The wise heart seeks knowledge.” The Emory community serves society through transformative research; the highest-quality undergraduate, graduate, and professional education; health care that improves the lives of patients; and impactful engagement with communities in Metro Atlanta and beyond.



ASPIRATIONS AND EXPECTATIONS FOR EMORY'S NEXT PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Emory mission is “to create, preserve, teach, and apply knowledge in the service of humanity.” The university brings these words to life with ambition and heart by offering an unmatched liberal arts education within a world-class research university and healthcare enterprise.

Emory expects its next Provost and Executive Vice President for Academic Affairs to serve with integrity, to bring a spirit of collaboration and community building to their work, to demonstrate a passion for achieving excellence in education and research, and to make decisions that display an ability to develop and execute strategic initiatives guided by a clear and compelling vision for the future of Emory and higher education as a whole.

In considering candidates, priority will be given to individuals who have either decanal experience at an AAU or other research university, particularly with a large college, or experience as a provost or vice provost at a peer university. Emory’s next Provost will be expected to have a strong record of creating an environment where diversity, equity, and inclusion thrive, and members of the university community are supported and heard. In carrying out their responsibilities, the Provost must always demonstrate excellent communication skills and the ability to make clear, timely, and thoughtful decisions.

Emory’s next Provost will be expected to work with the deans to support faculty eminence and recruit and retain an exemplary and diverse faculty. These efforts will be intended to elevate the reputation and rankings of Emory’s academic units and position the university to lead in core disciplines as well as rapidly developing fields, including but not limited to artificial intelligence, which has been the focus of a major faculty recruitment initiative at Emory.

The Provost will be responsible for ensuring that the university’s pedagogy—at the undergraduate and graduate levels, as well as in the professional schools—is tied to the research of the faculty, so that students can benefit fully from their education at a leading research university.



The Provost will be expected to display a strong awareness of the value of the residential college experience and continue strengthening it as a central feature of undergraduate student life on the Atlanta and Oxford campuses. The Student Flourishing initiative has organized and elevated the ways students are supported during their educational journey by focusing on their well-being, their career exploration, and the need to discover their sense of purpose. Emory will look to the Provost to champion educational activities inside and outside of the classroom that enhance the overall academic experience, and that demonstrate an understanding of the benefits of strong disciplinary and interdisciplinary education. At Emory, global education and engagement, entrepreneurship, and community service are highly valued, and the Provost is expected to fully embed these key elements into Emory's educational mission.

Doctoral education is administered through the James T. Laney School of Graduate Studies with doctoral students and graduate faculty embedded within six of Emory's schools. This is an important moment for the Provost to partner with the schools and graduate programs to continue building on Emory's tradition of exceptional doctoral education while anticipating changing needs in graduate education. At the master's and professional degree levels, the Provost is expected to support deans as they seize new opportunities in delivering extraordinary educational and research experiences that only Emory can provide.

With sponsored research exceeding \$1 billion in annual expenditures, the Provost is expected to collaborate with the senior leadership team to sustain this high level of research, strengthen the research enterprise given contemporary compliance requirements, and broaden the support for research while investing in growth areas that complement the university's current portfolio. Emory has an excellent record of commercializing research and transforming faculty discoveries into solutions that benefit society. The Provost will have an important role in developing strategies so that our faculty are positioned to make these breakthroughs at an even higher level.

The Office of the Provost encompasses offices and units responsible for the academic mission of the university. The Provost will partner with a team of vice provosts and administrative leaders to oversee and manage the office and its many responsibilities and initiatives across the entire university. The Office of the Provost includes Academic Innovation; Campus Life; Office of Diversity, Equity, and Inclusion; Enrollment Management; Office of the Vice Provost for Entrepreneurship; Faculty Affairs; Finance, Planning, and Administration; Global Strategy and Initiatives; Institutional Equity and Compliance; Libraries and Museum; Office of the Senior Vice President for Research; and Undergraduate Affairs. Additionally, the Provost will share oversight responsibilities of the Office of Information Technology.



