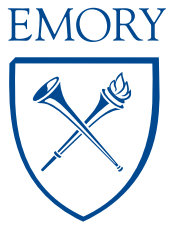


Emory Report



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www.emory.edu/EMORY_REPORT



There's little evidence of the parking lot that used to occupy the space next to the Dobbs Center, as the site is being prepared for a new residence hall—the first installment of a planned “freshman village” for the University's first-year students. In the background, the nearest of several cranes rises above the under-construction School of Medicine Administration and Education Building. These two projects in the heart of campus (both due for completion in summer 2007) are two of Emory's higher profile capital projects this summer, but the total list is closer to 20, both large and small.

CAPITAL PROJECTS

SOM building, freshman dorm top summer projects

BY MICHAEL TERRAZAS

A healthy slate of nearly 20 capital projects is on the Campus Planning docket for summer 2006, but a small group of perhaps five will make themselves felt much more than others for faculty and staff working on campus.

In the heart of campus, two buildings will simultaneously rise up from the ground: the School of Medicine Administration and Education Building and the first residence-hall installment of a planned “freshman village” just north of the Dobbs Center. Work on the medical building, which will connect the renovated Anatomy and Physiology buildings, began last year and is expected to be finished by summer 2007.

The new freshman residence hall, also scheduled for a summer 2007 completion, is sited on the parking lot behind

the Dobbs Center, and all parking was removed from the lot in early April.

Bill Chatfield, director of project management and construction, said the roadway between the two construction sites will be kept open all summer for Emory shuttles and pedestrians, though there may be occasional and brief disruptions to allow the movement of large construction equipment. The small access road behind McTyeire and Trimble halls will be used exclusively for construction vehicles.

In front of Emory Hospital, this summer will see the first of a two-phased project that will create a transportation hub for the University's expanded shuttle system (due to be operational by the fall). Eventually, all of Woodruff Circle will be renovated with a new outlet to Clifton Road, but the initial phase this summer will see the installa-

See **CAPITAL PROJECTS** on page 6

COMMENCEMENT 2006

Newest class of Emory grads ready to shine

BY MICHAEL TERRAZAS

Once again the dew will come off the grass of Emory's Quadrangle to the sounds of bagpipes, cheers and applause next Monday, May 15, as the University will hold its 161st Commencement exercises, beginning at 8 a.m.

Marian Wright Edelman, founder and president of the Children's Defense Fund, will deliver this year's keynote address and also will receive an honorary doctor of humane letters. Edelman will be joined on the stage by fellow honorary degree recipients Stephen Bright, president of the Atlanta-based Southern Center for Human Rights, and Dietrich von Bothmer, distinguished research curator at New York's Metropolitan Museum of Art.

Two days earlier at Oxford College, Charles Howard Candler Professor of Psychology Marshall Duke will deliver the Commencement address for Oxford graduates, whose ceremony begins on 10 a.m. on Saturday, May 13. It will be the first Oxford graduation ceremony for Dean Steve Bowen, who arrived last fall.

“Many Oxford students tell me how at home they feel here and how they regret

having to leave after two years,” Bowen said. “The Commencement ceremony is a way of celebrating both their accomplishments at Oxford and the exciting opportunities that await them on the Atlanta campus.”

But the diploma ceremonies (of which there will be many, following the main Commencement ceremony, at all University schools) are just part of the full week-ends planned at both the Oxford and Atlanta campuses. Oxford Weekend and Emory Weekend (see *partial schedule, page 8*) both coincide with Commencement, and both include a full range of scheduled activities, with Oxford Weekend running May 12–14 and Emory Weekend May 11–15.

University commencement programs tend to reflect the preferences of the institution's leadership, and that has indeed been the case at Emory in recent years. According to Vice President and Deputy to the President Gary Hauk, who for many years was central in planning Emory's Commencement, the University “experimented” in recent ceremonies with the order of events and with the number of speakers. For a couple ceremonies, each honorary degree recipient spoke. “There was a sense that



The stage for Emory's 161st Commencement is going up on the Quad in front of Pitts Library. Next Monday, it will be the focal point of thousands of graduates and their families.

this slowed down the ceremony and prolonged it, as well as distracted from the main keynote address,” Hauk said.

President Jim Wagner (who will preside over his third Emory Commencement next week) has continued a tradition began by former President Bill Chace in delivering remarks of his own at Commencement, Hauk said, as well as added one or two other personal tweaks. New Director of Special Events and Convocations Michael Kloss also has lent expertise, and there is a sense now—not only for the Commencement ceremony but also with the establishment of the concur-

rent Emory and Oxford week-ends—that the University has found a tradition that fits for this most special weekend for graduates.

“We envision that this structure will be it for a while,” Hauk said.

