Leadership academy stresses fellowship, growth

BY ERIC RANGUS

In 2002, the Woodruff Health Sciences Center’s (WHSC) leadership team determined five strategic focus areas. As headings on a strategic plan or PowerPoint slide, they looked pretty good: financial strength, innovation, people and the workplace, and knowledge management, among them.

“Leadership is a quality often assumed in managers—the good ones, anyway—but not always present,” Johns continued. “And leadership is not the same as management. Leadership, among other things, is the ability to get people to work together toward a common goal.”

“Leadership is about changing the culture,” Teal said. “It’s a GovEmpoyeeCouncil

Emory leaders play it straight with staff

BY ERIC RANGUS

Improved communication on campus is staple of President Jim Wagner’s recent efforts to build community at Emory.

“The intention of why we communicate,” he said from behind a podium in Winship Ballroom, Tuesday, April 26, “is to get other people to listen to us.”

Listening is why Wagner and five other Emory leaders were in Winship—to listen to questions posed by staff employees in attendance at the Employee Council’s spring Town Hall. The presidential town hall, an annual happening each of the last 13 autumns, was expanded at Wagner’s request to include not only a spring Q&A, but also a few more people to spread around the “A” portion.

Starting at Wagner at the head table were Theresa Milazzo, senior director of Human Resources (HR), and four top administrators: Bob Ethridge, Earl Lewis, Mike Mandl and Johnnie Ray. The discussion moved along smoothly, with each speaker contributing. When answers called for multiple perspectives, one respondent would pick up where the previous one left off, and everyone got his or her turn.

While many subjects were covered, including diversity, health benefits, the strategic plan and the inclusion of staff on dean search committees, the majority of questions revolved around two central issues of staff lives: professional development and compensation. The panelists responded with direct answers.

“Our fundamental goal is to pay at competitive market rates,” said Mandl, executive vice president for finance and administration, responding to a question regarding annual raises. “Are we there yet? On average, no.”

Mandl added that some divisions were considering increased compensation, but not all.

See TOWN HALL on page 5

The Woodruff Leadership Academy is much more than a lecture-hall based seminar group. Its fellows, all employees of the Woodruff Health Sciences Center, have a rigorous schedule that includes not only leadership training but intense group-project work.

For help in designing the new academy, Teal took some fact-finding trips, both to other universities where leadership seminars and series were offered, and to corporate training headquarters to see how the for-profit world develops its leaders. What he found (and didn’t) gave him a good starting point.

“We really didn’t find any organization that offered leadership development that was institutional, self-contained and intended to develop leaders for that institution,” said Teal, who in addition to administering the program also gives several presentations, many of them related to WHSC history. It’s a unique way of bringing the center’s work, as well as the lives of the Woodruffs, who play prominent roles in the stories, to life.

See LEADERSHIP on page 7

By a vote of 19-1, the University Senate has endorsed a broad slate of proposed changes to Emory’s employee benefits package, put forward by an ad hoc committee that has been examining the issue throughout 2004-05.

The Benefits Review Committee (BRC)—composed of representatives from the Senate, Employee Council, central administration and Human Resources—presented its recommendations for a vote at the Senate’s April 26 meeting. BRC Chair Sharon Strochica, who closed out her term as Senate president at the same meeting, had shared a preview of the recommendations at the March meeting, giving Senate members time to review the proposed benefits changes in preparation for an April vote.

As the Senate is an advisory body to the University administration, the endorsed changes still are simply a recommendation. President Jim Wagner now must decide whether and how to move forward with the package, which in its entirety the BRC estimated would add an additional $6 million each year to

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Senate OKs benefits proposal

BY MICHAEL TERRAZAS

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The first step against hate

Walter Reeves, a writer and researcher based in Atlanta, was co-chair of education and outreach for Neighbors Network from 1989-95.

I was after dark when I left my first Klan rally. As I drove away, the flames of three gigantic crosses flickering behind me and shouts of White Power! Heat Victory! and White Revolution! echoing in my mind, I realized the traditional bigotry of the Ku Klux Klan was morphing into something having less to do with the history of the post-reconstruction South and more to do with the history of post-World War I Germany.

It was a sunny day in 1986 when I arrived at the rally site. The National Klonoaction, as it was known in Klan parlance, was an annual Labor Day weekend event, held on a piece of property in the shadow of Stone Mountain since the 1920s. With a family background that was Southern, white, and rural, I’d thought myself fully prepared for what I would encounter. I soon knew better.

At the rally entrance I was screened at a military-style checkpoint. Camouflage-clad Klan guards questioned me while glaring at the GBI (Georgia Bureau of Investigation) agents posted outside the rally property. It was the first sign that this was not my grandfather’s Klan — Jim Crow-era Klan pictured itself as a noble defender of the white, Christian status quo, often abetted in its criminal and terrorist activities by local police and politicians. Here, the hostility toward law enforcement was palpable. Here was the atmosphere of an armed camp, at war with the outside world.

It was an impression that only intensified as the day ground on. While plenty of traditional robed and hooded Klansmen were present, an equal number were geared in military fashion, and it was these who were in charge of security. The distinction between the two groups was more than just saturation; it was generational, as well.

