

Philanthropy, Development & Public Engagement

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Strategic Priorities for Philanthropy, Development and Public Engagement

The Philanthropy, Development and Public Engagement Working Group (which also encompasses communications and public relations) has identified the following priorities in this sphere that have emerged from our initial guiding principles, goals and wish-list of action items and tactics. The priorities also reflect the valuable input received from conversations and meetings with key constituents and the feedback provided from the recent faculty survey.

Philanthropy: Priority

Increase philanthropy to support Emory College's overall strategic goals for faculty excellence and undergraduate education

Philanthropy: Goals

- Fully resource the College DAR office to provide the staffing necessary to achieve this priority
- Provide avenues, outreach and support for interested faculty to participate in philanthropic efforts of both the College DAR office and the University's Office of Foundation Relations
- Fully maximize the development efforts to increase support for endowed scholarships, undergraduate research, endowed chairs and professorships, and other programs relating to faculty excellence, such as a teaching center, to maintain and enhance the undergraduate experience

Public Engagement: Priority

Sustain and expand the ways in which Emory College engages locally, nationally and globally in programs that address important issues.

Public Engagement: Goals

Create an Office for Public Engagement (in effect a successor to the Office of Emory-Community Partnerships) staffed by a Director and staff who can

- provide systematic, coordinated support for already existing public engagement efforts by individual faculty, departments and programs
- facilitate the conceptualization and execution of new initiatives
- generate and coordinate a major, signature programming event such as an "Emory College Arts and Ideas Festival" over a limited time period (such as a weekend) to showcase Emory's strengths and capture the imagination of Atlanta.

- Coordinate with College Communications on the branding and publicizing of such events.

Communications: Priorities

Develop and promote distinctive content that “tells the College’s story” and conveys the distinctive aspects of the College within the overall Emory “brand,” including excellence in research, teaching and undergraduate education.

Communications: Goals

- Through exceptional design, function and organization, develop and maintain a robust web and social media presence for Emory College that will serve as the primary destination for all audiences seeking information about the College.
 - Increase support to individual department websites
- Develop distinctive programming for the public to engage with Emory College
 - Atlanta Science Festival
 - Speakers Bureau
 - Coordinated and branded event promotion of major lectures and other events
- Provide a program of opportunities for Emory College faculty to develop as public scholars including public speaking, media training, and op-ed development
- Work in partnership with DAR, Admissions and University Communications to ensure the College’s story is being conveyed to key audiences.

Guiding Principles and Goals

Emory College is dedicated to inspired scholarship and teaching, and significantly benefiting the larger society. It flourishes when its faculty, students, administrators, staff and the College itself engages with the world in the intertwined areas of philanthropy, public engagement and thoughtful communications.

Each of these areas can support the College's goals of:

- Maintaining a faculty that generates new knowledge and provides innovative perspectives on existing knowledge;
- Sustaining a faculty of superlative teachers inside and outside the classroom;
- Enhancing our students' educational experience by challenging them, expanding their knowledge and perception of the world, both inside and outside the classroom, and preparing them for future endeavors.

Philanthropy, public engagement and communications each have a crucial role to play in Emory's future and the fulfillment of its research and educational goals, given the changing economics of universities; and the comparatively small percentage of the University's endowment (10%) that is allocated to support ECAS' annual operating budget.

Philanthropy: Guiding Principles

Philanthropy will thrive as parents, alumni and the public are more engaged with and learn more about the work that faculty, administrators, staff and students in ECAS do in terms of research, teaching and public engagement.

Departments, programs and especially faculty have a key role to play in philanthropy efforts.

Gifts to the endowment ensure that Emory College will have ongoing funding for student support, undergraduate research, faculty scholarship and other funding priorities.