Comprehensive websites have been created for Commencement, Emory Weekend and Oxford Weekend, listing events, speakers, dates & locations, inclement weather plans, and other information. The main Commencement website is www.emory.edu/COMMENCEMENT/, which features links to the Emory and Oxford weekend sites.

STRATEGIC PLANNING

Initial funds ID'd for themes and initiatives

BY RON SAUDER

Emory will invest nearly a half-billion dollars in the next five to seven years to fuel the themes and initiatives articulated in the University's strategic plan, “Where Courageous Inquiry Leads.”

That's the message given to the University's deans, major operating unit directors and theme and initiative leaders by the three executive vice presidents who have led the strategic planning and campus master plan processes: Provost Earl Lewis, EVP for Health Affairs Michael Johns and EVP for Finance and Administration Mike Mandl.

“Our goal is to enhance an already distinguished university to the point that it gains true top-of-mind awareness, nationally and internationally, as a destination of choice for the world's finest scholars and students,” the three wrote in a communication to theme and initiative leaders following an April 21 retreat.

They observed that Emory's ability to make strategic investments of the magnitude currently envisioned is a competitive advantage in the landscape of American higher education enjoyed by only a limited number

See **SP FUND** on page 4

AROUNDCAMPUS

BusinessWeek ranks GBS undergrad program #5

Goizueta Business School ranks No. 5 in the latest rankings of undergraduate business programs compiled by *BusinessWeek*. This ranking is significant because it measures academic quality, student and recruiter impressions, starting salary of graduates, and other factors, instead of solely measuring the perceptions of academics.

The *BusinessWeek* ranking is derived in part from surveys of more than 100,000 business students and 2,000 recruiters. The rankings methodology consists of five parts: student survey; recruiter survey; starting salaries; MBA feeder schools; and academic quality. The academic quality component incorporates five unique gauges of program quality and student engagement, and is weighted as heavily as the student survey.

"I strongly believe that our success as a BBA program should be measured by the quality of the students who pursue an education here and the degree to which they are challenged intellectually, personally and professionally," said Andrea Hershatter, associate dean and director of the undergraduate business

See **AROUNDCAMPUS** on page 7

ER ready for summer

This issue concludes *Emory Report's* weekly publication schedule for the 2005-06 academic year. *ER's* next issue, to be published May 30, will focus exclusively on Commencement, Emory Weekend and Oxford Weekend, and *ER* will begin biweekly summer publication on June 12, with following issues on June 26, July 10 and 24, and Aug. 7. For deadlines or other information, send e-mail to emoryreport@emory.edu.

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FIRSTPERSON ROBYN MOHR

Friendship, Facebook-style



Robyn Mohr, a rising junior co-majoring in journalism and business, was the spring 2006 intern for Emory Report.

In today's world, you can order dinner off the Internet and have it delivered to your door. You can design your dream car and buy it. You can keep in touch with family in foreign countries and watch them as they speak to you.

And you can meet new friends. Lots of them. At any time of day or night, from virtually anywhere in the world.

With such a variety of online communities, you can do your socializing without ever leaving your laptop or changing out of your pajamas. Sites such as Xanga, LiveJournal, MySpace and Facebook allow members to chat with whoever, whenever, wherever (as long as it's wired or WiFi'ed). The site will even map out a digital network of all your online buddies. All you need is an email address—and, perhaps, a thoughtfully designed profile to attract potential "friends."

Online communities are not just for technology savvy twentysomethings anymore. Your 9-year-old neighbor is probably a member of Xanga. Your high school math teacher could be on LiveJournal. Your grandparents could be logged onto MySpace. And there are always us college kids who are members of Facebook.

To those who still prefer meeting new people face-to-face, the allure of online communities may not seem like such a great idea. Well, I say: Head over to your computer. New friends are a keyword search and a mouse click away. Who even shakes hands nowadays? Grab your ergonomic desk chair; you may want to sit down for this lesson.

MySpace, thought to be the original and most successful online community, boasts nearly 75 million members and offers endless opportunities to meet new friends. It even has a section on each member's page titled "Who I'd Like to Meet." Its members range from elementary schoolers to established business professionals.

Then there's the slightly more exclusive Facebook.com, one of the most popular sites with college students and the seventh-most visited website in the country (so it says). All you need to log on is an ".edu" in your e-mail address (this site is

for academia only). But don't let that fool you into thinking this is some cozy club discussing Proust; Facebook currently has 7.3 million members from 2,100 colleges across the country and recently added about 22,000 high schools to its list of eligible domains.

Members log on to create Facebook profiles, in which they can include any information under the sun: favorite color, favorite food, favorite movie, favorite people, favorite way to spend a Friday night—you get the point. Members may also choose to include more personal information such as their birth date, hometown (or even their last names, for the bold). The profile page also shows who that person is friends with at his or her school, as well as where other friends go to school.

