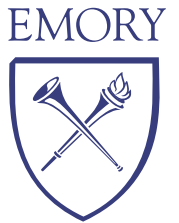


# Emory Report



May 2, 2005 / volume 57, number 29

www.emory.edu/EMORY\_REPORT



Kay Hinton

Provost Earl Lewis was one of several Emory leaders who answered questions from staff at the Employee Council's first spring town hall, April 26. The council has sponsored 13 annual autumn town halls featuring Emory's president; following last fall's event, at Jim Wagner's encouragement, the council added a spring town hall, and Wagner invited several others to participate. Mike Mandl, Bob Ethridge (both shown at left), Johnnie Ray, Lewis and Human Resources' Theresa Milazzo accepted the invitation, and all discussed issues ranging from compensation and professional development to the strategic plan.

## EMPLOYEE COUNCIL

### 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.

Joining 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

See **TOWN HALL** on page 5

## HEALTH SCIENCES

### Leadership academy stresses fellowship, growth

BY ERIC RANGUS

In 2002, the Woodruff Health Science 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.

The fifth was a quality often assumed in managers—the good ones, anyway—but not always present. Leadership. The term itself is fuzzy. What ingredients make up a leader? How can they be trained and supported? How can WHSC identify leaders for the future?

"I wanted to create leaders for the WHSC and the University," said Johns, who emerged from that planning session with a framework of what was to become the Woodruff Leadership Academy (WLA), the WHSC's concentrated leadership development program.

"I firmly believe that if we give our people an opportunity to see the larger picture of our institution, they will be better leaders and also leaders who can be trained," Johns continued. "One of the most important things anybody could leave behind would be leaders of the future."

To make this vision a reality, Johns tapped Gary Teal, WHSC senior associate vice president for

administration, to serve as WLA administrative dean. Now in its third year, WLA is aimed at faculty (both clinical and research) and administrators already in middle- to upper-management positions, and it offers much more than simple managerial training. Through a vibrant mix of group presentation, guest speakers, independent work, individual mentorship and even a few history lessons, the academy seeks not only to hone and in some cases unlock the leadership skills already present in its health science professionals, but also to strengthen those budding leaders' relationship with Emory.

"We thought we were going to get participants who were 33 years old with five or six years' experience," Teal said. "What we got was a 2003 class whose participants were 45 years old on average and had more than 12 years' managerial experience. They had managerial experience, often quite a lot, but few had leadership experience."

"Maybe they had read books or taken some brief classes," he said. "That was interesting as we put together the program."

Teal said Johns had asked that anyone considered for a fellowship position must be an ambassador.

"The success of the WLA and future successes of the WHSC hinge upon positive and upbeat approaches to problem solving," Teal said.



Jack Keane

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 developed its leaders. What he found (and didn't find) gave him a good starting point.

"We really didn't find any organization that offered leadership development that was institu-

tional based, 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

## EMPLOYEE BENEFITS

### Senate OKs benefits proposal

BY MICHAEL TERRAZAS

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 group 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 Strocchia, 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

See **BENEFITS** on page 7



## AROUNDCAMPUS

## Staff Fest sets sail, May 20

Another afternoon of fun, food, games and entertainment is in store for University employees with Staff Fest 2005, themed "Set Sail for Emory," to be held Friday, May 20, from 11 a.m. to 3 p.m. on the Quadrangle.

Staff Fest is the day set aside to thank staff members for their hard work and dedication. It is for current staff and retirees only, and family members will not be admitted.

Employees should bring their Emory ID card as it will be required to receive lunch. Slightly chilled to-go lunches will be available for Emory Healthcare employees who cannot stay for Staff Fest. The annual volleyball tournament will start at 11 a.m.; participation is limited to the first 14 teams registered. To enter, send the team's department name, along with captain and co-captain's names, phone numbers and e-mail addresses to [ask.rec.services@learnlink.emory.edu](mailto:ask.rec.services@learnlink.emory.edu).

Participants in the Fun Run/Walk will meet at the Clifton Road entrance to Lullwater Park. The two-mile run starts at 10 a.m., with the one-mile walk following at 10:30 a.m. For more information contact the Faculty Staff Assistance Program at 404-727-WELL or visit [www.emory.edu/fsap](http://www.emory.edu/fsap).

In case of rain, food will be served in the Woodruff P.E. Center. For more information, visit [www.emory.edu/STAFF\\_FEST](http://www.emory.edu/STAFF_FEST) or call Kay Manning at 404-727-7550.

## Cycling event helps EVC

Benefitting the Emory Vaccine Center and AIDS Athens, the third annual Action Cycling 200 ride will take place May 21-22.

The 200-mile roundtrip to Athens and back will begin and end at the Emory's Hope Clinic. Action Cycling Atlanta (ACA), the event's sponsor, is for both novice and experienced cyclists, crew and volunteers to join. For more information, call ACA at 404-358-7175.

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## FIRSTPERSON WALTER REEVES

## The first step against hate



Key Hinton

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

It 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!*, *Hail 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 Klonvocation, 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 granddaddy's Klan. The 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 garbed in military fashion, and it was these who were in charge of security. The distinction between the two groups was more than just sartorial; it was generational, as well.

The traditionalists were middle-aged or older, a crowd that fit the accepted stereotype of Klansmen. The militaries were the younger generation, twenty- and thirtysomethings with a combative, self-consciously "revolutionary" attitude. When the event's speakers launched into exterminationalist rants about blacks, Jews,

communists and homosexuals, these young Turks responded with shouts of *Eight! Eight!* (This was a code phrase referring to H, 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 the same thing.

In January of the following year, many of these same people were in Cumming, Ga., where a Klan-led mob of hundreds attacked a Martin Luther King Jr. Day commemorative march that included the late Rev. Hosea Williams.

