



EMORY | OXFORD COLLEGE

Search for the Senior Associate Dean of Finance, Operations, and Technology
Oxford College of Emory University
Oxford, Georgia

THE SEARCH

Oxford College of Emory University seeks a strategic and accomplished leader to serve as its Senior Associate Dean for Finance, Operations, and Technology. Reporting jointly to the Dean of Oxford College, the Senior Vice Provost for Strategic Resource Planning, and the Vice President of Finance and Treasury, the Senior Associate Dean will oversee and strengthen the College's financial standing, daily operations, auxiliary services, and strategic resource planning in support of the educational mission. As a member of the Dean's Council, Enterprise Financial Network, and other campus leadership groups, the Senior Associate Dean will be a trusted partner to other senior leaders, faculty, and staff across Oxford College and Emory University.

Building on decades of distinctive teaching and learning and the pioneering work of generations of faculty, staff, and students, Oxford thrives because of the strong academic profile of its students, the quality of programs that its outstanding faculty and staff members deliver, its stunningly beautiful campus and inclusive community, and the myriad resources available by being an integral part of a top research university. As one of Emory's nine schools, Oxford is the original location of Emory College, located in Oxford, Georgia. Oxford is one of two options for beginning an Emory undergraduate education. Students chart a two-year course at Oxford and transition to Emory in Atlanta for bachelor's degrees in the sciences and humanities, business, or nursing. Oxford College provides a uniquely distinctive academic experience that draws on the strengths of a residential, liberal arts campus with a philosophy of integrative learning, starting in the classroom and expanding to campus and society.

The Senior Associate Dean will oversee an annual operating budget of approximately \$80M and a team of 30 employees working in Finance, Auxiliary Services, Parking & Transportation, Facilities Planning & Construction, and Information Technology. The ideal candidate will be an effective leader, a natural collaborator, and a gifted manager with a strategic mindset. Success in the position will require keen financial acumen, building cohesive teams, and effective partnerships with College and University leadership and other key stakeholders. The Senior Associate Dean should have demonstrated proficiency with financial analysis and reporting, ideally in a higher education setting, with familiarity or the ability to learn operational areas such as facilities management, information technology, auxiliary services, and parking and transportation. The ideal candidate should have strong supervisory experience and be

accustomed to working collaboratively as part of a broader network to accomplish unit specific as well as broader institutional goals.

Oxford College of Emory University has retained the services of Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Senior Associate Dean of Finance, Operations, and Technology. All inquiries, nominations, and applications should be directed in confidence as noted at the end of the document.

HISTORY OF OXFORD COLLEGE OF EMORY UNIVERSITY

In 1836, the Methodist Episcopal Church founded Emory College in the town of Oxford, Georgia. By the 20th century, the small liberal arts college began offering additional programs to its students, including degrees in the sciences, law, theology, technology, and tool craft.

The trustees of Emory College were eager to continue expanding the institution and agreed that their higher aspirations would necessitate a move to a more urban, central location. In 1914, after a falling out between the Methodist Church and Vanderbilt University, church leaders identified Emory as the institution that would become their landmark university in the Southeast. Asa Candler, the founder of The Coca-Cola Company and brother to former Emory President, Warren Candler, helped the church identify Atlanta as the university's new home. Writing to the Educational Commission of the church on June 17, 1914, Candler offered \$1 million and a subsequent gift of 72 acres of land in Atlanta. With remarkable foresight, Emory kept its original campus in Oxford, Georgia; this is the stunningly beautiful site where the distinctive educational work of Oxford College happens.

In November 1979, the course of Emory's history changed dramatically. Robert Woodruff, an Emory alumnus and former chairman of The Coca-Cola Company, and his brother, George, transferred to Emory \$105 million in Coca-Cola stock (worth nearly \$1 billion dollars in 2005). At the time the largest single gift to any institution of higher education in American history, the Woodruff donation made a profound impact on Emory's direction over the next two decades, boosting the university into the top ranks of American research universities. In the decades since, Emory has built on its considerable strengths in the arts and humanities, the health sciences, and the professions through the strategic use of resources.