Then there is the coveted "wall," perhaps one of Facebook's most popular features. Here, friends can post messages and the poster's picture will appear on the left hand corner of their post. All of these features can only be seen if either the viewer goes to the same university/high school, or if the viewer is lucky enough to be listed as a "friend" of that poster or profile owner.

The issue of friendships on Facebook is somewhat controversial. Some people are "compulsive frienders" and will request to be friends with almost anyone. They may request friendships from people they're close with, people they've met once, people they've never met, or people who don't even know they exist. In order to be added as a friend, the friendship must be confirmed by the person being "friended"—another issue entirely. Maybe they're trying to acquire a million Facebook friends. Or maybe they're actually *that* friendly. Who knows?

I was actually friended once by a guy who said he wanted to be "the first person to be friends with everyone on Facebook." I chose not to accept his friendship, since I didn't even know who he was. In fact, most people I know refuse to accept friendships from compulsive frienders such as the aforementioned Mr. Popular. Others will accept friendships from anyone who asks.

But does it really matter how many friends you have in an online community? It seems a bit shallow. I blame the vast number of high school students who were recently bestowed with the privilege of joining Facebook.

When Harvard student Mark Zuckerberg first created Facebook in 2004, it was intended solely for Harvard students. Within weeks, the site had become immensely popular, and soon Facebook invites were extended to all schools within the Ivy League. Shortly thereafter, more colleges and universities were added daily, and then the high school kids started begging to be added.

Now, Facebook has become overrun by these new members, and the site itself looks more and more like a virtual high school. The popular kids are all members of exclusive invite-only "groups" (another wonderful Facebook feature). Everyone seems to be on a quest for the most friends at a wide variety of schools so that they can be "popular" online. I was looking at a friend's wall the other day and realized that, within three months of joining Facebook (she's still in high school), she had about 400 posts on her wall. I have been on the site for nearly two years and have only accumulated 70 posts, a number with which I was quite pleased until I saw I was being out-walled by a 12th grader.

Nevertheless, I must admit: I do tend to get excited when I see a Facebook "friend request" e-mail in my inbox. I can't help it. You're only as popular offline as you are online. Or, is it the other way around?

But being popular online has its price. Once you're friends with the world, the world can see everything you post, and it's not just "real" friends who are logged on. Nowadays, criminals, potential employers, the police and even (cover your ears, President Wagner) college and high school administrators are looking on Facebook for more than just your picture. Criminals use the information students post to stalk and harass them; as reported recently in *The Emory Wheel*, an Emory College sophomore was reportedly called several times by a fellow student who got her phone number off Facebook, and she has since filed for a restraining order.

Employers are asking current employees with Facebook accounts to look up job candidates and are none too pleased when they see "girls, girls, girls," or "smoking and drinking" listed as favorite hobbies. School administrators have even tried to take action against minors seen drinking in online photo albums, and a college student in Arkansas was expelled because his school's administrators found out from Facebook that he was gay. At some schools, campus police are cracking down on parties they see advertised on the site.

However you feel about these incidents, it's clear that online communities like Facebook have forever changed the way we meet and interact with one another. While I still prefer eating my dinner in a restaurant and cannot yet afford to buy my dream car, I am thankful the Internet is able to bring people together from all walks of life.

Plus, it doesn't hurt that I can converse with my friends while in my pajamas. If I were to go into the real world, I guess I'd have to change—my outfit, at least.

EMORYVOICES

What do you think of Facebook.com?



It connects a lot of people on campus, so it has a big impact on social relationships. But it's getting a little out of hand. People are getting stalked.

Alec Galambos
freshman
Music



It's a great way to keep in touch with friends from home and send them quick messages. But there are also creepy Facebook stalkers. All in all, I think it's a good thing

Alex Moss
freshman
Spanish/Psychology



It helps me stay in touch with my friends.

David Dvorkin
junior
Political Science



I use it a few times a week. It helps me remember birthdays.

Susan McMillan
sophomore
Journalism



I use it so I can keep in touch with friends.

Jason Singer
sophomore
Journalism

Photos by Bryan Melitz

EMORYPROFILE ANDRÉ NAHMIAIS

A promise of passion:

Nahmias shines light on AIDS' smallest victims

by
michael
terrazas

André Nahmias has passion. Lots of it. It bubbles over during breakfast as the professor emeritus of pediatrics and public health talks about children, and about AIDS, and about children with AIDS—much like the characters who inhabit a new play/cantata Nahmias has created with the help of colleague Tamara Makdad Albrecht from Emory's music department.