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 supremacists and right-wing extremists as aging relics of a bygone era was itself a dangerously erroneous 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, 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 averse to flying under 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, victims assistance and community action." This was a broad mission for a handful of people gathered around a kitchen table to take on, but each of us was convinced of the need for it. My own experiences as an infiltrator left me with no doubts.

During my years of activity 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 ethnic hatreds. Rather, they felt a pervasive 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 evi-

dent than with teenagers drawn into the neo-Nazi, skinhead subculture. On more than one occasion, the Neighbors Network was called upon to aid young people seeking to leave the Nazi/skin scene. Sometimes we were contacted by frantic parents, sometimes by the young people themselves. Recovering young people from this movement became a major aspect of our victims-assistance work, along with documenting instances of harassment and, when necessary, housesitting so that victimized families might sleep in their own homes without fear. The Nazi skinhead phenomenon was more proof, if any were needed, of the absolute ruthlessness with which the movement targeted the susceptible for recruitment.

There are many examples of how the movement tailored its marketing strategies to specific groups. Space will not allow for a full discussion of them here, so a partial list will have to do: There are the intellectual pretensions of the Holocaust denial industry as typified by the likes of David Irving; or the creation of pseudo-conservative outfits such as the Council of Conservative Citizens and their success in enlisting the support of mainstream politicians; or the attempts at cloaking extremism in appeals to "Southern heritage" and the religious bigotry implicit in the calls for a "Christian" nation. Neighbors Network conscientiously documented these developments and sought to expose them to greater public scrutiny.

Sadly, while the extremists have not succeeded in legitimizing their unvarnished agenda in public debate, neither have they gone away. They continue to pursue their long-term goals at every opportunity. However these days they must reckon with a far greater degree of public awareness, as well as a much higher level of grassroots opposition. I'd like to think that the efforts made by the Neighbors Network helped lay the foundation for this.

It is a source of great satisfaction to me and all those who participated in this work to know that the Neighbors Network archive, spanning the years 1988-95, has been accepted by Special Collections of Woodruff Library (see story, page 5). A special thanks is due to Berl Boykin of "Touching Up Our Roots," a gay-history project, for suggesting the donation.

In time, this archive will provide researchers with a valuable resource for documenting and analyzing not only the white supremacist movement but other extremist groups, as well. In addition, the archive will provide data for examining effective methods of countering the activities of such groups.

The volunteers whose efforts produced the archive were animated by the belief that knowledge was the indispensable first step in this defense. The establishment of the Neighbors Network collection ensures the work of these volunteers will provide an ongoing legacy consistent with that belief.

## EMORYVOICES

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



Being thoroughly upset with our two-party system and being confused about what the U.S. wants.

Tracy Clark  
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



Photos by Key Hinton

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

Casey Herrod  
intern  
Schwartz Center



## EMORYPROFILE KYM HARRIS

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Jon Rou

**"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—although her interest there isn't really explored in casual conversation—but figurative buckets.

"I got that from my corporate experience," said Harris, director of learning services in Human Resources (HR). 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 bucketing things," continued Harris, who returned to the Emory fold last December. "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. Last fall, HR revamped its training modules, and one of the first things that had to happen was picking a person to lead the way. So, Del King, senior director of HR, made a phone call.

"I knew Kym when she was here six years ago," he said. "I thought she had the perfect blend of Emory background, higher education and corporate experience. She's also a very strategic person. Kym knows how to put together an innovative plan and move forward."

After talking to King, Harris said she played hard to get for "a few seconds," but the challenge of re-envisioning HR's training programs was more than enough to bring her back. That re-envisioning is taking place from the ground up—starting with the name.

"My goal is to move us away from a concept of 'training,' because it feels so industrial," said Harris, whose "learning services" title bears the result of this movement. "When we talk about learning, it can take place in the classroom or simply by our providing some job aids employees can use back at work. It can take place through coaching, and it's outcome-based. We're talking about changing behavior as opposed to someone talking at people in a classroom and hoping they 'get it.'"

When Harris' plan is fully set into motion sometime next

academic year, 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 Mentor Emory, that simply need a shot of adrenaline to get going again. "Relevant, transferable and accessible" is one of Harris' taglines. Too often, HR's old training programs were none of these.

Of her buckets, 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.

"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."

Leadership for Results, which will be part of a larger leadership curriculum, is focused on outcomes and behavior change. Communication skills, the giving and receiving of feedback, dealing with emotional behavior, preparing for performance discussions, 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 a manager's 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 piloted 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, N.J., she graduated from Rutgers University with a bachelor's in psychology and soon found out almost by 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 supervisory responsibilities. But she discovered she liked personnel issues (as HR was commonly known in the 1980s). So, she took a job as a receptionist in her company's HR department—a step down from where she was—so she could learn the business from the ground up. Eventually, she earned an M.B.A. with a focus in human resources management; prior to coming to Emory, she cut her teeth in higher education HR as an assistant director and HR manager at the University of Miami (Fla.).

Harris' first position at Emory was as HR manager in Facilities Management (FM). At the time (1992), FM had no HR presence, despite the fact it was the University's largest division. In 1994, she moved to the main 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 today 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 rebuild programs that may have lost momentum or to create new ones from scratch.

The vast majority of these new learning services will roll out in 2005–06. The one available now is computer classes. In partnership with University Libraries, HR is offering basic courses in Microsoft Word, Excel and PowerPoint. On the surface, teaching basic computer skills appears to be just a small step, but this service also represents a coming wave of partnership between HR and other campus departments and organizations.