For more information on Emory University, please see the appendix at the end of this document.

ABOUT OXFORD COLLEGE

As one of [Emory University's](#) nine academic divisions, Oxford offers a distinctive, small-campus, residential setting particularly conducive to significant academic accomplishments and personal development for first-year and second-year undergraduates. Over one-quarter of Emory University's undergraduates experience their first two years at Oxford. Students who complete Oxford's liberal arts intensive program are automatically enrolled as juniors in the [Emory College of Arts and Sciences](#), or they may apply to enter

the [Nell Hodgson Woodruff School of Nursing](#) or [Goizueta Business School](#). The Oxford College community is distinguished by its excellence in teaching, growing research programs, leadership and teamwork, life lived in community, and innovative liberal arts curriculum. Oxford enrolls approximately 1,000 students, with about 100 faculty and 150 staff.

Oxford College is America's only selective liberal arts college whose students continue their pathways within a top-tier research university. Oxford offers its students distinctive advantages - all of which are a product of its unique historical evolution. Oxford students benefit from a campus environment with a clear mission; it concentrates on the intellectual, social, and developmental needs of first-year and second-year undergraduates. Opportunities for [leadership development](#) are abundant on campus, and programs like [Leadership Oxford](#) and ExCEL help students develop and practice their newfound skills.

Classes are intimate, with much discussion and interaction. The largest class at present is 28 students; the average class size is 19. After classes end, most students are engaged in campus life as participants in the arts, in athletics, or as leaders in various interest groups. Oxford's student body is rich in cultural, ethnic, and religious diversity, making cross-cultural friendships and learning opportunities standard fare.

Oxford's curriculum is structured as a coherent two-year pathway. Each student chooses a first-semester Discovery Seminar taught by the professor who is that student's academic advisor and initial mentor. Students explore the liberal arts through excellent coursework across the disciplines and at least one experiential-learning opportunity, such as community engagement in metro Atlanta, applied work at the [Organic Farm](#), or academically grounded internships. These explorations often consider ethical issues and social responsibility, make connections across disciplines, and expand classroom learning with real-world experiences. In their concluding semester at Oxford, students reflect upon coursework and related learning in a "Milestone" project. Oxford has its own general education requirements (GERs), and many of its courses fulfill Emory College components, including the new race and ethnicity GER. Oxford professors are deeply committed to the art of teaching and encourage students to think for themselves and work toward the kind of personal intellectual breakthroughs that are hallmarks of a liberal education. There is an unusually high amount of student-faculty interaction in and beyond the classroom, through community-engaged learning, travel courses in the US and abroad, and collaborative research.

CAMPUS AND LOCATION

The significant investment in Oxford's 56-acre physical campus infrastructure over the past decade has enriched Oxford's aesthetic appeal and operation making the campus a great asset for student and employee recruitment and for the daily work of residential, integrative learning. Four residential communities house all students on campus. Since 2005, about 60% of the buildings on Oxford's campus have been renovated or built, such as the new [Oxford Student Center](#) which opened in 2020. Occupying 354 acres, including the Hearn Nature Trail, other notable campus projects at Oxford's campus include the renovations of historic academic buildings such as Pierce Hall (2018), Phi Gamma Hall (2019), and

Humanities Hall (2021). Future campus projects will focus on needs related to enhancing the student experience, such as on-campus living.

Oxford, Georgia, a quiet community located 38 miles east of downtown Atlanta and Hartsfield-Jackson International Airport, boasts numerous trails, forests, and wide boulevards with historic homes and buildings. A campus shuttle offers regular service between the Emory Druid Hills campus and the Oxford campus as well as access to other Atlanta activities.

The nearby city of Covington is located just south of the Oxford campus. Covington Square, often listed among top small-town centers, is host to many events and a center of local activity. Covington has also become a regular site for the television and film industry.