Philanthropy: Goals

Increase philanthropy:

1. To the College endowment, from both individuals and foundations, to help support the College's financial aid program so that we can continue to recruit the very best students possible and remove the barriers to their attendance. In addition, all dollars raised for scholarship support free up funds to support faculty, departments and academic programs.
2. To directly support individual departments and academic programs to enable the creation and maintenance of new and collaborative research and educational endeavors.
3. To support interdisciplinary and transdisciplinary initiatives within and across academic programs and departments to enhance existing programs.
4. To support faculty in their research and teaching endeavors of generating new knowledge and new perspectives about the world.
5. To provide opportunities for all students, regardless of financial need, to have the transformative experience of engaging locally and abroad with other languages, cultures and perspectives, of truly understanding what it means to live in a globalized world. Philanthropy helps assure access to study abroad and undergraduate research and scholarship programs.
6. To support the arts, recognizing their foundational role as a means of public and student engagement, given Emory's unique position in Atlanta.

Public Engagement: Guiding Principles

1. We define public engagement broadly to include local and global engagement and forging the links between them, creating synergies among the College, Atlanta and the world.
2. Public engagement offers opportunities for collaborative, reciprocal, mutually beneficial, and generative relationships between the academy and the larger society. Shared publicly engaged activities also create opportunities to build community among the very diverse members of the College student body.
3. Public engagement is multi-faceted, ranging from faculty public scholarship, the arts and pre-College and study abroad programs, to community-engaged learning courses, programs and opportunities to develop civic engagement.
4. Public engagement crosses all lines of the Emory College community, with opportunities for faculty, students, administrators and staff. Publicly engaged scholarship, learning and service require specific structures and dedicated support.

Public Engagement: Goals

1. Seize opportunities to build on advances already made in the following areas:
 - Continue to connect student learning and faculty expertise to community needs.
 - Continue to support the development of faculty expertise in sharing scholarship in broadly public ways.
2. Recognize and support summer programs, which offer a unique opportunity for students to enhance their Emory educational experience by providing a variety of options for learning both inside and outside the classroom, including learning languages, field-based courses, experiential, community-based programs, and internships of all kinds. These programs are often opportunities for Emory faculty to connect their scholarship to the larger community.
3. Recognize and support via foundational and other philanthropic means special programs, such as the Pre-College academic program, that are important venues to communicate the work of Emory faculty to the outside community and provide outreach to future Emory students. These programs should be accessible to students of all financial means.
4. Recognize and acknowledge publicly engaged activities by faculty, students, administrators and staff as important contributions to Emory College's role in building civic society.
5. Recognize and support the role that faculty public scholarship and engagement has in enhancing Emory College's reputation as a world class institution.
6. Recognize and support the role of the arts in engaging the community, attracting students to Emory and providing arenas for public philanthropic events.

Guiding Principles: Emory College Communications

ECAS Communications plays a fundamental role in conveying Emory College's identity both within the University and to external audiences. We are focused on "telling the College's story" through comprehensive, strategic and creative communications that follow best professional practices and support the College's academic, philanthropic and community engagement goals.

Goals: Communications

1. Identify how and why Emory College is a distinctive institution within the University and among its peers in higher education through regular consultation with faculty, staff, students and alumni.
2. Develop dynamic content across all communications platforms that best convey the College's identity, and support the College's philanthropic endeavors, public outreach and the recruitment and retention of the best faculty and students.
3. Utilize key themes to convey the College's identity, including:
 - Emory College faculty are renowned for interdisciplinary scholarship and research, groundbreaking discovery and the creation of new knowledge;
 - Emory College is a place where the liberal arts thrive within the context of a Tier I research university;
 - Excellence in teaching is expected and encouraged among all faculty;