Children of AIDS: The Grief and The Promise is a four-act play/cantata that attempts to chronicle the history of AIDS reflected through what Nahmias says is a too-often overlooked segment of its victims: children. It follows the story of Adorée, who learns as a 12-year-old in 1989 that she is infected with HIV, grows into a teenager who can manage the disease with the help of newly discovered medications, then becomes a pediatrician herself dedicated to helping the world's children overcome and prevent the disease that so affected her life.

"That's the promise," says Nahmias, with a reminder that—at least in Africa—HIV does not have to infect children to threaten their lives. Millions of African children live today as orphans of the disease that killed both of their parents. "Can we do for sub-Saharan Africa and other developing countries," he asks, "what we have done for developed countries?"

Nahmias himself has done quite a bit, locally and globally. In 1983, he helped to establish in Georgia the first pediatric AIDS clinic at Grady Hospital and the state's AIDS task force. A year later he founded in Geneva the International Interdisciplinary AIDS Foundation, then helped organize the first conference on AIDS' effects on heterosexual women, children and adolescents.

By then, Nahmias had obtained one of the National Institutes of Health's first multi-institutional drug discovery grants that paved the way for Emory to become a leader in the development of effective AIDS drugs. With collaborators

from Emory's Department of Gynecology and Obstetrics, Nahmias helped establish Grady as the first site in the nation to regularly test (with consent) pregnant women for HIV in 1987—this at a time when AIDS was still perceived as a disease that predominantly affected homosexual men and intravenous drug users, a stigma that resulted in little national attention and less funding. The early testing at Grady prevented breast milk transmission of HIV, as positive mothers were advised not to nurse their babies.

Still, the jump from pediatrics to playwriting is one not too many people make, but then Nahmias always has had an appreciation for the artistic side of life. After leaving his native Egypt in the late 1940s to study at the University of Texas, he wrote several plays. Still relevant is one entitled *Who Does He Think He Is?*, which featured an *Animal Farm*-style chorus of creatures decrying the hubris of man, as humanity threatened to wipe out not only his own species but all others through nuclear holocaust.

But, after enrolling in medical school at George Washington University, there followed a period of some three decades during which he simply did not have time to pursue his humanistic side. In a 2000 *Academic Exchange* essay, Nahmias wrote, "My freshman year [at George Washington] was the worst in my life, partly due to my holding three jobs, but primarily because I had to leave behind all pretense of using my brain, except for rote memory."

In 1989, Nahmias' brain got the interdisciplinary workout it had missed for so long when its owner enrolled in one of former Professor Jim Gustafson's Luce Seminars. At last, Nahmias was able to gather with colleagues from around Emory's many schools and disciplines to engage in wide-reaching discussions about ideas important to all—like that year's theme, "Responsibility."

Following his retirement in 2003, Nahmias continued to let his curiosities range, auditing classes in everything from music and drama to philosophy and literature. "I've taken at least a dozen courses since I retired," he says. "The best thing is you don't have to take any tests—none of my concerns as a premed student about, 'Will I get a B-plus or an A-minus?'"

One of those courses has led to something far more satisfying than a good grade; it was in one of Albrecht's music history classes that the two met again (she had taught music to his young children 10 years earlier). Nahmias shared that he was writing a play about children and AIDS, asking if Albrecht would be interested in composing music for a children's choir. After some conversations and trials, Nahmias' play turned into Nahmias' and Albrecht's play/cantata.

"The combination of music and text hits the core of what we're dealing with; to me, there's no better way than music to convey emotion," says Albrecht, music historian and director of Emory's Children's Music Development Center. "I meshed different historical

styles of music: There's organum, which is a kind of medieval chant, and there's African drumming. There are hand bells, which are a more Western kind of instrument, and a xylophone, which is modeled after African instruments."

Filling out nearly all of the play's cast are children, from elementary to high school, and the lead of Adorée is played by one of Albrecht's own children: Esther Albrecht, daughter of Tamara and Timothy Albrecht, professor of church music and University organist. Not only that, but many of the play's musicians and crew are from Emory: philosophy Professor Richard Patterson plays the cello; Mike Cebulski and Rebecca Alexander from music play percussion; Assistant Professor Sheryl Henderson from pediatrics plays the harp. Coincidentally, even the lighting designer is named Rachel Emory.

When the lights go up in Cannon Chapel on Friday, May 12, it will be *The Grief and The Promise's* second performance run: It debuted with a two-show run in February at St. Bede's Episcopal Church in Atlanta. Armed with positive feedback from those shows, the playwright and songwriter, with the help of Director Marty Barrett, have improved their material for the May 12 reprise performance, which is part of Emory Weekend.

Though admission is free, donations again will be accepted. In February, all donations went to Camp High Five, a nonprofit for kids whose lives have been touched by HIV/AIDS. Donations received during the Emory performance

will support the Rollins School of Public Health's Hubert Department of Global Health.