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In summary, when evaluating individuals for this exciting leadership opportunity, Emory University is particularly interested in those who:

- Are recognized and respected for sustained, high-level academic achievement and experience advancing scholarship in one or more disciplines;
- Have increased the academic stature and reputation of the unit they have led with a track record of sound judgment and strategic decision-making;
- Build community across the university by listening, engaging thoughtfully, and communicating effectively with stakeholders;
- Demonstrate success in supporting diversity, equity, and inclusion for faculty, students, and staff;
- Have a record of fostering the development of innovative program and accountability metrics to support student success at the undergraduate, graduate, and professional levels as well as in the years after graduation;
- Have the skills and experience required of a Provost such as budget and financial expertise and experience with change management and managing complexity in organizations;
- Set a high bar for supporting faculty development and faculty recruiting, promotion, and tenure processes and decisions;
- Facilitate interdisciplinary research and are catalysts for collaborative opportunities;
- Have experience working with governing boards and university shared governance structures;
- Are known for collaboration and recognizing talent while building an appropriately sized leadership team and mentoring effectively;
- Display intellectual depth and creativity through strategic and operational decisions;
- Model unwavering integrity;
- Demonstrate strong emotional intelligence and are known for being gracious, warm, and having a sense of humor.



APPLICATIONS AND NOMINATIONS

Emory University invites inquiries, nominations, and applications for the position of Provost and Executive Vice President for Academic Affairs. Interested, qualified individuals should provide an electronic version of their curriculum vitae along with a bullet-point summary of key accomplishments in each leadership role held. Emory has retained Ilene H. Nagel and John Simon of *Education Executives* to assist with this search. Confidential inquiries, nominations, and applications should be sent via email to:

Ilene H. Nagel and John Simon
Education Executives, LLC
<https://www.edexsearch.com/>
emory.provost@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 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 Department of Equity and Civil Rights Compliance, 305 Administration Building, 201 Dowman Drive, Atlanta, Georgia 30322. Telephone: 404-727-9867



APPENDIX

BRIEF HISTORY OF EMORY UNIVERSITY

In 1836, the Methodist Episcopal Church founded Emory College in Oxford, Georgia; naming the school for John Emory, an American Methodist bishop who believed education molded character as well as the mind. The Emory motto proclaims, “The wise heart seeks knowledge.” In 1914, with a gift of \$1 million and 75 acres from Asa Candler of The Coca-Cola Company, Emory University expanded to Atlanta.

Emory opened its doors to women in 1917, and the first woman graduate received her degree in 1920. Emory’s first Black students were not admitted until 1963, a year after the university successfully sued the State of Georgia for the right to admit students regardless of race. Emory University has worked to reckon with its early ties to the dispossession of native and indigenous peoples in Georgia and slavery through university initiatives and programs. Today, Emory’s commitment to diversity, equity, and inclusion is a core value.

During the past half-century, the university and its campuses have undergone a stunning transformation, much of it owed to the largesse of Robert W. Woodruff, who led The Coca-Cola Company to unparalleled growth as the most recognized brand in the world. In 1979, Robert Woodruff and his brother, George, gave \$105 million in unrestricted funds to the university—at the time the largest gift to a university in history. With a focus on making Emory “one of the principal universities in this country, one of this society’s unassailably distinctive resources,” James T. Laney, Emory president from 1977 to 1993, set about strengthening the liberal arts, building graduate programs of distinction, and recruiting ever more distinguished faculty.

Today, Emory has nine schools, each with a distinctive focus, and educational offerings that span undergraduate, graduate, and professional programs.

- Emory College of Arts and Sciences
- Oxford College
- Rollins School of Public Health
- Candler School of Theology
- Emory University School of Medicine
- Emory University School of Law
- Goizueta Business School
- James T. Laney School of Graduate Studies
- Nell Hodgson Woodruff School of Nursing



RELATIONSHIP TO THE METHODIST CHURCH

Emory has a historical affiliation with the United Methodist Church. The university is a separate and self-sustaining corporation not controlled by the United Methodist Church, but its work and self-understanding continue to respect a relationship between the church and the university, and the two collaborate and inform each other as independent entities. Rooted in its Methodist heritage and values, Emory has become one of the most religiously diverse and spiritually engaged universities in the country as it maintains a deep dedication to scholarly research in and practice of religion and spirituality.

EMORY FACULTY

Emory's more than 4,000 faculty members are renowned experts in their fields—inspiring teachers and brilliant researchers working to improve our understanding of the world. They excel as role models, welcoming students' diverse points of view, engaging them in collaborative research opportunities, and stirring their imaginations. Through teaching, research, and service our faculty carry out the Emory vision of an inquiry-driven, ethically engaged, and inclusive intellectual community.

Among the numerous awards earned by the Emory faculty, major honors have included the Pulitzer Prizes for history and poetry, the Nobel Peace Prize, the MacArthur Fellowship "Genius Grant," and the Lasker Award. Fifty-six members of the regular, affiliated, and emeritus faculty have been honored as fellows of the American Association for the Advancement of Science; 32 are members of the National Academy of Medicine; 50 are members of the American Academy of Nursing; 30 are members of the American Academy of Arts & Sciences; 19 are members of the American Law Institute; 17 are members of the National Academy of Inventors; four are members of the National Academy of Sciences; and two are members of the National Academy of Engineering.