## UNIVERSITY GOVERNANCE

## Senate ends 2004–05 with benefits, committee reports

Much of the University Senate's last meeting of the academic year, held April 26 in Woodruff Library's Jones Room, was devoted to discussing the proposed changes to employee benefits recommended by the ad hoc Benefits Review Committee (see story, page 1). The proposal passed by a vote of 19–1.

Following that discussion, Richard Levinson from public health, chair of the Honorary Degrees Committee, presented a slate of five candidates to receive honorary degrees in 2006. The Senate voted on the individuals (who will be announced next spring) and a later tabulation showed the slate was approved 18–1.

Leslie Campis, coordinator for sexual assault response and educational services, delivered a presentation on sexual assault. Campis, who chairs the Senate's Safety and Security Committee, said sexual assault presents a "public health crisis" on campus, with as many as one in four college women experiencing an assault during her college career. Campis cited two studies of Emory students, one on all undergraduates (498 respondents) and one on sorority members (367 respondents). Roughly 30 percent of respondents to both surveys reported an unwanted sexual experience during their time at Emory.

Campis suggested several possible actions, including bringing back a peer-education course on sexual assault and reviewing peer institutions' policies on the issue.

With time running short, Senate President Sharon Strocchia asked committee chairs to hit only the highlights of their year-ending reports, which also were submitted in more extensive printed form. Those highlights included:

- **Athletic Policy**, chair Ruth Pagell: focused on renovation of Woodruff P.E. Center and growing club sports presence.
- **Campus Development**, chair Nancy Bayly: reviewed and approved 12 capital projects, urged more communication with campus planners on Emory Village developments.
- **Campus Life**, chair Mark McLeod: helped develop student website for mental health resources, assisted president's office in forming task force on mental health.
- **Committee on Environment**, chair Tim Bryson: coordinated with Campus Planning on developing Emory's land-use map, also urged more communication on capital projects affecting campus environment.
- **Fringe Benefits**, chair Sid Stein: helped Benefits Review Committee conduct its work, but took no formal action.
- **Library Policy**, chair Steve Strange: worked on continuing challenges of space needs, stressed greater integration with strategic planning.
- **Parking and Transportation**, chair Scott Kitner: explored carpool option for students, urged DeKalb County to adjust signal timing at Clairmont and N. Decatur roads.

The presentations delivered earlier in the meeting by Levinson and Campis served as reports from the honorary degrees and safety and security committees, respectively.

After thanking the Senate for its work during 2004–05, Strocchia passed the "Honorary Billy Frye Gavel" (named for Emory's former provost, chancellor and interim president) to Mike Rogers, associate professor of mathematics at Oxford College, who officially began his term as Senate president. Outgoing secretary Jim Brown then passed a ceremonial pen to new Secretary Jennifer Vasquez, administrative assistant in the School of Medicine.

To close the meeting, President Jim Wagner also thanked the body for its work during the year, and he anticipated much 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](mailto:rogers@learnlink.emory.edu).

"We're really trying to introduce learning to the entire campus," Harris said. "We use the library's facilities for computer classes; we want to make learning more accessible. People can leave their offices and walk to a class rather than get on a shuttle and go 'down the hill' [to the HR building]."

When her (second) one-year anniversary at Emory rolls around on Dec. 13, Harris has a lot of goals. She wants to have rolled out the leadership institute; a wide array of open-enrollment classes meeting the needs of everyone from directors to custodians; a revitalized

and repiloted Mentor Emory program; and at least a couple certificate learning programs. Most of all, Harris said, she wants to foster a sense of teamwork between HR and staff employees from across Emory.

"I hope people will see an ongoing partnership between learning, divisional HR managers, faculty/staff assistance programming and others," Harris said. "My goal is for the community to see us as a team of people who come together to address the specific needs of departments. I'm really hoping to have an impact in all my buckets."



## UNIVERSITY GOVERNANCE

## Faculty Council closes year with budget news

Provost Earl Lewis and Senior Vice Provost Charlotte Johnson began the April 19 Faculty Council meeting, held in 400 Administration, with the year's final budget presentation. With the realignment of the University's budget cycle to coincide more closely with that of Emory Healthcare, the Board of Trustees will not officially approve Emory's Unrestricted Operating Budget (UOB) until mid-May, but Lewis said he was confident the trustees would approve it.

Together, both the academic units and Emory Healthcare will spend some \$2.45 billion in fiscal 2006, which begins Sept. 1 of this year. The academic side accounts for \$1.08 billion, and of that some \$575 million constitutes the UOB, a 5.9 percent increase from FY05.

Since this was the third time Faculty Council had gotten a preview of the budget, there were no big surprises. Endowment distribution, calculated on a three-year rolling average of market value, is projected to drop 4.88 percent in the pooled funds, but Johnson said this will be partly offset by contributions from the Emily & Ernest Woodruff Fund for a net decline of 2.3 percent. The FY06 budget includes a 3 percent merit salary program, along with additional salary funds to build up faculty lines in various key academic areas, Lewis said.

One new piece of information was the "strategic plan fund," which the administration has been promoting on campus as a pool of money that will jump-start initiatives of the strategic plan until support begins to flow in from the upcoming comprehensive campaign. This fund, which Johnson said could reach some \$20 million annually, will come from three sources: royalties from Emory patents in the marketplace; a restructuring of Emory's "internal bank" that maximizes cash reserves; and a change in the endowment distribution, which previously reinvested a certain percentage of the distribution for a subset of funds.

On behalf of the council, Rich Metters of Goizueta Business School worked with Johnson to review the budget, and he said its sometimes complex accounting reflects a philosophy that protects individual schools from radical budget swings from year to year. The practice involves shifting University money from unit to unit, sometimes creating the illusion, Metters said, "that money is being hidden somewhere."

"Long story short, that's not the case," he added. "I don't think [the administration is] trying to pull the wool over our eyes."

