

Nancy Miller

Nancy leads a diverse team of 53, representing 12 nationalities, and is responsible for all aspects of care for over 65,000 research animals at 10 sites. She also supports a grant portfolio with an annual value of more than \$140 million.

If that was not enough, Nancy provides standardized instruction to new hires and directs professional certification courses that measurably have resulted in increased professionalism for the staff in the Division of Animal Resources. The certification initiative has resulted in 47% of staff being credentialed, compared to 29% 3 years ago. Additionally, the employee turnover rate has dropped from 29% to 20%.

The supervisory team reporting to Nancy, which includes 2 previous AOD recipients, has experienced 0% turnover under her leadership. Her eye on long-term enterprise gain yields a staff that delivers peak performance while valuing their roles in research. This translates into real accomplishment and savings. Last year, the Division's operating costs were 9% below projection and mostly attributable to Nancy's leadership in astute hiring and strategic use of staff to compensate for growth-related unfilled vacancies. All this the while taking care of 5% more animals. Nancy was also co-awardee in 2009 of a \$500K grant to obtain animal care equipment, which was acquired through the highly competitive NIH peer review process. As a result of these efforts, Emory scientists enjoy some of the nation's lowest animal care costs and can dedicate more grant dollars to experiments.

Nancy goes beyond the bottom line in her commitment to the public good which can be seen in her leadership of the Division's "Relay for Life" team – the top fundraiser in the Emory community for the April 3, 2009 event.