The traditionalists were middle-aged or older, a crowd that fit the stereotype perpetuated by Klansmen. The military were the younger generation, twenty- and thirty-somethings with a combat- reenactment background, and they were, I soon found out, sensationally self- conscious, “revolutionary” attitude. When the event’s speakers launched into extremist rhetoric about blacks, Jews, communists and homosexuals, these young Turks responded with shouts of Eight! Eight! (This was a code phrase referring to, the eighth letter of the alphabet, and meant “Heil Hitler”). They considered themselves the wave of the future; more than a few of the traditionalists suspected they might be right. By the end of the night, I wondered if this movement might become a major aspect of our victims-assistance work along with documenting instances of harassment and, when necessary, house siting so that victimized families might sleep in their own homes with a sense of security.

The Stone Mountain rally marked the beginning of a nine-year odyssey for me through the back alleys and byways populated by American hate groups and hatemongers. Along the way, I crossed paths with such notorious characters as convicted church bomber J.B. Stoner, Holocaust denier David Irving and White Aryan Resistance leader Tom Metzger.

Over time I learned that the popular conception of white supremacy and anti-immigrant extremism as relics of a bygone era was itself a dangerous, unassessed notion. Instead, I discovered a political movement in ferment, with the ability to reinvent itself as prevailing conditions required—a movement flexible enough to pursue a variety of strategies, and cloak itself variously in traditional, radical, moral, mature, youthful, conservative, revolutionary, Christian and pagan guises. It was an ideology equally comfortable in the hood, the jackboot or the suit and tie, not avers to flying by false colors and quite accomplished at ignoring its own inconsistencies.

The first step on my journey was when I volunteered in 1986 for the Atlanta-based Center for Democratic Renewal, signing up to infiltrate Klan rallies and demonstrations. Later I continued as an activist, researcher and writer with a dedicated group of volunteers comprising a local community organization known as Neighbors Network.

Founded in late 1987, Neighbors Network defined its mission as “countering hate crime and hate-group activity through research, education, victim assistance and community action.” This was a broad mission for a handful of people gathered around a kitchen table to take on, but such an approach was crucial for the need for it. My own experience as an infiltrator left me with no doubts.

During my years of activities I witnessed first hand the sense of alienation and disenfranchisement that fuels extremist movements. Some might find it surprising, but many of the individuals drawn to these movements were not initially motivated by ingrained racial or religious hatreds. Rather, they felt a pervadly impotence in the face of a threatening world. They turned to such movements for a network of support and a sense of empowerment lacking in their day-to-day lives.

Nowhere was this more evident than with teenagers drawn into the neo-Nazi skinhead subculture. On more than one occasion, the Neighbors Network was called upon to assist parents and young people seeking to leave the Nazi/ skinhead scene. Sometimes we were contacted by frantic parents, sometimes by the young people themselves. Recovering young people often found that movement as a major aspect of our victims-assistance work along with documenting instances of harassment and, when necessary, house sitting so that victimized families might sleep in their own homes with a sense of security.

I believed thoroughly up with our two-party system and being con- fused about what the U.S. wants.

Tracy Clerk assistant director, programming Schwartz Center

The International Cultural Festival—it was awesome.

Another public health student and I represented Ukraine, and we set up a booth with Ukrainian food.

Larysa Demeshkina graduate student Public Health

EMORY VERRORS

What will you remember most about 2004-05?

The Atlanta courthouse scene. My sister-in-law is an investigator with Fulton County so it has been a big topic of conversation in my family.

Delca Beyah financial counselor Financial Services

The presidential election and the Michael Jackson trial. Both have been given so much media coverage.

Michael Handler junior History

Definitely the election. It was the first time I really paid close attention to.

Casey Herro intern Schwartz Center

EMORY REPORT

EDITOR'S REPORT

Editor: Michæl Terrazas michael.terrazas@emory.edu Senior Editor: Eric Rangus eric.rangus@emory.edu Staff Writer: Katherine Baust katherine.baust@emory.edu Designer: Christi Gray christi.gray@emory.edu Photography Director: Ron Roux roux@emory.edu Editorial Assistant: Diya Chaudhuri EMORY REPORT (USPS705-780) is published and distributed free to faculty and staff of Emory University, weekly during the academic year, and monthly May-August, by the Office of University Communications, 1627 N. Clifton Rd., Atlanta, GA 30322. Periodicals postage is paid at Atlanta, GA. Postmaster: Send off-campus address change to Emory Report, c/o Development Services, 795 Gatewood, Atlanta, 30322.
“Most successful people just want to do better,” says Kym Harris, director of learning services in Human Resources. To address staff personal and professional development goals, Harris is the point person in HR’s ongoing efforts to revamp its training modules.

Kym Harris likes to talk about buckets. Not literal buckets—which her husband really explored in casual conversation—but figurative buckets.

“None of the buckets from my corporate experience,” said Harris, director of learning services in Human Resources. Her more than seven years as an Emory employee were interrupted by a recent five-year stint at The Home Depot as a training manager. That Harris would use as an organizational metaphor a receptacle her former employer sold by the gross is probably not a coincidence.