Next on the agenda was a proposal to change the Faculty Council bylaws so that its eight appointed members will be selected by the council's executive committee in consultation with the University president and provost, rather than solely by the president. The change, which had been debated at the March meeting, was approved unanimously.

Closing the meeting were year-ending committee reports. Briefly, they were as follows:

- **University Research Committee:** Currently in the midst of its spring grant cycle, the committee awarded some 21 applications a total of \$564,711 in the fall. Chair David Pacini said the committee continues to urge more funding requests from the humanities.

- **University Teaching Fund (UTF):** Chair Arri Eisen's written report said the committee awarded \$110,680 to 25 proposals from across the University. Though Eisen's report predicted the end of the committee as Emory considers consolidating its teaching support activities, the council moved that UTF continue until a viable replacement is identified.

- **Faculty Life Course:** Chair Nanette Wenger reported a very successful year, from working with the schools and Human Resources to change HR processes for new faculty hires, to the creation of a new-faculty orientation guide posted on the provost office website, to the extensive array of activities organized by Emeritus College.

- **Faculty Hearing:** Chair Jim Hughes said no news was good news, as the committee received no requests for hearings during 2004-05.

- **Distinguished Faculty Lecture:** Chair Mike Rogers reported that Dennis Liotta, professor of chemistry, has accepted an invitation to deliver the 2006 lecture.

In ad hoc committee reports, Chair Sharon Strocchia said the communications committee ended its activities in November, ceding its work to the ongoing EmoryLink initiative. And John Snarey recommended the Future of the University Committee continue its work, as no mechanisms have been established to replace the current faculty advisers to the Board of Trustees, who are completing the second year of their initial three-year terms.

Faculty Council will next meet in September.

—Michael Terrazas

If you have a question or concern for Faculty Council, e-mail Chair Mike Rogers at [rogers@learnlink.emory.edu](mailto:rogers@learnlink.emory.edu).

## GUESTLECTURE

## Peace, friendship at core of Sadat's distinguished lecture

BY ERIC RANGUS

Jehan 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 what 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 hurting 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 for Peace and Development at the University of Maryland-College Park. "For some, we demonstrate heartfelt compassion. With others, we turn small assumptions into larger disagreements."

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 that of social justice beyond silencing gunfire.

"The absence of war doesn't guarantee peace," Sadat said. "Human suffering does not stop with the end of



Kay Hinton

Former Egyptian first lady and current Maryland professor Jehan Sadat discussed peace, human rights in the Middle East and her long friendship with Rosalynn and Jimmy Carter, April 25.

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 extremists," 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."

The Carter lecture, which debuted in 1993, is co-sponsored by the Department of Women's Studies. It honors women who have played significant roles in shaping public policy. Sadat's public works as Egyptian first lady from 1970-81, as well as before and after that time, are many.

Sadat organized the Talla Society (named after the district where her husband was born) 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 of 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 Jehan 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 room with Mrs. Carter and Mrs. Sadat, Susanne Mubarek (wife of then-Egyptian Vice President and current President Hosni Mubarak who also was in attendance) was clenching her fists so tightly that her hands bled.

Sadat, during her address, summed up her connection with Carter nicely. "My dear friend Rosalynn Carter and I know what it is like to be the wife of a great man," she said.

## EMORYSNAPSHOT



Ann Borden

## Transit plans shared at CCTMA workshop

On Wednesday, April 27, at the Emory Conference Center's Silverbell Pavilion, the Clifton Corridor Transportation Management Association (CCTMA) held its fifth public workshop to gain input into its area transit study, which the organization will submit to DeKalb County this summer. About 30 attendees offered their views at tables devoted to specific topics like reducing automobile dependency, expanding shuttle and mass transit options, land use and development, etc. CCTMA's plan marks only the beginning of a long process for area transit improvements that will work its way up through the local, state and even federal levels in the coming years.



## SPECIALCOLLECTIONS

# Donated archive documents volunteer hate-group research

BY KATHERINE BAUST

Founded in late 1987, the Neighbors Network was an entirely volunteer organization, a collective of concerned citizens, that defined its mission as “countering hate-crime and hate-group activity through research, education, victims 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 Neighbors Network. “At that time, there were only about three other organizations doing this type of work, and their focus was national. 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 Neighbors Network collected a vast array of materials mapping the growth and development of hate groups in Georgia and the Southeast, their national efforts, their national and international connections, as well as the network’s own efforts to oppose them. The entire collection is now a permanent part of Special Collections at Woodruff Library and soon will be accessible for research use. Once processing is completed, which involves describing the full collection and preparing a catalog record, the collection will be open to all.

The donation of the Neigh-



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

ors Network materials was coordinated through Berl Boykin, a local activist who recently worked with Special Collections Director Steve Enniss on another donation. Reeves, a friend of Boykin’s, said he was looking for a good location for the Neighbors Network archive. Shortly after, Enniss 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 throwback to another time, that they are antiquated,” Enniss 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.”

Enniss 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 organizational records of Neighbors Network, hate-group publications, raw information (like meeting minutes) and “intelligence” gathered by attending meeting and taking photographs at public events.

“It is a phenomenal archive of hate-group material, and it’s really invaluable because most people think hate groups ended in the ‘60s and ‘70s with the civil rights movement 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.”

## TOWN HALL from page 1

do pay at or above market rates, and the best way to bring all of Emory up is to apply new performance management standards across the University and Emory Healthcare.

Several questions addressed HR’s new performance management system, which is designed to lead to merit pay increases for good-performing staff. Is it mandatory? (It will be, Mandl said.) How will you deal with professional staff who report to faculty members?

Provost Lewis said faculty supervisors of professional staff would be asked to participate in the new performance management system and added that deans would be informed of the new process as backups.