UNDERGRADUATE EDUCATION

At Emory, undergraduate students begin either at Oxford College on the original campus in Oxford, Georgia, or at Emory College on the Atlanta campus. Emory College provides a broad range of undergraduate majors and co-curricular opportunities, including research, study abroad, experiential education, and internships. With approximately 5,500 undergraduate students, Emory College delivers a leading liberal arts education that is at the heart of the university's mission.



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With approximately 1,000 students, Oxford College offers a distinctive education rooted in small class sizes, experiential learning, and a close-knit residential community. Oxford emphasizes purposeful academic exploration through close partnerships between students and faculty, including mentored research, practice-based learning, and community engagement. After their first two years at Oxford, students can continue at Emory College or pursue degree programs in the business or nursing schools.

Emory University offers undergraduate students a wealth of opportunities for education abroad, hands-on research, and experiential learning. Through the campus-wide Student Flourishing initiative and extensive collaboration among the undergraduate schools—Emory College of Arts and Sciences, Oxford College, Goizueta Business School, and the Nell Hodgson Woodruff School of Nursing—as well as Emory Campus Life, Emory has made substantial progress in providing a comprehensive undergraduate experience. The Pathways Center at Emory College and the Center for Pathways and Purpose at Oxford College provide career development support, pre-health and pre-law advising, internship funding, networking opportunities, career treks, and fellowships guidance to undergraduate students. With a holistic focus on academic, personal, and professional development, Emory is dedicated to empowering students, supporting their ambitions, and providing them with the tools to enable their lifelong success.

There is more work to be done, however, to improve retention and graduation rates, and prepare all Emory students—through academic and career advising, a rich campus life experience, and much more—to find their purpose.

As of fall 2024, the Emory University undergraduate student body (Emory College, Nursing, Business, and Medicine) totaled 7,407 and the Oxford College student body totaled 967, featuring students from all 50 states and 70 countries.

Emory meets full demonstrated financial need for undergraduate students. In fall 2022, the university eliminated need-based loans as part of undergraduate students' financial aid packages by replacing them with institutional grants and scholarships. Emory awarded \$210 million in scholarships and grants in 2023-24, with 90 percent allocated to need-based aid.

Among many honors, Emory's students in the past five years have won 62 Fulbright U.S. Student Grants, 12 NCAA Postgraduate Scholarships, 17 Goldwater Scholarships, five Humanity in Action Fellowships, five Schwarzman Scholarships, three Luce Scholarships, two Marshall Scholarships, two Beinecke Scholarships, one Udall Scholarship, one Truman Scholarship, one NOAA Hollings Scholarship, one Churchill Scholarship, one Mitchell Scholarship, and one Rhodes Scholarship.



GRADUATE AND PROFESSIONAL EDUCATION

Emory offers specialized studies and unmatched research opportunities at seven graduate and professional schools on the university's Atlanta campus. The schools include the James T. Laney School of Graduate Studies, Goizueta Business School, the School of Law, Candler School of Theology, the School of Medicine, Nell Hodgson Woodruff School of Nursing, and Rollins School of Public Health.

Graduate and professional students at the university number 7,794 as of fall 2024. Graduate students may pursue more than 40 programs across the humanities, social sciences, biomedical and natural sciences, public health, theology, nursing, and business in all schools except Oxford College and the School of Law. Professional-degree students are enrolled in 32 programs across the seven graduate and professional schools. All seven graduate and professional schools offer dual-degree programs. The university's graduate and professional schools share labs, libraries, and other spaces, which fosters collaborative and cross-disciplinary research.

The **James T. Laney School of Graduate Studies** encompasses doctoral and masters programs across six schools in the university (Candler School of Theology, Emory College of Arts and Sciences, School of Medicine, Goizueta Business School, Nell Hodgson Woodruff School of Nursing, and Rollins School of Public Health). The PhD degree can be earned in more than three dozen disciplines along with several terminal master's degrees. Laney students choose from specialties ranging from the humanistic to the biomedical; no matter what field they choose, they are united in demonstrating the expertise, creativity, and courage to contribute to their chosen fields. Laney faculty, who are tenured in the six partner schools, enhance the depth and breadth of their research through high-quality, student-centered mentoring of graduate students.