"The kids [in the cast] love it," Albrecht says of the benefit performances. "They take on active roles as advocates—they want to know more, and they get excited about helping other kids in the world."

The Grief and The Promise could indeed yield even greater promise. Fresh from winning first prize at a World AIDS Day competition in December, the show has proven to be an entertaining, powerful way to call attention to AIDS victims who don't often make headlines, and it no doubt will be performed again. Nahmias hopes to make the play and the music available free of charge to nonprofit or governmental organizations.

"It's very timely with all the recent interest in Africa," Nahmias says. "We're finally getting leaders to realize—and act on—a problem that's been recognized for more than 25 years."

What: *Children of AIDS: The Grief and The Promise*, a play/cantata co-created by André Nahmias and Tamara Makdad Albrecht.

When: 5 p.m., Friday, May 12.

Where: Sanctuary, Cannon Chapel.

How (much): Admission is free; donations support the Hubert Department of Global Health.



Pediatrics and public health Professor Emeritus André Nahmias, who long has worked on behalf of children affected by AIDS, asked colleague Tamara Makdad Albrecht of the music department if she might set to music parts of a play he was writing. The product of their collaboration is an internationally flavored cantata that celebrates AIDS' youngest—and often overlooked—victims.

Key Hinton

SP FUND from page 1

of other institutions.

"We face the responsibility of being wise stewards of our resources," Lewis said. "Emory is blessed with great privileges. At the same time, we have identified extremely ambitious goals and objectives in the course of the strategic planning process. Our challenge now is to match existing resources with the extraordinary opportunities we face, in a way that is productive and creates enduring strategic advantage for the institution."

President Jim Wagner noted that he has previously described the University's strategic plan as the road map for a "transformational journey." "As our plans grow ever more concrete, it is obvious that the transformations will touch many aspects of everyday life, research, teaching and health care on this campus—and that they will also reach out to benefit our community and our world," Wagner said.

The funding plans determined to date have two components: strategic funds and building and capital funds. The strategic plan will be fueled, in large measure, by some \$125 million in royalties from last summer's landmark Emtriva sale. Use of those funds is restricted under the terms of the Bayh-Dole Act, which allows universities to commercialize their faculty inventions as a way of moving scientific research into the public domain for the benefit of society. Other strategic and capital investments targeted for the next five to seven years will be supported by refinancing of University debt instruments and new approaches to the management of University investments.

One of the centerpieces of the plans is the creation of a Faculty Distinction Fund of some \$35 million. This fund is intended to provide substantial and dramatic support over the next five years for the recruitment and retention of nationally and internationally distinguished faculty. The system for allocating expenditures from this fund is currently being developed in the Office of the Provost with consultation and input from the Office of the Executive Vice President for Health Affairs.

"The heart and soul of any university is, of course, the faculty," Johns said. "We need to focus on preserving and enhancing faculty strength as the foundation for all else that we hope to attain."

"A distinguished faculty attracts outstanding students," Lewis added, "and both are key to building a destination university."

Other current plans (subject to various caveats, including the necessary Board of Trustees approval for capital projects, fundraising success, etc.) include:

• Strategic themes and initiatives: Commitments from the University's Strategic Plan Fund (SPF) are currently projected at more than \$170 million over the next five years, with another \$58 million currently not allocated.

Currently projected for funding are the themes Strengthening Faculty Distinction (\$67.5 million) which

includes the \$35 million for the Faculty Distinction Fund; Preparing Engaged Scholars (\$21 million); Confronting the Human Condition and Human Experience (\$14.9 million); and Exploring New Frontiers in Science and Technology (\$8.7 million). Also slated for funding are academic and administrative support (including information technology and research administration expenses), the comprehensive campaign and internationalization initiatives.

More details on the specific initiatives will be forthcoming as implementation proceeds. Some areas—for instance, Predictive Health and Religion and the Human Spirit—are comparatively well advanced from a programmatic standpoint, according to Lewis and Johns.

• Buildings and capital improvements: Commitments of more than \$171 million from the University's Capital Bank will provide major support for a new public health building (the school's second); a new theology complex; a new psychology building and chemistry addition; a new freshman housing quad; and compact shelving for libraries, in addition to road realignment and related expenditures called for in the campus master plan.

Additional capital initiatives of \$88 million include support for Emory Healthcare's Clifton Road redevelopment plans and the University's Clifton Community Partnership; improvements to the Yerkes Field Station in Lawrenceville; a new student services building on N. Oxford Road; investments in disability services as required by the Americans with Disabilities Act; an International Center; and support for the Oxford College campus plan.

Lewis, Johns and Mandl emphasized that SPF-funded themes and initiatives must present business plans that identify support over a five-year "walk-down" period, at the end of which they will need to pay their own way through major philanthropy, grants and contracts, or other revenue sources. Any business plans that have a fundraising element will also have to be reviewed and approved by Senior Vice President for Development and University Relations Johnnie Ray.