LEADERSHIP

Gregory L. Fenves, President

Gregory L. Fenves was named Emory's president in 2020. Before arriving at Emory in August 2020, Fenves was president of The University of Texas (UT) at Austin from 2015 to 2020. While at Emory, he has 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.

Kenneth Carter, Interim Dean, Oxford College

Kenneth Carter joined the Oxford College faculty in 1994 and is a graduate of Oxford College and Emory University. Dr. Carter is the interim dean and Charles Howard Candler Professor of Psychology. As interim dean, Carter serves as the chief academic and administrative officer of Oxford College, overseeing Emory's Oxford campus and leading one of the country's most distinctive undergraduate programs. As the Charles Howard Candler Professor of Psychology, he teaches introductory courses in psychology as well as advanced courses in psychopathology and clinical psychopharmacology. A search for the next dean of Oxford College is currently underway, and the next dean is expected to join Oxford in the summer of 2023.

Susan Bonifield, Senior Vice Provost for Strategic Financial and Resource Planning, Emory University

Susan Bonifield provides institution-wide guidance for budget and financial planning, along with serving as a consultant for the executive vice presidents, deans, and other senior administrators. In her role, Bonifield serves as chief adviser to the provost on matters related to the effective planning processes that support strong stewardship of university resources in support of Emory's academic aspirations. She represents the provost in planning, administrative, and financial matters.

Belva White, Vice President of Finance and Treasury, Emory University

Belva White has been a member of the Emory University community since 2002 and has held several central finance roles as well as an academic chief business officer. In her role, White provides executive leadership to the Emory University Finance Division, which includes the Controller's Office, Treasury and Debt, Integrated Financial Planning and Budgeting, and Financial Systems. Through these finance functions, White oversees and is responsible for the financial policies, processes, and services of the university and partners with key stakeholders to assure sound financial decision-making, positioning, and effectiveness for university financials.

ROLE OF THE SENIOR ASSOCIATE DEAN

The opening for Oxford's next Senior Associate Dean for Finance, Operations, and Technology represents an exceptional opportunity for an experienced and highly motivated financial professional and manager. The Senior Associate Dean must thrive in a connected campus community that is part of a larger, complex, and highly regarded university. The Senior Associate Dean will be a relationship and community builder, a thought partner to their team and colleagues, and serve as a dedicated champion for Oxford beyond the campus. The Senior Associate Dean will also translate policies, procedures, and relevant information to their team and a broad range of constituencies. These organizational and interpersonal skills are foundational to the Senior Associate Dean's responsibility for leading and growing Oxford's sustained financial standing and the highest-quality campus operations that contribute to the exceptional educational experience at Oxford.

The Senior Associate Dean will report jointly to the Dean of Oxford College, the Senior Vice Provost for Strategic Resource Planning, and the Vice President of Finance and Treasury. Additionally, the Senior Associate Dean will be an institutional leader who serves on the Dean's Council and works collaboratively to provide strategic direction and oversight for Oxford College operations, including Facilities Planning & Operations, Finance and Budget, Information Technology, and the Organic Farm (The Organic Farm has a dual reporting line to the Senior Associate Dean of Academic Affairs). They will lead the Oxford Budget Advisory Committee, work in partnership with faculty and staff, serve on the Dean's Budget Committee for the College, and act as a liaison to Oxford's Board of Counselors. The Senior Associate Dean is expected to work closely with Emory colleagues in other Chief Business Officer roles and actively engage in the Enterprise Financial Network and the weekly CBO Collaboration Meeting, which, serves as a community of practice and innovation for finance and operations professionals throughout Emory University.

The Senior Associate Dean manages Oxford's annual operating budget of approximately \$80M in funding sources and will directly supervise 5 staff members and a total team of approximately 30 employees. While mostly driven by tuition dollars, Oxford's revenues are also generated by auxiliary services such as housing and conferences and development funds from alumni and friends of Oxford. The Senior Associate Dean will be involved in capital planning and pursuing mission-consistent alternative revenue generation strategies.