“We always talked about bucket things,” continued Harris, who returned to the Emory fold this semester. “I’m also a very visual person, and buckets created a nice image for me.”

As it searches for a new vice president, HR is in a state of transition. In fact, the transition started many months before the VP search began earlier this semester. Of Harris’ experience at The Home Depot, ranging from computer training to Mentor Emory, that simple fact is key going forward. “Relevant, transferable and accessible” is one of Harris’ top training buckets. Harris added that Leadership for Results, a leadership training module sprung from the remains of HR’s old Frontline Leadership classes.

“We want to provide learning experiences that increase knowledge and build skills,” she said. “We also want to facilitate processes that increase individual and team development.”

Harris is most attached to the first, leadership development, whose central program has been Leadership for Results, a leadership training module sprung from the remains of HR’s old Frontline Leadership classes.

“HR’s old training modules will be almost unrecognizable, and the beneficiaries will be staff employees who will experience a new atmosphere of professional development.”

Harris’ image of the buckets is central to her idea, but it’s really the contents of those buckets that are most important. Harris’ framework for learning services offers programs in four areas: leadership development, open-enrollment classes, programs and consultation.

Consultation, as the name implies, involves better communication and partnership not only within HR’s divisions but also with the wider Emory community. Open-enrollment classes and programs are catch-all buckets for a variety of programs, ranging from computer training to mentoring to training to Mentor Emory, that simply need a shot of adrenaline springing back, dealing with emotional behavior, preparing for performance discussion, and coaching are just some of the aspects of the still-developing module. Also a part is a proposed 360-degree feedback process, that would involve performance reviews incorporating comments not only from managers and supervisors, but from his or her direct reports, as well.

The 360-degree feedback process is in addition to the full integration of a new performance management system that was plotted in several departments last year.

“Most successful people just want to do better, so they’re always beating up on themselves if they aren’t doing well,” said Harris, adding that Leadership for Results should be ready for release in the fall. “What something like coaching does is help participants get a balanced perspective of their reports. Everyone is a work in progress. None of us are perfect, we all have opportunities to grow.”

Harris has ambitious goals, but her own career track appears to have prepared her for the challenge. A native of Plainfield, NJ, she graduated from Rutgers University with a bachelor’s in psychology and soon found out that an accident she had an interest in (and a talent for) human resources management.

After graduating from college, Harris entered a retail leadership development program and advanced far enough to attain management responsibilities. But she discovered she liked personal situations (as HR was commonly known in the 90s). So, she took a job as a receptionist in her company’s HR department—an appointment she was so she could learn the business from the ground up.

Eventually, she earned a MBA with a focus in human resources management; prior to coming to Emory, she was an HR assistant and director at the University of Miami (Fla.).

Harris’ first position at Emory was as HR manager in Facilities Management (FM). At Emory, she discovered there was no HR presence, despite the fact it was the University’s largest division.

In 1994, she was named HR office as training manager, a position that sounds suspiciously like the reconstituted position she just took. But not exactly.

“The great thing about this role is that it’s so much broader,” Harris said. She interacts with senior administrators, for instance, which demonstrates the buy-in Emory’s top people have in renovating HR. She also has the freedom to build a new training module from the ground up.

One area of Harris’ new leadership training modules is mentoring. Emory also urged more communication on capital projects affecting campus planners on Emory Village developments.

Campus Life, chair Mark Nead, urged DeKalb County to adjust signal timing at Clairmont and N. Decatur roads. Council also urged the Senate to approve 12 capital projects, urged more communication with campus planners on Emory Village developments.

The Senate voted on the individuals (who will be announced in May) who will serve on the finance, facilities, and safety and security committees, respectively, for the 2005-06 academic year.

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To close the meeting, President Jim Wagner also thanked the body for its work during the year, and he anticipated more activity in 2005-06, citing strategic planning, fund raising, faculty development, and implementation of the proposed benefits changes as some of the issues to be addressed. “If we can continue to grow this pattern of collaborative, engaged activity,” Wagner said, “we’ll be fine.”

The Senate will next meet in September.—Michael Terrazas

If you have a question or concern for University Senate, e-mail President Mike Rogers at rogers@learnlink.emory.edu.

May 2, 2005

EMORY PROFILE

KYM HARRIS

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Peace, friendship at core of Sadat’s distinguished lecture

BY ERIC RANUS

J eihan Sadat’s life changed on Oct. 6, 1981. That was the date Muslim extremists assassinated her husband, Egyptian President Anwar Sadat—Nobel Peace Prize Winner (shared with Israeli Prime Minister Menachem Begin) for signing the Camp David Accords in 1978—as he watched a military parade in Cairo. From that point on her life, which always had been quite progressive for a woman in the Middle East, became even more active.

“If anyone had asked me 25 years ago if I’d be doing today, I would have said sitting beside my husband, on a balcony in Cairo overlooking the Nile, and visiting with my children and grandchildren, said Sadat, who at the time of her husband’s death had been Egypt’s first lady for 11 years.

“When I lost my husband,” she continued. “I wanted to remove myself from public view. I was lonely and my children were hurting.”