Several audience members voiced concern over a lack of opportunity for promotion. One speaker, a research analyst working under grant funding, said she had been working under the same job title for many years.

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

nizations to address the issue. Closer to home, Milazzo and Del King, also HR senior director, both said new job titles have been created to give researchers a place to move up.

“Higher education has a problem with career progression,” 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 saying 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 sort of communal development is very difficult at a university, but Mandl said creating it will be one of the main responsibilities of the soon-to-be-hired HR vice president.

The majority of questions came from the floor, but one of the queries submitted over LearnLink involved the intersection of campus diversity with the strategic plan. Ethridge, vice president for equal opportunity programs, said the ongoing plan is flexible enough to help everyone. Lewis expanded on that answer, saying that the only way to address diversity is to continue talking about it.

“With some 19,000

[employees] on this campus, we’re going to bump into each other, even when we don’t want to,” he said. “We might even trip over each other. Because of that, there will always be conflict and tension. That’s why we have to continue to educate ourselves about what it means to be part of a dynamic community.”

The town hall was broadcast live on the Employee Council website, where it is now archived ([www.emory.edu/employeecouncil](http://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*.

In closing, Employee Council President Susie Lackey noted the size of the crowd, numbering over 200 in Winship (plus more than 100 individual Internet connections, it was reported later) and asked whether the expanded-panel format would be appropriate at the next town hall in the fall. No decisions were cemented, but the applause that answered her question implied that the audience wouldn’t have a problem with it.

## FOCUS: INFORMATIONTECHNOLOGY

## Managing your identity in the online Old West

Recent headlines reinforce something we all know: Criminals are trolling for personal information more than ever before. In February, ChoicePoint, an identification and credential-verification service, reported some con artists had tricked them into handing over 145,000 records containing Social Security numbers and other personal information on people in all 50 states. In March, Lexis/Nexis reported individuals entered its database and stole identifying data for another 32,000 persons. Just recently, Bank of America reported it had lost computer data tapes containing personal information on 1.2 million federal employees, including some members of the U.S. Senate.

Instances such as these create the impression that individuals are largely powerless to protect their own personal information if the institutions in which they knowingly—and, in some cases, unknowingly—share their information do not have adequate security procedures in place. Undoubtedly, a portion of this impression is true. Yet this realization should not overwhelm the very real need for individuals to take steps to minimize the risk of their personal data being compromised.

Following are some tips for managing your online identity with the diligence that the present moment suggests:

First, individuals need to have good passwords. What is a good password? A good password is one that is totally random to anyone else except you. Emory requires that everyone’s NetID 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 good password behavior to accounts where they are 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 regularity. 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 yourself. 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 alleged “banks” asking for an update of financial information.

Online criminals have mastered the art of copying the credentials of an “official” communication from Internet presences 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, hundreds fall prey to its subterfuge and unknowingly compromise 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 powerful supplements to these four proactive steps, and in our current environment, these two qualities are required.

People used to joke about the Internet being lawless like the Old West, but unfortunately, as many are discovering, these latest developments are no laughing matter.

Alan Cattier is co-director of academic technologies in the Information Technology Division.



## SCHOLARSHIP&amp;RESEARCH

## 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 (brand name Aricept) 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.

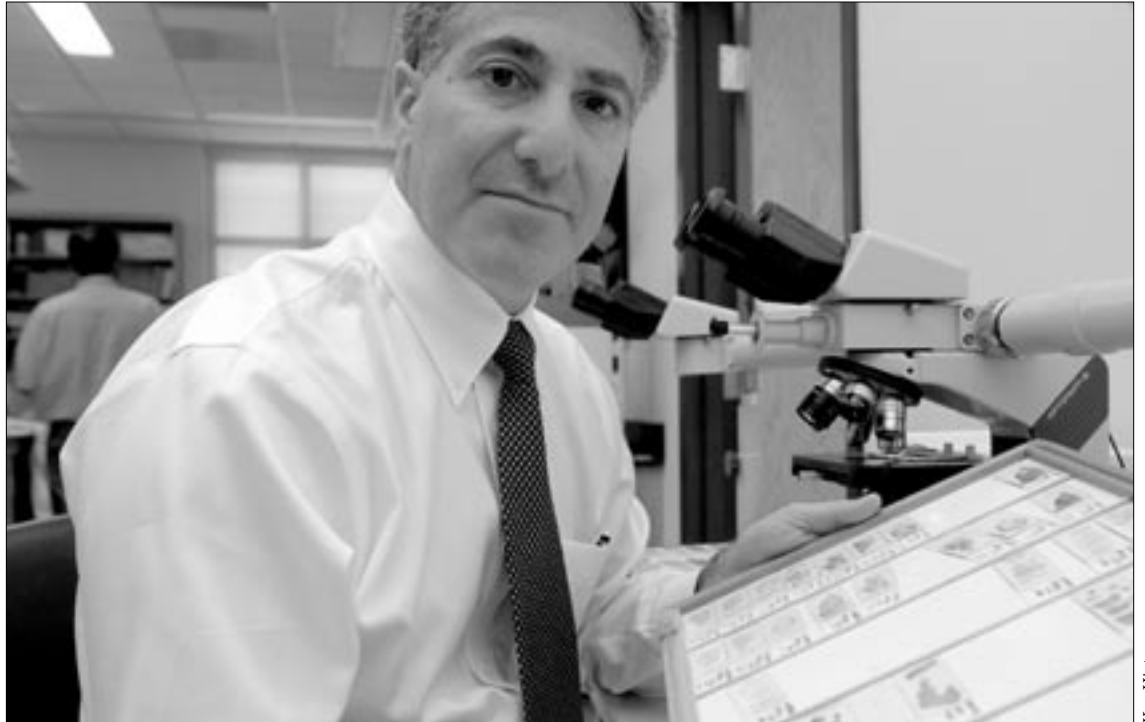
Patients with mild cognitive impairment (MCI) experience memory loss but do not have clinical symptoms of Alzheimer's disease, and they are able to function independently. Approximately 10–15 percent of patients with MCI progress to

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.