Oversight of the plan will be in the hands of a University Strategic Plan Implementation Committee, co-chaired by Johns and Lewis. This new committee consists of the Council of Deans, the strategic plan executive team, the University-wide theme leaders, and the leaders of the internationalization and policy institute strategies. Other academic units, such as University Libraries and the Carlos Museum, will be represented as well. This committee has been charged by Wagner with providing oversight to the overall implementation of the strategic plan, and to provide guidance on such cross-cutting issues as whether any of the University-wide initiatives should result in the creation of new centers.

CARTERCENTER**Final 'Conversation' examines problems of developing nations**

BY RACHEL ROBERTSON

You have before you two very unusual bedfellows, institutionally," John Stremlau said of the representatives from The Carter Center and the World Bank participating in last week's "Conversations at the Carter Center" in the Ivan Allen Pavilion. The event, titled "Global Equity—Global Security," culminated the 2005–06 "Conversations" series.

Stremlau, The Carter Center's new associate executive director for peace programs, served as moderator for the discussion along with Jason Calder, assistant director of the center's Global Development Initiative (GDI), and Pablo Guerrero, the World Bank's senior adviser on development support for middle-income countries.

"President [Jimmy] Carter talks about the growing chasm between the richest and the poorest people on earth—not only between nations, but within them—as causing most of the world's unsolved problems," Stremlau said.

Stremlau said the two organizations approach poverty from different directions—The Carter Center from a quest for world peace, the World Bank from a responsibility for rebuilding states—but they must continue to work together to overcome their individual limitations.

"It's not just a moral problem or a humanitarian problem, it is—because of the nature of today's threats—a security problem, as well as a problem of indecency," Stremlau said. "And the poverty that exists in the world today is, in fact, indecent."

GDI was launched in part because of those far-reaching



Jon Rou

Jason Calder, assistant director of the Global Development Initiative, says The Carter Center works with nations to implement politically the economic plans developed with the World Bank.

effects of poverty, Calder said, as well as specific events such as the collapse of democracy in Haiti in the 1980s.

"President Carter, in looking at that situation," Calder said, "felt that part of the reason for [the success of dictatorship in Haiti] was that the international community had not come together with a coherent response to deal with development issues."

Filling this need, Calder said, the center has worked with countries such as Albania, Guyana, Mali and Mozambique to form national development strategies that follow the GDI's three guiding principles: country ownership in strategic planning (rather than having policies foisted on them from outside agencies); fostering involvement of civil society (such as nongovernmental organizations within the country); and coordination of international and domestic organizations.

In 1996, after the first national development strategy had been completed for Guyana, representatives from The Carter Center and the World Bank met to review the process and found that their thinking was aligned. As a lender, the World Bank could engage

governments needing assistance, but it was not allowed to interfere in politics.

"Development is a very hard thing to do. You don't do it to countries—they have to do it themselves," Guerrero said.

Projects funded by the World Bank are guided by the bank's Comprehensive Development Framework, which requires countries to have a long-term plan for development that has broad-based support within the country, but actually helping to follow it is beyond the World Bank's scope.

Both Calder and Guerrero said the contribution of broader society, not just the government, is critical if developing countries are to reach their goals.

In the end, Guerrero said, money is just one ingredient for successful development. He cited the World Bank's recently approved Multilateral Debt Relief Initiative, providing some \$37 billion to completely cancel the debt of some of the world's poorest countries.

"Now it is the obligation of the international community to help [these countries] manage this new financial capacity in a wise manner," he said.

UNIVERSITY GOVERNANCE**PCSW wraps up with theme discussion**

President's Commission for the Status of Women (PCSW) Chair Allison Dykes convened the group's last meeting of the semester on April 20 in the Woodruff Library's Jones Room. To open, several members said this year's theme of "Work-Life" was helpful in guiding the commission's activities.

Junior Chair Nadine Kaslow suggested "Culture" as PCSW's 2006–07 theme, noting that President Jim Wagner has made it a focus in many areas of the University. "Culture" also works well with the 2005–06 theme, some members said, because it ties together the past, present and future of work and life. Additionally, faculty concerns chair Julie Seaman said culture fits with PCSW's 30th anniversary.

Next, Sally Gouzoules announced the winners of the 2006 PCSW writing competition. First place among undergraduates went to Keerthika Subramanian for "A Different Type of Medicine: Women's Experiences with Ophthalmic Diseases in Rural and Urban Tamil Nadu, India," while top honors for graduate/professional students went to Tewana Lecounte-Young for "Come See a Man: Ubuntu of Samaria, Agent of Community and Visibility."