Sadat rallied, though, resuming her teaching career and devoting her life to peace around the world—especially in the Middle East. She spoke about those efforts, as well as those of her late husband and one of his best friends, former President Jimmy Carter, at the 2005 Rosalyn Carter Distinguished Lecture in Public Policy, Monday, April 25, in Glenn Auditorium.

“Tragedy changes lives.” said Sadat, who teaches international relations as the Anwar Sadat Chair in International Peace and Development at the University of Maryland-College Park. “For some, we demonstrate heartfelt compassion. With others, we turn small assumptions into larger disappointments.”

With that she launched into the core of her discussion: the struggle for peace and justice around the world. Her multilayered address focused not only on the importance of peace in the Middle East but of that social justice beyond silencing gunfire.

“The absence of war doesn’t guarantee peace,” Sadat said. “Human suffering does not stop with the end of violence. Hearts must weep, but heads must work, whether we are people in power or just regular citizens.”

Sadat said it’s important for Americans not to paint the Arab and Muslim worlds with a broad brush of anti-Americanism, and added that it is just as important for Muslim nations, particularly moderate ones, not to think all Americans hate them. She said that what the Arab world most wants is to be partners in the peace process, just as Egypt was at Camp David.

“Making peace in the Middle East is the most powerful weapon against extremism,” Sadat said, speaking not only of the war in Iraq but also of the Israeli-Palestinian conflict. “Peace is the answer. President Sadat and President Carter knew this. My husband gave his life for it.”

Sadat is known for the empowerment of impoverished village women in Egypt; founded the first rehabilitation center in the Middle East for disabled veterans and civilians; founded the Arab-African Women’s League; and organized a movement to reform Egypt’s civil rights laws. Some of those reforms included property rights for divorced women and extended rights to child custody; in her introduction to Sadat, Rosalynn Carter said many of these laws are known in Egypt as “Jehan’s laws.”

Sadat came to the United States in 1985 and, prior to establishing the Sadat chair at Maryland, taught at the University of South Carolina, Radford University and American University. Currently she lives six months of the year in the States and six months in Egypt.

Like their husbands were, Carter and Sadat are close friends, and some of the most engaging stories came from the intimate details they revealed. Some were funny: In her introduction of Sadat, Carter spoke of the first time she met her husband—shortly after her cousin had hit her in the face with a mango. Others were tense: Carter spoke of the stressful negotiations of the Camp David Accords. As she sat outside the meeting rooms with Mrs. Carter and Mrs. Sadat, Susanne Mubarek (wife of then-Egyptian President Hosni Mubarak who was also in attendance) wasuncomfortable, she said, so tightly that her hands bled.

Sadat, during her address, summed up her connection with Carter nicely: “My dear friend Rosalynn Carlson and I know what it is like to be the wife of a great man,” she said.
Donated archive documents volunteer hate-group research

BY KATHERINE BAUST

Founded in late 1997, the Neighbors Network was an entirely volunteer organization, a collective of concerned citizens, that defined its mission ascountering hate-crime and hate-group activity through research, education, victim assistance and community action.

“We were a ‘kitchen table’ organization, we discussed the need for this work over our kitchen tables,” said Walter Reeves, former co-chair of education and outreach for Neighbor Network. “At that time, there were about three other organizations doing this type of work, and their focus was on hate crimes. We felt that there needed to be a local focus to meet the threat on the ground, and that is the role we served.”

During its years of activity, from 1988–95, the Neighbor Network collected a vast array of materials mapping the growth and development of hate groups in Georgia and the Southeast, and the ongoing activities would take it.

The collection is now a permanent part of Special Collections at Woodruff Library, and soon will be accessible for research use. One speaker, a research analyst from the Institute of Liberal Arts in the Department of History at Emory University, said he was looking for a good location for the Neighbor Network archives. Shortly after, Emniss met with Reeves to survey the material and decided that Special Collections would take it.

“There is a tendency for some people to think that these hate groups are a thing of the past, or a thing of another time, that they are antiquated,” Emniss said. “In fact, some have just morphed into other organizations, and the value of this archive is that it documents that transformation, and the ongoing activities of these groups.”

Emniss enlisted the help of Randy Gue, a graduate student in the Institute of Liberal Arts focusing on the 20th century urban South, to help process the materials. According to Gue, the collection consists of organizing records of Neighbor Network, hate-group publications, raw information (like meeting minutes) and “intelligences” gathered by attending meetings and taking photographs at public events.

It is a phenomenon archive of hate-group material, and it’s really valuable because most people think that hate groups are in the ’60s and ’70s with the civil rights movement and the Afro-Asian civil rights and the [Ku Klux] Klan,” said Gue. “As a student and historian, this collection is completely invaluable [to me]. It names names and draws connections; it identifies who’s who, what they are doing—and very importantly—how they are recruiting.”

Images such as these depicting members of hate groups, along with publications, meeting minutes and other materials, are included in the Neighbor Network archive donated to Emory.

Town Hall from page 1

do pay at or above market rates, and the better way to bring all of Emory up to is to apply new performance man-

agement standards across the University and Emory Healthcare.