At the professional graduate level, **Goizueta Business School** students can earn an MBA or specialized masters in curriculums that help students develop into principled leaders who will have a positive influence on business and society. Students benefit from world-leading faculty and Emory's close relationships with Atlanta's business community.

The **School of Law** is a center of academic and professional excellence. The faculty, renowned for scholarly impact, prepares students to become sophisticated, principled lawyers and community leaders who can thrive anywhere in the world. The core JD program provides education and skills, supplemented by experiential opportunities and academic centers.



Candler School of Theology offers five master's, one doctoral, and nine dual degrees connecting academics, reflection, and praxis. One of a select group of theology schools embedded in major research universities, Candler benefits from a diverse and accomplished faculty and student body, a commitment to contextual learning, and the extraordinary collections of Pitts Theology Library.

The **School of Medicine** offers the MD program and graduate programs in health professions such as physical therapy, physician assistant, and anesthesiologist assistant. An innovative curriculum includes early clinical skills training, and faculty are committed to training students to become future leaders and advance trailblazing discoveries. Students and graduate medical education trainees benefit from the university's WHSC as well as Emory's leadership in the healthcare community.

At the graduate level in the top ranked **Nell Hodgson Woodruff School of Nursing**, students earn master's degrees and the DNP (doctorate of nursing practice). Programs prepare nurses who enter careers in advanced practice nursing, leadership, and research and who are trained to deliver high-quality, patient-centered care in a variety of healthcare settings. Unique features of the nursing program include the advantage of the university's WHSC as well as small classes, state-of-the-art simulation labs, and diverse clinical and research partnerships.

At **Rollins School of Public Health**, one of the top-ranked schools in the country, faculty make discoveries across critical areas of public health and students learn to identify, analyze, and intervene in the world's most pressing public health issues. Rollins works in close collaboration with the university's WHSC as well as many local, national, and global partners including the U.S. Centers for Disease Control and Prevention (CDC), which is just next door.

RESEARCH AT EMORY

Innovation and discovery, carried out in a uniquely collaborative, interdisciplinary way, are the building blocks of the university's approach to research. Not only are linkages strong across the schools and centers, but they are collaborative with key partners in Atlanta—e.g., the CDC, Georgia Institute of Technology (Georgia Tech), and Georgia State University—and the world. Dedicated research faculty and students are focused on solving important problems. Emory's research benefits society through breakthroughs that improve and save lives and investments in research serve as a catalyst for economic growth.



Research funding enables Emory to mobilize brilliant scholars, scientists, and researchers while simultaneously contributing to Atlanta’s potential as an engine for inclusive innovation. Within the past five years, sponsored award funding at Emory has increased by more than 30 percent. Of the \$1.1 billion in total sponsored awards received this fiscal year, \$661 million were federal awards, led by the NIH at \$509 million. More than 5,200 research proposals were submitted last year, demonstrating that the pipeline for new research is strong. The nursing school ranked No. 5, the school of public health ranked No. 5, and the School of Medicine ranked No. 17 for NIH funding.

As a top research university, Emory attracts stellar faculty with a proven track record of furthering knowledge and having a positive impact on society. Emory has a long tradition of hiring scholars who have demonstrated excellence in their academic disciplines to create a dynamic academic experience that positions students for success throughout their lives. At the same time, and contributing to a signal strength of Emory, interdisciplinary partnerships are deeply valued.

Emory faculty work in more than 180 countries. The Emory University campuses are home-away-from-home for more than 4,000 international students and scholars. The university’s schools and colleges have research and exchange agreements with more than 170 global institutions. The university enjoys a wide array of connections with and in these countries, ranging from alumni networks in 20 countries, to established collaborative research partnerships, and beyond. Over 1,200 undergraduate and graduate students participate in a variety of global experiences in almost 70 countries. For more details about Emory’s global engagement, view the [interactive global map](#).

Global research garnered more than \$64 million in fiscal year 2024. Emory is well connected and immersed in global health partnerships with entities including the CDC, the Task Force for Global Health, and The Carter Center.

Scholarship in the humanities is equally a part of the Emory story, with many centers, institutes, and faculty members making substantial impacts in their fields. The new Center for Public Scholarship and Engagement is focused on fostering meaningful connections between scholarly insights and the pressing issues shaping our world today, presenting academic research and teaching in accessible ways while empowering non-experts to navigate the complexities of our global community. The Center for Ethics is committed to being an international leader in the field of ethics by generating and disseminating exemplary scholarship, creating innovative curricula, and offering programming on complex ethical and social challenges.