Junior chair-elect Susan Carini briefed the commission on PCSW's new website (see story on page 6). Special attention was drawn to the Spotlights section that captures women's history via the ongoing oral history project. Carini invited members to visit the site. "Put it through its paces and let me know what you like and don't like," she said.

Next, the commission highlighted successes from the academic year, including a \$25,000 allocation to build more lactation rooms and the effort to raise campus awareness about the rooms; the president's creation of a Work-Life Task Force based on the commission's recommendation; and the findings of the salary equity project.

Dykes closed the meeting by stressing the importance of the strong partnership the commission now has the President's Cabinet, adding that PCSW is seen as a resource. "We want the cabinet to value talking with us about supporting the community," she said.

—reported by Jessica Gearing

If you have questions or concerns for PCSW, e-mail chair Allison Dykes at allison.dykes@emory.edu.

HEALTH&WELLNESS

New project will help fine-tune health insurance, wellness plans

BY MICHAEL TERRAZAS

It's no secret that health care costs have been climbing far more rapidly than inflation in the last decade, and analysts expect that trend to continue nationwide in the next several years.

To provide the best, most appropriate health insurance plans—and at rates that don't become financially unsustainable—Emory has launched a new program, called the Management Service Organization (MSO). Using anonymized data, the MSO will analyze health insurance claims made by all University employees and dependents, study them for trends, and use the information when designing insurance plans and health-management and wellness programs.

Provost Earl Lewis and Theresa Milazzo from Human Resources (HR) rolled out the MSO program in face-to-face presentations to campus governance groups in April, explaining how it works. The concept is actually rather simple: Emory's insurance companies (Aetna, Blue Cross Blue Shield, Medco and United Behavioral Health) collect all Emory insurance-claim data over a given period and send them to a third party, called ManagedCare.com, whose job it is to completely scrub the data of all information that could be used to identify individual claimants. ManagedCare.com then makes the data available to Emory for analysis after it is anonymized.

Each individual claim is assigned a randomly generated ID number to enable ManagedCare.com to combine data by individual across the vendors. The random ID numbers prevent Emory from determining the identity of the individuals who file these claims. In fact, as a further step to protect employees' privacy, data analysis is handled by a team in Emory Healthcare (EHC). EHC Information Systems has installed a dedi-

cated server especially for this project, further segregating and safeguarding the information. The claims information will be used only by the MSO; it will not be available for other research purposes.

The MSO is overseen by a board made up of the provost, the executive vice presidents for finance and health affairs, the EHC chief counsel, the top HR officers from both the University and EHC, and two faculty members.

"We take the privacy of our employees' health care information very seriously—a lot of hard thought went into this project to safeguard confidentiality, and we delayed its launch for many months to go beyond industry standards in that respect," said Mike Mandl, executive vice president for finance and administration.

The MSO brings in-house a function Emory's insurance vendors have performed themselves in recent years. According to Emory HR Vice President Peter Barnes, most insurance vendors perform services similar to that of the MSO for all large, self-insured employers like Emory.

"Our vendors routinely provide us with quarterly reports that show trends in inpatient admission, diagnoses and expenses of catastrophic claims, and cost by major disease categories," Barnes said.

How would the MSO yield concrete results? Consider the following example: In the course of its analysis, the project may discover that an above-average number of Emory claimants are visiting the emergency room for services that should be performed by their primary-care physicians (ManagedCare.com also supplies to Emory benchmark data of national averages for comparison).

The MSO could look at the particular service in question (say, treatment of chronic asthma, or of painful ear infections) and ask several questions: Should Emory hire additional primary-care providers for this service? For ear infections, better access to urgent-care facilities could

be one answer. For patients with asthma, could a wellness program be designed to help people better manage their condition? Would broad-based communications about both conditions help inform employees about non-ER options? Any of these alternatives, over the long run, could be better for employees' health and more cost-efficient than frequent visits to the ER.

"The MSO will enable us to be better stewards of our employees' benefit dollars. Because of fragmented care—seeing different providers in different places, often episodically rather than according to a comprehensive plan—many employees do not get the integrated, high-level care they need," said Michael Johns, executive vice president for health affairs. "Data from the MSO will enable us to make our health system more responsive and will improve our employees' ability to manage their health care. This will not only save time and money—it will make for better health care experiences and better outcomes."

The MSO recently completed a pilot program (using claim data from EHC employees) to determine whether ManagedCare.com could sufficiently remove all identifying information (Social Security numbers, employee ID numbers, etc.), and the MSO board determined the pilot project a success. Over the summer, claim data from University employees from the past two years will be loaded into the system, and after that there will be periodic updates to refresh the data.

"We needed to be convinced that there was no traceability in the data—that it was completely anonymous," said Provost Earl Lewis. "We are indeed satisfied. Based on the feedback we received from Employee Council, University Senate and Faculty Council, we're confident people understand the many ways this program will benefit the University and its employees."