Several questions from the audience addressed HR’s new performance management system, which is being rolled out as a pilot merit pay increases for good-performing staff. Is it manda-

tory? (It will be, Mandl said.) How will you deal with profes-

sional staff who report to fac-

ty members? Provost Lewis said faculty supervisors of professional staff would be included in the new performance man-

agement system and added that deans would be informed of the process and its outcomes.

Several audience members voiced concern over a lack of opportunity for promotion.

One speaker, a research analyst working under grant funding, said she was concerned about working under the same job title for many years.

He said he understood the limitations working under sometimes restrictive grants, and that the American Association of Universities (AAU), of which Emory is a part, has worked on a plan to approach grant-funding organ-

izations to address the issue. Closer to home, Milazzo and Del King, also HR senior direc-

tor, both said new job titles have been created to give researchers a place to move up.

“Higher education has a problem with career progres-

sion,” Mandl said. “Because of the decentralized nature of a university, some units don’t know about the talent that is spread throughout.”

Mandl continued by say-

ing that many staff don’t feel like part of a cohort. Each area has one financial person, for instance. In a corporation, all the financial people would be grouped together where they could grow together. Fostering that kind of social development is very difficult at a univer-

sity, but Mandl said creating it will be one of the main responsi-

bilities of the soon-to-be-hired HR vice president.

Many of the questions came from the floor, but one of the queries submitted over LearnLink involved the interac-

tion of campus diversity with the strategic plan. Ethridge, vice president for equal opportunity programs, said the ongoing plan is flexible enough to help every-

one. Lewis emphasized this answer, saying that the only way to address diversity is to continue talking about it.

“One with some 19,000 employees on this campus, we’re going to bump into each other,” he said. “We don’t want to do that.”

“People are really concerned that the expanded-panel approach would take it.

In closing, Employee Council website, where it is now archived (www.emory.
edu/employeecouncil). Because of time constraints, many questions submitted via LearnLink were not addressed. They will be passed on to the panelists, and answers will appear both on the council website and in the next edition of the HR newsletter Together at Emory.

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Managing your identity

Recent headlines reinforce something we all know: Criminals are trolling for personal information more than ever before. In February, ChoicePoint, an identification and credit reporting service, reported that 10,000 identity thieves had tricked them into handing over 145,000 records containing Social Security numbers and other personal information about people living in all 50 states. In March, the same company reported individuals entered its database and stole identify-

ging data for another 32,000 persons. Just recently, Bank of America reported it had lost computer data tapes contain-

ing personal information on 1.2 million federal employees, including some members of the U.S. Senate.

Instances such as these create the impression that indi-

viduals are largely powerless to protect their own personal information if the institutions in which they knowingly—

and, in some cases, unknowingly—share their informa-

tion do not have adequate security procedures in place.

Undoubtedly, a portion of this impression is true. Yet this reality should not overwhelm the very real need for indi-

viduals to take steps to minimize the risk of their personal data being compromised.

Following are some tips for managing your online iden-

ity with the intelligence and due diligence that is needed:

First, individuals need to have good passwords. What is a good password? A good password is one that is totally ran-

dom and would be challenging to anyone to guess.

It requires that every one of NetID's password be six to eight characters long, include letters and numbers, and that they not be words that can be found in a dictionary. Frustratingly, many individuals seem to limit personal passwords to words or phrases that are easy to remember, which makes them easy to discover. They are often required to do it, like the NetID. Practice good password behavior on any account where you offer information you consider valuable—your online identity is only as good as its weakest link.

Second, passwords should be changed with some regu-

larity. At this time, Emory does not require that you change your password, nor do most Internet presences where you might maintain an account. That this not a requirement, however, does not make it any less desirable, and many institutions are looking at requiring password changes as a prerequisite for access. Changing passwords allows you to assert control of the “keys” to your online identity—one of the few places where you can actually act to maintain its integrity.

Third, passwords should never be shared with anyone. Ever. In our current environment, where there is so much effort to capture aspects of your identity, no credible organization should ever even ask for it. Don’t offer it; if asked, ignore the request.

Fourth, everyone needs to recognize how sophisticated some of the schemes have become to get you to provide personal information about you. Called “phishing,” many of you will recognize this type of scam as a variation on the spate of recent requests many of us have received from all kinds of “banks” asking for an update of financial in-

formation.

Online criminals have mastered the art of copying the credentials of an “official” communication from Internet sites like large banks and credit card companies, and they have also perfected the technique of fabricating the web address of a site so it looks exactly like the real thing.

The nature of the counterfeited communication and web presence is only online for an hour or two before it quietly disappears from the Internet, but in those few hours, hun-

dreds fall prey to its subfusc and unknowingly compen-

sate their own identity. This is a time to be skeptical about all such requests, and unless you are absolutely certain of the authenticity of the site and the communication, you should provide nothing. Never, ever provide personal or financial information in an e-mail.

It is one of the unfortunate signs of the ever-growing place of the Internet in our lives that scammers, con artists and organized crime have turned to the online world for their latest strategies to perpetrate their crimes. Common

sense—and a healthy dose of skepticism—can be the best supplemental tools to these four proactive steps, and in our cur-
ent environment, these two qualities are required.