The Senior Associate Dean will oversee the following administrative departments:

Finance

The Finance and Budget office manages financial services activities such as student financial accounting; cashing and cash management service; Emory Card service; buildings access management, and accounts payable and receivable services. The office maintains strong working relationships with Oxford's internal and external customers to improve services and processes. Responsible for administering internal compliance audits and operational reviews, Finance and Budget provides financial solutions and services to effectively support Oxford's academic mission, values, and strategic plan and identifies opportunities for improvement and enhancement through short and long-term financial planning. Additionally, the office drives the development, preparation, and oversight of Oxford's annual operating budget as well as auxiliary operations budgets and monitors grant, research, and endowment project account activities.

Facilities Planning and Construction

Facilities Planning and Construction works with many constituent groups of Oxford College including faculty, staff, students, local communities, vendors, and contractors as well as resource partners on the Atlanta campus to identify and implement environmental solutions. Facilities Planning and Construction plays a critical role in enhancing the Oxford living and learning community, providing oversight for dining facilities, parking and transportation, the bookstore, mail center, grounds, and residential rental properties. Critical to Oxford's future, Facilities Planning and Construction promotes the strategic goals of the College and manages anticipated space needs, property acquisitions, and capital and infrastructure projects.

Information Technology

Oxford College Information Technology (OCIT) provides a vibrant technology environment for the students, faculty, and staff focusing on Oxford's campus while linking with the vast network resources of Emory University. OCIT supports Oxford's status as a wireless campus, including multiple high-speed network connections anywhere across campus—indoors and out. Oxford classrooms are equipped with multimedia equipment and software to make learning more interactive. From using virtual reality in biology labs and art classes to digitally enhancing student research papers, OCIT partners with faculty to enrich the learning experience. OCIT also supports The Hotspot, a communal space in the student center that promotes collaboration and provides a modern gaming center.

Organic Farm

The eleven-acre Oxford College Farm began producing crops for the campus and community in 2014 on a nearby site donated to the College in 2011. Its purpose is to educate college students and the larger community about organic growing methods and local food systems. Located just across from the Oxford

Campus, the produce is used not only on the Oxford campus but also in the dining hall on the Atlanta campus, the Emory Farmer's Market, and a community-supported agriculture program. The farm was developed in rotational blocks filled with a diversity of vegetables and cover crops that serve to support crop growth. Oxford faculty members partner with the farm to develop courses around environmental issues and sustainability. The Lead Farmer reports to both the Senior Associate Dean of Finance, Operations, and Technology as well as the Senior Associate Dean for Academic Affairs.

Auxiliary Services, Parking and Transportation

Parking and Transportation supports and promotes the academic, research, business, and service objectives of Oxford College and Emory University through effective and proactive parking and transportation operations, facilities, and programs. The department's goal is to serve the Oxford and Emory community with fairness, courtesy, consistency, and efficiency. The mission of Parking and Transportation is accomplished by courteous and helpful customer services, enforcement that protects the rights of permit holders and visitors, and well-maintained parking and transportation. The Department manages on-campus parking and shuttle services to Emory University and other sites such as shopping centers and the airport for holidays and academic breaks.

KEY OPPORTUNITIES AND CHALLENGES FOR THE SENIOR ASSOCIATE DEAN

In order to continue driving Oxford College forward, the next Senior Associate Dean must address the following key challenges and opportunities:

Expertly manage Oxford College's strong financial position and be attuned to new revenue generation opportunities

The next Senior Associate Dean will join Oxford during a period of sound financial practices and funding afforded by years of planning and analysis. The successful candidate must continue to expand the current financial trajectory of the College. Familiarity with the current issues impacting higher education is essential and strong business acumen and experience managing key aspects of the higher education financial enterprise are essential for success in the role. Because of the relationship between Oxford and Emory, experience operating within and collaborating with a larger and/or complex organization is strongly desired, as the Senior Associate Dean works closely with budgets, auxiliary operations, and people at varying levels of the organization.