Kay Hinton

Neurology Chair Allan Levey is part of a multisite team that found early treatment with donepezil delayed onset of Alzheimer's disease in a group of patients, compared to treatment with vitamin E or no treatment. "This is the first study to demonstrate any ability to slow clinical progression," Levey says.

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."

## 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 medication. The study is reported in both the April and online editions of *Psychoneuroendocrinology*.

While previous studies have shown tamoxifen significantly improves survival rates for women with breast cancer by blocking the effects of estrogen, clinical evidence suggests the drug increases rates of anxiety and the incidence of hot flashes, both of which may result from reduced estrogen action. To determine if tamoxifen had these behavioral effects in both the presence and absence of estrogen, Mark Wilson, Yerkes' chief of psychology, and his colleagues

compared the behavior of four groups of adult female rhesus macaques that were not producing estrogen. The groups were divided into a placebo group; a group that received estradiol, a natural estrogen; a tamoxifen group; and a tamoxifen-plus-estradiol group.

After a three-week period, the researchers observed that rates of anxiety-like behaviors were significantly higher in the tamoxifen and tamoxifen-plus-estradiol groups, compared with females receiving estradiol only.

"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. "While tamoxifen is an extremely effective anti-cancer medication, women may stop taking it because of its negative effects on behavior and emotion."

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.

"We expected tamoxifen would reduce serotonin activity because of its attenuating effects on estradiol," said Wilson. "Our findings, however, suggest tamoxifen must be producing its negative behavioral effects through its action on a different neurotransmitter involved in mood."

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



Jack Kearse

Yerkes' Mark Wilson has found that tamoxifen, the most widely prescribed drug for treating and preventing breast cancer in women, causes increased anxiety in adult female rhesus macaques.

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 interdisciplinary research collaborations within the Emory community.



**BENEFITS** from page 1

Emory's fringe benefit costs.

"The proposals represent a significantly improved, equitable and forward-looking benefits package that will enhance Emory's ability to recruit and retain excellent faculty and staff," Strocchia said.

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 used benchmark data from all but three of the fellow Top 20 research universities. What the committee was not charged with, however, was finding a way to pay for the new benefits.

"On balance, these changes would require a significant investment of additional money," said BRC member Mike Mandl, executive vice president for finance and administration. "We have a lot of work to do with deans and financial leaders, and ultimately the Board of Trustees, in terms of how and when to do what. While the committee took 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, Strocchia addressed many concerns that had been forwarded to her since the proposal was first put forward in March.

For example, as the table shows, the BRC proposed a sliding scale of 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," Strocchia said, explaining that the graduated scale complies with federal anti-discriminatory 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," Strocchia said, "but decided that ultimately it would create too many inequities."

Many of the comments Strocchia received centered on the proposal to reduce the maximum amount of allotted 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 12 days per year for all employees, again with no cap on accrual. At the Senate meeting, Kim Collins from University Libraries said she has heard objections from constituents who do not want to have taken away what they consider a reward for extended service.

Strocchia 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 ser-

vice—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 first, there exists 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 offer conceptual recommendations to this committee rather than strict, numbers-based suggestions.

On the latter, Strocchia said Emory is in "somewhat 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 scholarships typically result in the other school simply reducing the tuition grant it extends to students.

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

"We want it; we need it to mature 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."

**LEADERSHIP** from page 1

"That is a significant difference between the WLA and probably any other leadership program," Teal continued. "Ours really is designed to help the participants become better leaders at Emory and in the WHSC."

Teal then formed an administrative and curricular team (project coordinator Kathy Getz, executive administrative assistant Judi Pavey and senior lecturer Dennis Redding) that's been intact since its creation.

Therefore, instead of receiving general leadership training, within the WLA structure the fellows learn what it's like to be a leader in an Emory context—and in modules often delivered by Emory people. Not only are specific sessions offered that address areas such as Health Science Communications (led by associate vice president Ron Sauder, a 2003 fellow) or the differences in leadership styles between men and women (presented by psychiatry Professor Nadine Kaslow, a 2004 fellow). The return of previous fellows is not an accident; many keep their ties to the academy after they have left and contribute in a variety of ways.

Johns' initial goal was to train 100 leaders over the next five years, although that bar would quickly be raised. The first class had 20 fellows, the second 24 fellows (and more than 120 applicants; with no self-nominations, which are not allowed). This year, there are 26 fellows, culled again from more than 120 prospectives. Johns remains engaged throughout, attending most every session and frequently contributing to discussions.

"I enjoy it," Johns said. "It's a lot of fun to be with these people as they exchange ideas with leaders of the institution. It's inspiring to be there and watch them grow right in front of your eyes."

Following a fall kickoff dinner, WLA, which vets its candidates over the summer, meets one weekend a month from January through May. In previous years, some of those meetings have taken place away from campus, but for 2005 the decision was made to stay home. The Emory Conference Center turned out to be the perfect venue, and because of its proximity, several fellows from previous years attended some of the sessions.

The conference center is where WLA met from January to April. For the final session, May 20–21, the academy will adjourn to the Brasstown Valley Resort in Young Harris, where the project teams will deliver their final presentations. It's the capping of a semester of serious work, but the fellows are at a resort, after all. Family members, as well as WHSC board members, mentors and previous fellows, often attend, making the workload feel just a bit lighter.