People need to jolt the Internet back to its roots like the Old West, but unfortunately, as many are discover-

ing, these latest developments are no laughing matter. Alan Catlett is co-director of academic technologies in the Information Technology Division.

INFORMATIONTECHNOLOGY
**Drug, early treatment can slow onset of Alzheimer’s disease**

**BY JANET CHRISTENBURY**

In an important finding about the ability of drugs to prevent or delay the onset of Alzheimer’s disease, a group of physicians at Alzheimer’s research centers throughout the nation found that patients with a type of mild cognitive impairment characterized by memory loss who are treated with donepezil (a neurotransmitter) had a lower rate of progression to symptoms of Alzheimer’s disease during the early part of treatment.

This effect was extended in patients with genetic variations associated with risk for Alzheimer’s disease. The study also found that vitamin E had no benefit in delaying the disease. The study, supported by the National Institutes of Health, is published online in the *New England Journal of Medicine* and will appear in the journal’s June 9 print issue.

Allan Levey, professor and chair of neurology and director of the Emory Alzheimer’s Disease Research Center, led the Emory component of the study, which was conducted by the Alzheimer’s Disease Cooperative Study Group and led by Ronald Petersen of the Mayo Clinic College of Medicine.

Patients with mild cognitive impairment (MCI) experience memory problems but do not have clinical symptoms of Alzheimer’s disease, and they are able to function independently. Approximately 10–15 percent of patients with MCI progress to Alzheimer’s within a year, and 40–50 percent develop the disease within three years. Only 1–2 percent of elderly people without MCI develop Alzheimer’s disease each year. The rate of progression is higher in patients with certain genetic variations in the apolipoprotein (APOE) gene.

Donepezil is a type of drug called a cholinesterase inhibitor, commonly prescribed for patients with mild to moderate Alzheimer’s disease. Cholinesterase inhibitors are designed to enhance memory and other cognitive functions by influencing chemical activities in the brain to compensate for the loss of functioning brain cells.

An earlier study by the Alzheimer’s co-op study group showed that treatment with the antioxidant vitamin E could delay disease progression in patients with moderate to severe Alzheimer’s; the current study was designed to find out whether vitamin E or donepezil could delay the clinical diagnosis of Alzheimer’s disease in patients with MCI characterized by memory loss.

In conducting the double-blind, three-year study, physicians assigned 769 patients with MCI to three study groups. One group received vitamin E daily, a second group received donepezil daily, and a third group received placebo. Of the total patients enrolled in the study, 212 developed possible or probable Alzheimer’s disease over the three-year period.

The overall rate of progression from MCI to Alzheimer’s was 16 percent per year.

At the end of the three-year study, the researchers found no significant differences in the progression to Alzheimer’s disease among the vitamin E group, the donepezil group and the placebo group. However, 12 months into the project, the donepezil group did have a reduced likelihood of progression to Alzheimer’s disease.

Although this effect disappeared in most patients by 18 months, the reduction in rate of progression remained throughout the three-year follow-up period for individuals with the genetically variant APOE alleles. The findings revealed a strong correlation between APOE alleles and progression to Alzheimer’s disease, with 76 percent of the cases of progression to Alzheimer’s disease occurring in these genetic carriers.

“This study shows that it may be very important to identify individuals with MCI in order to begin early treatment with available drugs or others currently under development,” Levey said. “Because the brain is likely already seriously affected by the disease process by the time MCI symptoms are noticeable, earlier identification of disease would allow treatment to be initiated even sooner.

“Although our results did not show that [donepezil] actually changes the underlying disease, it did delay onset of symptoms,” he continued. “This is the first study to demonstrate any ability to slow the clinical progression from MCI to Alzheimer’s disease.”

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**Study: Breast cancer drug increases anxiety, hot flashes**

**BY LISA NEWBERN**

Tamoxifen, the most widely prescribed drug for treating and preventing breast cancer in women, increases anxiety behaviors in female rhesus macaques, according to a study conducted by Yerkes National Primate Research Center and Center for Behavioral Neuroscience (CBN) researchers. The researchers caution the extent of the side effects could hinder women’s compliance in using the popular drug.

In other tests, Wilson and his colleagues measured serotonin activity, a marker for depression, in the animals’ brains to determine if depression increased with tamoxifen. As expected, the researchers found estradiol increased serotonin activity in the monkeys, causing them not to be depressed. In both the tamoxifen and the tamoxifen-plus-estradiol groups, however, serotonin activity was unaffected compared to placebo-treated controls.

“Tamoxifen not only appears to antagonize estrogen’s anxiety-reducing effect but to increase anxiety-like behavior by itself, in the absence of estrogen,” Wilson said.