The Senior Associate Dean will serve as the content expert for the administration and faculty concerning financial and operational management issues. A translation and teaching mindset will be important, as the Senior Associate Dean's team and colleagues count on this role to disseminate timely, transparent, and clear information across constituencies. Additionally, the Senior Associate Dean will continuously evaluate current financial and administrative operations and as needed, update systems, procedures, and processes that reflect best practices and are coherent, accessible, efficient, and recognized as essential

support for all operating units. Oxford's long-term sustainability depends on the successful growth of its endowment and an increase in revenue. As such, the Senior Associate Dean will play a fundamental role in driving initiatives for alternative revenue generation. The successful candidate must have the ability to represent Oxford compellingly to donors, generate viable ideas for mission-consistent revenue growth strategies, and energize stakeholders to support and champion the College.

Serve as a strategic thought partner with the College's and University's senior leadership

The Senior Associate Dean will anticipate and articulate the impact of major decisions on the College's financial future and stimulate the very best strategic thinking among its leaders. The successful candidate will work closely with the newly appointed Dean and other Oxford and University leaders to plan, evaluate, assign, and adjust resource needs to support the College's mission and vision. They will provide timely and accurate information, analysis, and thoughtful counsel in support of Oxford's plans for new programs, campus development, and other educational initiatives and capital plans. They will anticipate challenges and will develop robust financial planning scenarios and contingencies to aid in decision-making and the support of Oxford's strategic initiatives.

The Senior Associate Dean is a key part of Oxford's senior leadership team. They should possess a fair, collaborative, and transparent leadership style that will succeed in an environment of shared governance and possess the ability to listen to faculty and staff in a way that garners their support and respect. They will communicate financial information clearly so that others who are involved in the planning process understand the choices involved. They will work closely and comfortably with the Dean and the Budget Advisory Committee on the budget development and planning process. Additionally, the Senior Associate Dean will work with fellow colleagues reporting to the Dean, the Senior Vice Provost for Strategic Financial and Resource Planning, and the Vice President of Finance and Treasury to establish a cohesive leadership team working closely to plan, communicate transparently, solve problems, convey expectations and culture, and steward the continued success of Oxford College.

Serve as a champion for Oxford College across campus and the University

Oxford College is unique in American higher education. Operating as a residential, liberal arts college that is part of a top-tier research university, both with distinguished reputations, histories, and culture, requires a Senior Associate Dean adept at representing varying needs, goals, and points of view across a complex organization. While based in Oxford, the Senior Associate Dean is positioned to represent Oxford across the enterprise and to advance the College, and thus has a unique stake in the University as a whole. Doing so requires the ability to build strong teams and relationships and execute broad, ambitious, and fiscally responsible plans as well as make difficult decisions. Staff, faculty, and students count on the Senior Associate Dean to represent their best interests when making decisions, particularly when made in concert with Emory colleagues or external constituents. Strategic financial and operational decisions, such as resource allocations, depend on skilled championing on the part of the Senior Associate Dean.

Partnering with leadership across the campuses to align Oxford with the overall direction of the University will be key to strategic and financial success.

Cultivate a team and foster relationships with campus constituents

The Senior Associate Dean will lead a talented, dedicated team who will continue to benefit from excellent mentoring, support, and professional development opportunities. The Senior Associate Dean will be invested in their team and will foster a culture of transparency, mutual respect, integrity, service, and accountability, and will motivate and develop a team individually and collectively. Additionally, the Senior Associate Dean will articulate expectations and a clear vision to their direct reports and the units reporting to them, delegate responsibilities effectively, and encourage strategic goal setting for each of their departments, as well as cross-departmental initiatives.

