Business Practice Improvement (BPI) Fellows and Scholars Programs

Developing Expertise in Higher Education Management

“Let us stand by what is good and try to make it better.”
- Atticus Haygood
Who should apply?

- **Recent graduates**, undergraduate or master’s degree candidates in the **final year of their program**.
- Candidates should have a professional **interest in consulting work, practice improvement, project management, and business analytics**, applied to higher education or nonprofit organizations.
- Successful applicants will have **demonstrated excellent analytical skills**, strong **communication abilities**, an **aptitude for problem solving**, and a **team orientation**.

What is the application process?

- Once the application cycle opens, BPI Fellow positions will be posted on both the **Emory Human Resources Careers** site (open to all candidates) and the **Emory Eagle Ops site** (only accessible by Emory students and recent graduates). Candidates should follow the application instructions indicated on those sites.
- **Applications** will be **accepted in late Fall 2014** for **Fellows starting in July 2015**. Selection decisions will be made on a **rolling basis**, so candidates are encouraged to **apply early** once the application cycle opens.
What is the BPI Scholars Program and how does it work?

- BPI Scholars is a one-year professional development program for high-performing, early and mid-career Emory staff.
- Scholars remain in their current roles, with participation in the program representing a commitment of about 15% of their time.
- Scholars identify an opportunity for improving the operations of their current units.
- Work on this opportunity will be referred to as the participant’s “Scholars Project” and it will be the focus of their efforts during the program.
- In addition, Scholars participate in the same coursework, instruction, and speakers series provided to BPI Fellows (see box below).

Who should apply?

- High-performing, full-time Emory employees (at least two years of service preferred) interested in developing their project management and business analytics skills.
- Scholars must have the support and sponsorship of their supervisors, with signoff from their Department Administrator or Chief Business Officer to apply.
- Successful applicants will have demonstrated strong leadership potential, keen analytical and communication skills, and a team orientation.

What is the application process?

- Candidates submit their resume and a completed Scholars Application form, in which they describe their proposed Scholars Project. Their supervisors submit a completed Sponsorship Statement. Application and sponsorship forms can be found at bpi.emory.edu.
- All materials should be emailed to bpischolars@emory.edu.
- The application deadline is June 6 for the class starting September 2014.
BPI Fellows & Scholars: Coursework, Instruction, and Speakers Series

In addition to the hands-on project work at the core of both programs, Fellows and Scholars will participate in the following:

- **BPI-Sponsored Coursework:** In-class instruction led by Emory staff, faculty members, BPI, and outside consulting professionals. Content covers a broad range of topics aimed at developing candidates’ project management, analytical, and business communication skills.

- **Graduate-Level Instruction:** Advanced instruction by Emory faculty and staff. Examples of expected topics include *Decision and Information Analysis, Process Management and Improvement, and Negotiations in the Workplace and Conflict Resolution.*

- **Leadership Speakers Series:** Regular events at which a member of Emory leadership presents a particular topic of University management. Examples of expected topics include *The Business of Higher Education and How to Run a Department.*

About Business Practice Improvement

**Purpose and Approach**

The Office of Business Practice Improvement (BPI), Emory’s Strategic Consulting Practice, has three foci: process improvement, program innovation support, and people and resource development. BPI works collaboratively with Emory leadership, schools, and units to address new program ideas, as well as opportunities for business practice, process, and people improvement.

We provide a structured, transparent, and data-driven approach to solving complex and ambiguous challenges across the University. Our solutions drive new operations, lasting change, improvements, and innovations that result in efficient and effective business operations to facilitate Emory’s mission.

Our Goal is to significantly improve the services, performance, satisfaction, and cost effectiveness of the work required to support the mission of a top tier, vibrant research university in the 21st century.
About Emory’s Consulting Practice: Business Practice Improvement

Our Team

Bill Dracos, Associate VP for Administration; Chief Business Practice Improvement Officer
BS, Duke University
MBA, Duke University

Jamie Smith, Director; Administrator Pro Tem for MARBL Business Operations; Director, Bike Emory
BA, University of Virginia, College at Wise
MS, Indiana University

Tony Armstrong, PhD, Director, Special Projects
BA, Cambridge University
MSc, University of Bath
PhD, University of Bath

Paul Byrnes, Director, Business Services
BS, Providence College
MBA, University of Notre Dame

Christine Rapalje, Manager
AB, Smith College
MS, University of Texas at Austin

Andrew Louderback, Senior Associate
BBA, Emory University

Ashley Teal, Associate
BA, University of Georgia

Maggie Baynham, BPI Fellow
BA, Emory University

Jay Page, BPI Fellow
BBA, Emory University

Elizabeth Ledbetter, Sr. Administrative Assistant
BS, Georgia Southern University

Our Team’s Experience

Our staff have brought a wide range of academic and professional expertise to the practice. These capabilities come from experience in organizations that include:

- Accenture
- Bain and Company
- Emory University, Office of the EVP for Business and Administration
- Emory/GaTech Predictive Health Institute
- Huron Consulting
- Johns Hopkins University, School of Advanced International Studies
- Kaplan, Incorporated
- PricewaterhouseCoopers, LLP
- SunTrust Robinson Humphrey
- University of Miami Miller School of Medicine

For more information, please contact:

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