Regarding the presentations, the academy's administration provides several topics at the start of the year. The topics for the 2005 fellows revolve around the future of the WHSC—plans for a new campus, revitalizing the hospital.

The idea for the theme came straight from the top: Douglas Ivester, president of Deer Run Investments and current chair of the WHSC Board of Trustees.

Project groups are engineered by the WLA administration to ensure diversity; there won't be one group made up of all surgeons, for example. The variety of participants leads to a variety of perspectives—a public health person here, a nursing administrator there, a neurologist over there, all working together. It's President Jim Wagner's goal of moving from a multiversity to a university, played out in miniature.

"You could take any class of fellows, set them down anywhere in the world, and have the ingredients to start an academic health center," Teal said. "The fellows represent the best and brightest of WHSC faculty and administration."

Very little project work is completed during weekend sessions. It is not uncommon for fellows—none of whom has a particularly easy day job—to spend more than 100 hours outside class meeting with their project teammates.

Fellows also spend time outside with their mentors—each is paired with a more senior person who serves as an adviser. Some, like Vice President for Health Affairs Ronnie Jowers, have taken on mentees each year. Others are newer to the academy, and mentors don't necessarily have to come from health sciences. Mike Mandl, executive vice president for finance and administration, and John Ford, senior vice president and dean for campus life, for instance, are 2005 mentors.

"I always encourage people to become WLA fellows," said Jowers, who meets monthly with his current mentee and still advises his previous WLA partners. "There is no better way to learn about the depth and breadth of the Health Sciences Center."

Everything comes together on the final weekend, when each team has two hours to deliver its presentation. Once all the official activities are over, the academy wraps up with an awards banquet.

"The academy has given me a chance to look at myself and identify my own strengths and weaknesses as a leader; it's been an incredible experience," said 2005 fellow Neil Lamb, director of the Center for Medical Genomics and assistant professor of human genetics. Lamb added that, as a member of the School of Medicine's curriculum revision committee, he's been able to apply concepts he learned at WLA to his committee work.

"The Health Sciences Center is so much stronger today," Teal said. "We just pull these fellows in and they go right to work. There is so much more cross-disciplinary activity. It never would have happened before, because these people in nursing, for example, wouldn't know others from Yerkes. Everybody is coming out of their silos. To go in, see the light bulbs go on, see people grow from day one and see all the coming together—if we didn't accomplish anything but that, we'd still be successful."

## Outline of major changes proposed by the Benefits Review Committee

### Retirement plan

- adopt sliding scale of Emory contributions; employees ages 21–34 would receive base 5 percent contribution, maximum of 8 percent; ages 35–49 receive 6.5 percent base, 9.5 percent maximum; ages 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 lowest co-pay.
- operations of pharmacy benefit manager be more transparent.
- Emory endorse Medicare plan to retain retiree access to prescription drug benefit.
- health savings account option be developed.
- disease management and health promotion be addressed aggressively
- regular consultation between health plan steering committee and University Senate Fringe 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.



For online event information, visit [www.emory.edu/TODAY](http://www.emory.edu/TODAY)

## Events for the Emory Community

## PERFORMING ARTS

**WEDNESDAY, MAY 4**  
**The World in Black & White Film Series**

*The Man Who Wasn't There.*  
Joel Coen, director. 7:30 p.m.  
205 White Hall. Free.  
404-727-6761.

**FRIDAY, MAY 6**  
**Concert**

"Ransom Notes." Kate Ransom, violin, and Keiko Yamashita Ransom, piano, performing. Noon. Reception Hall, Carlos Museum. Free. 404-727-4291.

**SUNDAY, MAY 8**  
**Concert**

Emory Chamber Music Society, and Donald Runnicles, piano, performing. William Ransom, directing. 8 p.m. Emerson Concert Hall, Schwartz Center. \$20; \$15 group discount; free for students. 404-727-5050.

**MONDAY, MAY 9**  
**Concert**

Atlanta Youth Wind Symphony, performing. Scott Stewart, directing. 4 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

**Schatten Gallery Exhibit**

"To Work His Wonders on the Scene: The Life and Times of William L. Dawson." Schatten Gallery, Woodruff Library. Free. 404-727-6861. **Through June 30.**

## VISUAL ARTS

**TUESDAY, MAY 3**  
**Visual Arts Exhibit & Reception**

Dana Haugaard, artist, presenting. 5 p.m. Gallery, Visual Arts Building. Free. 404-727-6315.

## LECTURES

**MONDAY, MAY 2**  
**Human Genetics Seminar Series**

"Linking Molecular Motors to Signaling and Neurodegenerative Disease." Lawrence Goldstein, Howard Hughes Medical Institute, presenting. Noon. Whitehead Auditorium. Free. 404-712-2306.

**THURSDAY, MAY 5**  
**Physiology Lecture**

"Rhythmic Spontaneous Activity in Early Embryonic Spinal Circuits: Mechanisms and Roles." Lynn Landmesser, Case Western Reserve University, presenting. 9 a.m. 600 Whitehead Building. Free. 404-727-7401.

**Carlos Museum Lecture**

"Northern European Prints." Sara McPhee, art history, presenting. 7 p.m. Carlos Museum. Free. 404-727-4291.

**FRIDAY, MAY 6****Neurology Grand Rounds**

"Management of Brainstem Cavernous Malformations." Robert Spetzler, Barrow Neurological Institute, presenting. 10:30 a.m. Emory Hospital Auditorium. Free. 404-727-5004.

**Frontiers in Neuroscience Lecture**

"Primate Economics." Sarah Brosnan, anthropology, presenting. Noon. Whitehead Auditorium. Free. 404-727-3707.

## RELIGION

**MONDAY, MAY 2**  
**Zen Buddhist Meditation**

4:30 p.m. Rustin Chapel, Cannon Chapel. Free. 404-727-6225.