Inspire and implement the highest ideals of service excellence and a premiere campus experience

With a broad portfolio overseeing the financial, auxiliary, and operational aspects of Oxford, the Senior Associate Dean and their team greatly influence the student, faculty, and staff campus experience. From daily operations such as campus dining and parking to long-term planning such as capital projects, the outcomes of the work of the Senior Associate Dean and everyone on their team have the potential to support the teaching mission of Oxford, foster an inclusive campus climate, increase satisfaction, and produce the highest levels of engagement with the campus and the services offered by the Senior Associate Dean's portfolio. Through the articulation of expectations, ongoing training, and the monitoring of key performance indicators, the portfolio overseen by the Senior Associate Dean should aspire to the highest quality standards. Doing so will require transparent and process-minded leadership with a constant desire to improve efficacy and efficiencies in ways that bolster the quality of the Oxford experience.

Actively contribute to a community-oriented and mission-driven campus culture

With an incoming new Dean of the College as well as other new leadership throughout the College, the Senior Associate Dean must work with colleagues and the Dean to establish a cohesive team focused on carrying forward Oxford's strengths, most notably a strong sense of community among students, staff, and faculty. Generations of Oxford community members have benefited from engaging with the campus as a place of learning and work that is supportive, community-oriented, and mission-driven. To carry on this tradition and to succeed in their role, the Senior Associate Dean must be motivated and enthusiastic about forging relationships with members of the Oxford community. Moreover, they must work beyond their campus and work to build meaningful relationships with colleagues on the Atlanta campus and in the city of Covington, GA.

QUALIFICATIONS AND CHARACTERISTICS

Oxford College seeks an experienced administrator to support the College's mission through financial and operational leadership. While no one person will have all the professional qualifications and characteristics listed below, the ideal candidate should possess many of the following:

- A graduate degree in finance, business, or a related field is required.
- Minimum of 10 years of progressively responsible administrative experience, which ideally includes higher education experience and financial management of multiple departments or administrative units consisting of auxiliary and general budget accounts.
- Demonstrated strong analytical and technical skills. Facility with financial analysis and reporting, particularly in an academic setting.
- Knowledge and/or experience in other operational areas, particularly facilities management, information technology, and auxiliary services.
- A proven track record of advancing diversity, equity, and inclusion.
- The maturity and presence to engage effectively with all constituencies, including faculty, staff, and students; communicate transparently and broadly across the University, and effectively advocate for resources when necessary; work across boundaries, and cultivate collegial relationships.
- The ability to plan strategically, identify needs for the short and long-term success of Oxford and Emory, and bring these ideas to fruition.
- Facility with data management and the tools of assessment.
- A track record of outstanding management, demonstrated ability to manage, empower, motivate, and support staff; an effective doer and delegator; the ability to define and implement effective management structures and systems, establish and uphold high-performance standards, and sustain a culture defined by excellence.
- Excellent oral, written, and digital communications and presentation skills.
- Record of advocating for and using resources in a fiscally responsible manner.
- Accomplishments reflective of a process-oriented mindset, with systems, operation, and policy-driven changes enhancing efficiencies and effectiveness aligned with service experience goals.
- Devotion to the highest ethical standards and the mission of Oxford College.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. It is anticipated that the Senior Associate Dean will be appointed with a start date during Summer of 2023. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the [Isaacson, Miller website](#) for the search. Electronic submission of materials is strongly required.

Claire Hennessey or Ivan Ceballos
Isaacson, Miller

<https://www.imsearch.com/open-searches/oxford-college-emory-university/senior-associate-dean-finance-operations-and>

Emory University is an equal employment opportunity and affirmative action employer. Women, minorities, people with disabilities, and veterans are strongly encouraged to apply.

APPENDIX: ABOUT EMORY UNIVERSITY (CONTINUED)

Emory is recognized internationally for its outstanding liberal arts colleges, superb professional schools, and one of the Southeast's leading health care systems. The university's mission is "to create, preserve, teach, and apply knowledge in the service of humanity." To fulfill this mission, Emory supports the full range of scholarship—from undergraduate to advanced graduate and professional instruction, and from basic research to the many applications for such research in serving the public good.

The university's mission is further supported by an internationally recognized faculty, dynamic staff, superb facilities, and the latest innovations in technology and environmental sustainability. Emory maintains an uncommon balance for an institution of its standing: it generates more research funding than any other university in Georgia while maintaining its traditional emphasis on teaching.