Wilson and his colleagues’ latest finding about tamoxifen adds to a growing body of evidence about the drug’s negative behavioral effects. In a previous study, Wilson and his colleagues found tamoxifen inhibits sexual behavior in female rhesus macaques. Currently Wilson, in conjunction with a team of researchers from psychiatry and behavioral sciences and the Winship Cancer Institute, is examining the interaction between tamoxifen and a commonly prescribed class of anti-depression medications—selective serotonin reuptake inhibitors (SSRIs). The 12-month study is following two groups of rhesus macaques (a tamoxifen-only group and a tamoxifen-plus-SSRI group) to determine whether SSRIs diminish anxiety behaviors. The study will determine whether the SSRIs reduce the anxiety-like behavior in tamoxifen-treated monkeys and, if so, if they do so by changing the metabolism of tamoxifen, thereby reducing its biological activity. Although this would relieve symptoms of anxiety, it also could reduce the efficacy of tamoxifen to fight breast cancer. Such findings will be critical information for clinicians.

The tamoxifen study was funded by a grant from the National Institute on Child Health and Development. The current study involving SSRIs is funded by the Woodruff Health Sciences Research Fund, which is designed to stimulate interdiscipli- nary research collaborations within the Emory community.
The BRC's charge was to design an employee benefits package that would make Emory competitive with its peer institutions, and in its work the committee addressed a number of data from all but three of the fellow Top 20 research universities. What the committee was not finding, however, was finding a way to pay for the new benefits. "To make all these changes would require a significant investment of additional money," said BRC member Mike Mandli, executive vice president for finance and administration. "We have to do it in a way that is affordable, and ultimately the Board of Trustees, in terms of how and when to do what. We did a lot of research and the cost-benefit issues into account, it wasn't appropriate for it to get bogged down in those issues.

Senate debate on the proposed changes (see sidebar below) was relatively brief. In her presentation, Teal addressed many concerns that had been forward to her since the proposal was first put forward in March. For example, as the table shows, the BRC proposed a sliding scale of Emory University contributions toward employees' 403(b) retirement accounts based on age, currently all employees receive a 6 percent base University contribution with a maximum of 9 percent. Some questioned whether the change constituted age discrimination.

"The answer is it does not," Strochla said, explaining that the graduated scale complies with federal anti-discrimination guidelines. She added that some universities from the comparison group use an even more weighted scale, with the youngest workers receiving as little as 3 percent base contribution from their employers. "The committee considered this," Strochla said, "but decided that ultimately it would create too many inequities."

Many of the comments Strochla received centered on the proposal to reduce the maximum amount of alloted sick leave, currently staff employees with 20 or more years of service receive 24 days of sick leave each year, still with no cap on accrual. This is twice the amount of leave offered by most of Emory's peers, and the committee recommended a flat allotment of 8 days per year for all employees, again with no cap on accrual. At the Senate meeting, Kim Collins from University Libraries said she had heard objections from constituents who do not want to have taken away what they consider a reward for extended service.

Strochla acknowledged that the proposal could be viewed that way, but said that other benefits changes—such as the addition of three paid holidays for all employees and three paid vacation days for staff with 15-20 years of service—would partly compensate for the lost sick leave.

There were two areas—employee health plans and a possible "portable" courtesy scholarship—where the BRC did not make quantifiable recommendations. Regarding the former, there is a steering committee with representatives both from the University and Emory Healthcare that each year designs employee health-insurance plans based on market conditions. The BRC decided to delegate their conceptual recommen
dations to this committee rather than specify, numbers-based suggestions.

On the latter, Strochla said Emory is in "somehow of a bind" when it comes to a portable courtesy scholarship, meaning a dollar-figure benefit which employees could use to pay tuition for dependents enrolled elsewhere. Ideally, she said, such a benefit would reduce the out-of-pocket expense or debt incurred by employees paying another school's tuition; in practice, however, such school
donks typically result in the other school simply reducing the tuition grant it extends to students.

Still, Strochla said, Emory needs to offer portable courtesy scholarships "to play in the big leagues."

"We want it; we need it to measure as an institution," she said. "But we struggled with how to make it a true benefit. Hopefully the Senate will be involved in developing the next steps."

Outline of major changes proposed by the Benefits Review Committee Retirement plan • adopt sliding scale of Emory contributions; employees ages 21-34 would receive 5 percent contribution, maximum of 8.5 percent; ages 35-49 receive 6.25 percent, age 50 & over receive 7.75 percent base, 10.75 percent maximum. (Current employees age 21–34 would be grandfathered under existing plan.) • eliminate one-year vesting period for new hires over 55 and those who previously participated in a qualified retirement plan. • implement Roth 403(b) option; lower salary threshold for 457(b) plan to $125,000 and eliminate report requirement.

Paid time off • add three paid holidays to winter break. • increase annual vacation time for staff employees with 15-20 years of service to 24 days. • introduce flat sick-leave allotment of 12 days per year with no cap on accrual. • create leave bank to which employees may donate unused vacation and sick-leave time.

Health care
Suggest to existing health plan steering committee that:
• most medically effective drugs and those used to treat chronic illnesses be made available at lower cost
• operations of pharmacy benefit manager be more transparent
• Emory endorse Medicare plan to retain retiree access to prescription drug benefit.
• decisions on new benefit option be developed
• disease management and health promotion be addressed aggressively
• regular consultation between health plan steering committee and University Senate Finance Benefits Committee be established.