**TUESDAY, MAY 3**  
**Baptist: Worship Around the Table**

5:30 p.m. Baptist Center, 1227 Clifton Road. Free. 404-727-6225.

**United Methodist Dinner**

7 p.m. 211 Glenn Church School. Free. 404-727-6225.

**WEDNESDAY, MAY 4**  
**Catholic Worship**

3 p.m. Catholic Center. Free. 404-727-6225.

**Zen Meditation & Instruction**

4:30 p.m. Clairmont Campus. Free. 404-688-1299.

**THURSDAY, MAY 5**  
**Episcopal Evensong**

5:30 p.m. Episcopal Student Center. Free. 404-727-6225.

**Emory Christian Fellowship Meeting**

7 p.m. 303 Geosciences Building. Free. 404-727-6225.

**FRIDAY, MAY 6**  
**Jumma Prayers**

2:15 p.m. 363 Dobbs Center. Free. 404-727-6225.

**Shabbat Services**

6 p.m. 355 Dobbs Center. Free. 404-727-6225.

**SUNDAY, MAY 8**  
**Catholic Mass**

9 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6225.

**Also at 6 p.m. Confession at 4:30 p.m.****University Worship**

11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6225.

## SPECIAL

**WEDNESDAYS**  
**Toastmasters @ Emory**

8 a.m. 721 Rollins School of Public Health. Free. 404-371-0505.

**THURSDAYS****Chess Club**

6:30 p.m. 106 Bishops Hall. Free. 404-778-4121.

**MONDAY, MAY 2**  
**Bloodborne Pathogen Training**

10 a.m. 306 Dental School Building. Free. 404-727-4910.

**TUESDAY, MAY 3****Google Workshop**

2:30 p.m. 310 Woodruff Library. Free. 404-727-0178.

**WEDNESDAY, MAY 4****Support Staff Library Workshop**

4 p.m. 310 Woodruff Library. Free. 404-712-2833.

**THURSDAY, MAY 5**  
**PBL & ICBL Lessons In Science**

1:30 p.m. 103 White Hall. Free. 404-712-9242.

**Wireless Clinic**

2 p.m. 310 Woodruff Library. Free. 404-727-0300.

**FRIDAY, MAY 6****Servant Leadership Brown Bag Lunch**

Mike Mandl, presenting. Noon. 355 Dobbs Center. Free. 404-727-7664.

**SUNDAY, MAY 8****Carlos Museum Mother's Day Event**

"Tea with Mummy." 4 p.m. Reception Hall, Carlos Museum. \$20 children; \$25 adults. 404-727-0519. **RSVP required.**

## COMMENCEMENT

**THURSDAY, MAY 12**  
**Oxford College Continuee Reception**

4 p.m. Terrace Room, Houston Mill House. 770-784-8414.

**Class Day**

5:30 p.m. Glenn Auditorium. 404-727-6022.

**School of Medicine Senior Banquet**

7 p.m. Egyptian Ballroom, Fox Theater. 404-727-5655. **Tickets required.**

**Emory Senior Class Reception**

7 p.m. Emory Conference Center Hotel. 404-727-6160.

**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.

**Oxford College Baccalaureate Service**

7 p.m. Oxford Old Church. 770-784-8300.

**The Soiree**

9 p.m. Emory Conference Center Hotel. \$10; free for students. 404-727-6400.

**SATURDAY, MAY 14****Oxford 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.

**WoodPEC Grand Opening**

Noon. P.E. Center. 404-727-6547.

**Goizueta BBA Graduation Celebration**

1 p.m. Emerson Concert Hall, Schwartz Center. 404-727-8106.

**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**

4:30 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.

**Modupe Dayo**

5 p.m. Cox Hall Ballroom. 404-727-6757.

**SUNDAY, MAY 15****Baccalaureate Service**

9:30 a.m. Glenn Auditorium. 404-727-6022.

**Commencement Brunch**

10 a.m. Dobbs Center. 404-727-6022. **Tickets required.**

**Goizueta Full-time MBA Family Celebration**

11 a.m. Sundial Restaurant, Westin Hotel. 404-727-5704. **Reservation required.**

**President's Open House**

11:30 a.m. Lullwater House. 404-727-6022.

**Cookies, Coca-Cola & Conversation**

12:30 p.m. Jones Room, Woodruff Library. 404-727-6022. **By invitation only.**

**Nell Hodgson Woodruff School of Nursing Pinning Ceremony**

1 p.m. Emerson Concert Hall, Schwartz Center. 404-727-7980.

**Rollins School of Public Health Reception**

2 p.m. Silverbell Pavilion, Emory Conference Center Hotel. 404-727-3739.

**Emory College Honors Ceremony**

2:30 p.m. Glenn Auditorium. 404-727-0674.

**Nell Hodgson Woodruff School of Nursing's Woodruff Tea**

2:30 p.m. Business School Courtyard. 404-727-7980.

**School of Medicine Dean's Reception**

3 p.m. WHSCAB. 404-727-5655.

**Goizueta Evening MBA Graduation Celebration**

4 p.m. Boynton Auditorium, Business School. 404-727-5704.

**Concert**

No Strings Attached, performing. 208 White Hall. 404-727-5050.

**Service of Sending Forth**

4 p.m. Cannon Chapel. 404-727-6153.

**Parent Council Commencement Reception**

4:30 p.m. Miller-Ward Alumni House. 404-727-4880. **By invitation only.**

**Concert**

"The King of Instruments Meets the Instrument of Angels." Timothy Albrecht, organist, and Elisabeth Remy, Atlanta Symphony Orchestra harpist, performing. 6 p.m. 404-727-5050.

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