- Emory faculty and students are committed to engaging with communities local and globally to address pressing social issues;
 - Students have an unparalleled undergraduate academic experience that features:
 - Exceptional access to stellar faculty;
 - Broad research and study abroad opportunities; and
 - The resources, opportunities and support to explore their scholarly interests.
 - The arts play a key role in engaging external audiences with Emory, and provide students with a full liberal arts experience.
4. Provide support to faculty in their development as public scholars.
 5. Through exceptional design, function and organization, develop and maintain a robust web presence for Emory College that will serve as the primary destination for all audiences seeking information about the College.
 6. Develop a vibrant and engaging social media presence for the College that is both distinctive from the University's while supporting the University's central brand.
 7. Utilize new forms of digital story-telling to reach key audiences.
 8. Collaborate with key constituencies within the University to ensure that the College's story is conveyed clearly and consistently. Primary collaborators include:
 - Communications & Public Affairs (including University Media Relations, Emory Report, Emory Magazine);
 - Development and Alumni Relations, including the Emory College Development Office and central Development Communications; and
 - Office of Undergraduate Admissions

Tactics and Action Items

Philanthropy: Tactics

Change the culture among faculty so that those faculty who are willing become partners in the fundraising enterprise.

- Educate faculty in the realities of College budgeting so that they can understand the importance of philanthropy, and also understand that Emory College has a lower payout from the university endowment than our rivals.
- Encourage faculty to play a more active role in aiding philanthropy by personally engaging parents, alumni and other potential donors in ECAS departments and programs.
- Enlist faculty parents and faculty alumni as powerful resources for fund raising, given their particular perspectives on the Emory experience.
- Encourage departments/department chairs to confer with the Development Office on strategies and tactics for doing so.
- Produce materials (such as fundraising videos) that emphasize how Emory College helped students/alumni find their passions; how their experience changed them and helped them become who they are now.

- Enlist lecture track as well as tenure track faculty for development trips to potential donors.

Identify potential donors and increase existing donor participation

- Seek to get alumni more engaged with our teaching and research missions
- Set goals to increase the rate of philanthropic participation on the part of alumni (by, for example, doubling it from 13% to 26%)
- Strategize on ways to continue focusing on current parents as possible donors
- Seek funding from international alumni and parents to develop financial aid sources for international students so they can afford enrollment at Emory; enlist faculty in the language programs (possibly through the Emory College Language Center) in this effort.

Create new fundraising initiatives at both the College and department/program levels

- Develop a program for the College/departments to seek and receive foundation grants.
- Seek funding to create a parallel or second program comparable to the Winship Award to support lecture track faculty with leave time.
- Seek funding for the creation of a College Teaching Center to support and enhance innovative teaching and to ensure that Emory continues to be known for superlative teachers.
- Seek funding for chairs and sabbatical fellowships that cross the natural sciences and humanities or social sciences and humanities, or across schools to help overcome obstructions in the university's bureaucracy.

Public Engagement: Tactics

Create an Office for Public Engagement, with its own chair/director, as a place where individual faculty and students can determine how the College can

- contribute academic perspectives to community problems.
- develop more initiatives to promote faculty visibility such as the Op-Ed Project.
- Disseminate from a central clearing house all information pertaining to public engagement events and opportunities.

Encourage faculty to build initiatives such as the Atlanta Science Festival, in partnership with community groups and other area universities.

Link public engagement to certain forms of financial aid for students, offering scholarships and other aid to support community-engaged learning. For example, the Undergraduate Research Program offers opportunities for funding community-based research.

Emory should hoist the banner as the Center of the Arts in Atlanta, engaging the public through teaching to performing, building on the STEAM events in the Atlanta Science Festival, through local theaters, film festivals, and music events to the Decatur Book Festival. We have a growing urban area hungry for new learning opportunities and we have the foundations for growth in place

Communications: Tactics

Develop key ways of defining Emory's distinctiveness (by, as just one example, emphasizing and leveraging its place in the city of Atlanta). This is crucial to our overall strategic plan.

Find creative ways to communicate about the innovative and important work of the College faculty, beyond the health sciences.

Increase communication about programs such as Pre-College that regularly engage the external community with College faculty and students.

Continue to highlight--and devote more external communication space to--Arts programs that originate in the College.