With strong support from the Office of Technology Transfer (OTT), Emory faculty have been highly successful in disclosing and commercializing new discoveries. OTT manages a portfolio of around 1,800 technologies disclosed by faculty, post-docs, grad students, and staff from across campus. A 2023 study in the Journal of Technology Transfer listed Emory as 3rd in the world among public sector research institutions, behind the NIH and University of California system, for discovering new FDA-approved drugs. The 2022 AUTM licensing survey (the most recent version) lists Emory as 2nd in adjusted gross income with its achievement of \$276 million. Products derived from Emory research include FDA-approved life-saving HIV therapies, Covid treatments, and treatments for hemophilia.

PRESIDENT GREGORY L. FENVES

President Gregory L. Fenves joined Emory in 2020, drawn by the university's mission to create, preserve, teach, and apply knowledge in the service of humanity.

With the One Emory strategic framework, President Fenves has introduced goals and initiatives to elevate Emory as a destination for talented students, faculty, and staff; a powerhouse for scholarship and research; a national leader in health discovery and care; and a trusted partner in the city of Atlanta. Underlying the strategy is a profound commitment to diversity, equity, and inclusion, a core value that President Fenves has supported throughout his four decades in higher education.

President Fenves launched 2036, the most ambitious fundraising campaign in Emory's history, bringing together dedicated alumni and friends to invest in the future of the university across three primary areas—student flourishing, faculty eminence, and research excellence. He has traveled throughout the nation and world, meeting with members of the Emory community to listen, learn, and inspire a new era of philanthropy and engagement.

During his time in leadership, President Fenves has also worked to expand opportunities for talented students from middle- and low-income families. In 2022, he made the decision to eliminate need-based loans for Emory's domestic undergraduate students, replacing them with grants and scholarships to make an Emory education more accessible.

From 2015 to 2020, Fenves was president of the University of Texas (UT) at Austin, where he had previously served as provost and dean of the Cockrell School of Engineering. Prior to UT, he was an engineering professor at the University of California, Berkeley for 20 years. For his groundbreaking research in earthquake



engineering and academic leadership, President Fenves was elected to the National Academy of Engineering, the highest recognition for an engineer in the United States.

OFFICE OF THE PROVOST | OFFICES AND UNITS

Academic Innovation

Provides resources that help students, staff, and faculty pursue new ways of thinking and working, and offers non-credit academic and professional skills training to move ideas and careers forward.

Campus Life

Delivers world-class programs and services to promote well-being and belonging, creating a dynamic campus environment where Emory students flourish. Campus Life is focused on enhancing the student experience in myriad ways, so students feel a deep sense of community and connection at Emory.

Office of Diversity, Equity, and Inclusion

Fosters a supportive culture at Emory that allows people from all walks of life to learn, work, teach, and grow. DEI's staff cultivates inclusivity and promotes a positive educational environment.

Enrollment Management

Brings together a range of key administrative units, including Office of the University Registrar, Undergraduate Admission, and Financial Aid, to oversee enrollment initiatives that are essential to the function of the university.

Office of the Vice Provost for Entrepreneurship

Partners with leaders and units across campus to streamline and integrate entrepreneurial pathways for students and faculty, cultivates a vibrant startup culture for learners, and supports the translation of Emory discoveries and inventions to market via established and novel funding mechanisms.

Faculty Affairs

Works to support faculty in their innovative research, scholarship, teaching, and service, providing guidance, helping faculty navigate promotion and tenure, offering career development resources and recognition of faculty eminence, and much more.



Finance, Planning, and Administration

Manages key institutional responsibilities that include academic programs, accreditation, assessment, institutional research and decision support, and operating budgets.

Global Strategy and Initiatives

Provides vision for Emory's global engagement by fostering international partnerships, welcoming international students and scholars, and supporting global study and research.

Institutional Equity and Compliance

Fulfills Emory's commitment to equity and fair treatment of all community members through an organizational culture that encourages ethical conduct, a commitment to compliance with the law and university policies, and accountability for these obligations in furtherance of the university's values and pursuit of eminence.

Libraries and Museum

Brings together Emory Libraries and the Michael C. Carlos Museum, providing support in planning for the future of both areas, including advancing shared discovery and conservation of the university's extraordinary collections while continuing to expand access, programming, and community engagement.

Office of the Senior Vice President for Research

Advances institutional strategic research priorities and oversees research support, training, innovation, compliance, security and commercialization services to facilitate the work of faculty, trainees, students, and staff.

Undergraduate Affairs

In collaboration with Emory's undergraduate schools and Campus Life, prioritizes student success to support an excellent undergraduate experience that empowers each student to create pathways for a lifetime of professional fulfillment and personal flourishing.