Security
• increase basic-term life insurance from $10,000 to $25,000.

Tuition benefits
• change courtesy scholarship eligibility so that employees with one year of service receive 30 percent of tuition; those with two to four years receive 50 percent; and those with five or more years receive 100 percent.

• adopt some kind of portable scholarship that can be used at other institutions.

Family & maternity leave
• 12 weeks of leave guaranteed under the Family and Medical Leave Act be made available before employees are asked to use vacation and/or sick leave, rather than after such leave is exhausted.

The idea for the theme came straight from the top: Douglas Feaster, president of the Emory Healthcare Investment and current chair of the WHSC Board of Trustees. "Tell me what would the WHSC Board need to do to feel comfortable and confident the WHSC Board of Trustees. "Tell me what would the WHSC Board need to do to feel comfortable and confident that we are best serving our patients, our faculty, and our community."

"One thing we were focused on was investment in research universities. What the committee considered, however, was finding a way to pay for the new benefits. "To make all these changes would require a significant investment of additional money," said BRC member Mike Mandli, executive vice president for finance and administration. "We have to do it in a way that is affordable, and ultimately the Board of Trustees, in terms of how and when to do what. We did a lot of research and the cost-benefit issues into account, it wasn't appropriate for it to get bogged down in those issues.

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FRIDAY, MAY 6
Neurology Grand Rounds
"Management of Brainstem Cavernous Malformations."
Robert Spritzer, Barrow Neurological Institute, presenting.
10:30 a.m. Emory Hospital Auditorium.
Free. 404-727-5004.

FRIDAY, MAY 6
Neurology Grand Rounds
"Nonmotor Symptoms in Parkinson’s Disease." Andrew Holmes, Barrow Neurological Institute.
10:30 a.m. Emory Hospital Auditoirium.
Free. 404-727-5004.

THURSDAY, MAY 5
Psychology Lecture
"Rhythmic Spontaneous Activity in Early Embryonic Spinal Cord: Mechanisms and Roles." Lynn Landmesser, Case Western Reserve University.
At 4 p.m. 211 Glenn Church Hall, Schwartz Center.
Free. 404-727-0178.

SUNDAY, MAY 8
RELIGION
MONDAY, MAY 2
Zen Buddhist Meditation
4:30 p.m. Rustin Chapel, Cannon Chapel.
Free. 404-727-6225.

WEDNESDAY, MAY 4
Catholic Worship
3 p.m. Catholic Center.
Free. 404-727-6225.

MONDAY, MAY 9
CONCERT
Atlanta Youth Wind Symphony, performing. 8 p.m. Emory Concert Hall, Schwartz Center.
$20; $15 group discount; free for students. 404-727-5050.

THURSDAY, MAY 12
Emory Christian Fellowship Meeting
7 p.m. 303 Geosciences Building.
Free. 404-688-1299.

THURSDAY, MAY 12
Emory College Continuation Reception
4 p.m. Terrace Room, Houston Mill House.
770-784-8414.

THURSDAY, MAY 12
Class Day
5:30 p.m. Glenn Auditorium.
404-727-6022.

Monday, May 9
Emory Concert Hall, Schwartz Center.
$20; $15 group discount; free for students. 404-727-6022.

Saturday, May 14
Emory College Commencement Exercises
10 a.m. Oxford Green.
770-784-8300.

Legatee Reception
10:30 a.m. Governor’s Hall, Miller-Ward Alumni House.
404-727-4880.

Emory Scholars Senior Brunch
11 a.m. Cox Hall Banquet Rooms.
404-727-9297.
By invitation only.

Goizueta Executive MBA Graduation Ceremony
11 a.m. Emerson Concert Hall, Schwartz Center.
404-727-2278.

WoodPAC Grand Opening
Noon. F.E. Center.
404-727-6547.

Goizueta MBA Graduation Celebration
3 p.m. Emerson Concert Hall, Schwartz Center.
770-724-8106.

Block Party
1 p.m. McDonough Field.
404-727-6400.

Concert
Tinsley Ellis and Shawn Mullins, performing.
2 p.m. McDonough Field.
404-727-6400.

Goizueta Full-time MBA Graduation Celebration
3 p.m. Emerson Concert Hall, Schwartz Center.
404-727-5704.

School of Law Class of 2005 Reception
5 p.m. Hunter Atrium, Gambrell Hall.
404-727-8031.

WoodPEC Grand Opening
1 p.m. Emerson Concert Hall, Schwartz Center.
770-784-8301.

Duke University
Class Day
4:30 p.m. Glenn Auditorium.
404-727-6022.

Tickets required.

Emory Senior Class Reception
7 p.m. Emory Conference Center Hotel.
404-727-6400.

Class of 2005 Desserts & Entertainment
8:30 p.m. Miller-Ward Alumni House.
404-727-6169.

Friday, May 13
Senior Luau
2 p.m. SAAC, Clairmont Campus.

Emory College Baccalaureate Service
7 p.m. Oxford Old Church.
770-784-8300.

The Soiree
5 p.m. Emory Conference Center Hotel. $10; free for students. 404-727-6400.

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