Emory University comprises nine undergraduate and graduate schools: Emory College of Arts and Sciences, Oxford College, Goizueta Business School, Nell Hodgson Woodruff School of Nursing, School of Medicine, School of Law, James T. Laney School of Graduate Studies, Rollins School of Public Health, and Candler School of Theology.

Emory University is consistently recognized for its outstanding programs. *U.S. News & World Report* rated Emory 21st in their 2021 report of America's best national universities and 23rd on their list of Best Value Schools. The Goizueta Business School was ranked twelfth among undergraduate business programs by *BusinessWeek*. Additionally, Emory received the 2013 Higher Education Excellence in Diversity (HEED) award, which honors U.S. colleges and universities that demonstrate an outstanding commitment to building a diverse and inclusive campus community. The institution is a member of the Association of American Universities (AAU) and accredited by the Southern Association of Colleges and Schools.

Emory is the most ethnically and religiously diverse of the top 20 national research universities and is the only one that remains religiously chartered. The university enrolls more than 14,700 graduate and undergraduate students from 50 states and 140 nations, and approximately 16 percent of first-year students are international. In 2007, the university launched Emory Advantage, a financial aid initiative to help reduce the amount of money students from families with annual total incomes of \$100,000 or less need to borrow to pay for an undergraduate education at Emory. In 2022, Emory announced the elimination of need-based loans as part of undergraduate students' financial aid packages, replacing them with institutional grants and scholarships beginning in the fall of 2022-2023. The expansion of the Emory Advantage program is expected to double the current number of undergraduate students whose need-based loans are replaced by grants at Emory. Emory currently awards \$143 million annually in need-based aid, and expects to expand to \$151 million annually.

Emory's world-class faculty of more than 3,000 includes exceptional instructors and groundbreaking researchers. All members of Emory's full-time faculty hold the highest degrees in their field; individual

faculty excellence includes scholarly achievement, teaching and advising, the potential to create new knowledge, and a clear dedication to service. Past faculty at Emory include Nobel Peace Prize winners such as: former President Jimmy Carter; His Holiness Tenzin Gyatso, the 14th Dalai Lama; and Archbishop Desmond Tutu.

Emory boasts an unmatched and enviable array of resources and facilities, including seven libraries and special collections offering more than 4.4 million volumes.

The institution has more than 70 research centers and received over \$831 million in research awards in FY 2020. In 2011, a study published in the *New England Journal of Medicine* revealed that during the previous four decades, Emory ranked as the most prolific private university in America with respect to the discovery of new drug therapies.

The university's central campus is located on more than 650 hilly and wooded acres, approximately six miles from downtown Atlanta. Emory has one of the largest campus inventories of LEED-certified building space in the nation, as well as one of the longest-running programs of its kind in the country to integrate sustainability into a university curriculum. Emory students and faculty have access to and benefit from the proximity of the U.S. Centers for Disease Control and Prevention, The Carter Center, Yerkes National Primate Research Center, as well as the national headquarters of both the American Cancer Society and the American Academy of Religion.

One mile from the main campus is Emory's Briarcliff Campus, a 42-acre campus initially designated to establish a biotechnology development center in collaboration with the Georgia Institute of Technology, but also used for other university offices and functions. Roughly one mile in the opposite direction is Emory's Clairmont Campus, which is connected to the main campus by a private shuttle road and includes a major student residential and activity complex, plus facilities such as the American Cancer Society's Hope Lodge, the Mason Guest House for Organ Transplant Patients, and the Autism Resource Center.

Emory University maintains a consolidated operating budget of \$5.6 billion, an endowment with a market value of \$11 billion (ranked 13th among all U.S. universities), and as of 2021 an annual economic impact on Metropolitan Atlanta in excess of \$14.8 billion. With over 30,000 employees, Emory is the largest employer in the Metro Atlanta area and the fifth largest in Georgia.