FOCUS: INFORMATION TECHNOLOGY

Streamlining research proposals in a digital age

Two major IT projects are under way to support initiatives in the Office of Research Administration (ORA). The first is eResearch, a web-based application developed by ClickCommerce for submission, approval, management and tracking of research protocols and related information. Initially, the system will be used by the Institutional Review Board (IRB) to manage research initiatives involving human participants.

eResearch is being developed and deployed by a team from IRB and Academic and Administrative Information Technology (AAIT), with input from research administrators around campus. The team plans to hold focus groups, targeting principal investigators (PIs) and their staff members.

Many research initiatives are closely monitored by federal and state regulatory agencies; eResearch will help the University ensure compliance, both with federal and state regulations and with Emory's own policies governing research conduct. The system is targeted to be available in early June for new study submissions.

The second project is the first phase of eSubmissions, which will use government-supplied software called PureEdge to facilitate online submission of research proposals. Emory's first sizable transmission will occur June 1.

Two factors—the Federal Financial Assistance Management Improvement Act of 1999 and the President's Management Agenda, released by George W. Bush in 2001 with the goal of streamlining management and performance of the federal government—have been driving federal agencies to simplify their application requirements for financial assistance for research, teaching and other sponsored activities.

One of the results has been the creation of a single website to apply for federal assistance. Grants.gov (www.grants.gov) has been mandated by the Office of Management and Budget as the single access point for all grant programs offered by 26 federal grant-making agencies. It provides a single interface for agencies to announce their grant opportunities and for all grant applicants to find and apply for those opportunities.

Last August, the National Institutes of Health (NIH) mandated that all proposal types be transmitted electronically via Grants.gov per a schedule that runs from Dec. 1, 2005, to Oct. 1, 2007.

Requirements for each proposal type typically vary. PureEdge is a software "viewer/container" used to house government-defined proposals, along with all required and optional attachments, in their prescribed formats. Placing these into PureEdge completes the development process that began in software such as Microsoft Word, Excel, etc.

After inputting proposals into PureEdge, the research team prints to hard copy, routes the signed hard copy for approvals, and subsequently transmits the paper copy to the Office of Sponsored Programs (OSP) and the digitized proposal to the OSP drop box. OSP reviews both versions of the proposal and, when correct, electronically submits the PureEdge proposal to Grants.gov. This will trigger the federal electronic edit/correction iterations, first by Grants.gov and then by the sponsoring agency's business rules. Certified-correct proposals then are moved into the appropriate agency's scientific review and decision processes.

The implementation of PureEdge includes two Citrix servers for use by those researchers and their staff who may use a combination of Macintoshes and PCs, from either on or off campus (necessary because PureEdge does not yet offer a native Macintosh version). This Citrix environment is nearly ready for release. In creating it, OSP and AAIT received invaluable advice and expertise from business and technical staff from all of Emory's schools.

Phase 2 of eSubmissions will be much more complex. In early June, planning will begin for a major proposal deadline on Feb. 1, 2007. Approximately 300 proposals are likely to be submitted by combined PI and staff efforts of some 800–1,000 people. Lessons learned from Phase 1 (Emory's and the federal government's) will be major inputs, along with further modifications to the NIH's current system, Emory's strategic requirements and possible future software opportunities.

Current available software—needed to support a comprehensive, robust, strategic electronic-research administration system, including pre-award (eSubmissions built in) and post-award capability—is very limited. All of these variables, including cost, timing and implementation, must be assembled into a comprehensive business and financial plan, with prioritized alternatives.

Although research compliance and electronic submissions are processes that will never end, both the eResearch and eSubmissions projects provide an excellent beginning and foundation to build on for the future.

John Wilson is IT technical leader and Graydon Kirk is business analyst for AAIT.



Albright to confront the 'Mighty & Almighty' at Carter Library, May 10
Former U.S. Secretary of State Madeline Albright will discuss religion's role in international politics and sign copies of her book, *The Mighty and the Almighty: Reflections on America, God and World Affairs*, during an appearance on Wednesday, May 10, at 5 p.m. at the Jimmy Carter Presidential Library.

Albright's book focuses on the need to "confront religious-based unrest and personal beliefs in the public realm." Instead of asserting that a clash of civilizations is occurring in today's politics, she holds that America must approach the world arena carefully and respectfully with regards to religious differences.

For more information, call 404-865-7100 or visit www.jimmycarterlibrary.gov.

CAPITAL PROJECTS from page 1

tion of at least two bus shelters (outfitted with technology that will allow riders to track the location of shuttles and estimated time until pick-up) and a “softening” of the current Woodruff Circle outlet to Clifton: shorter curbs and wider angles, better enabling shuttles to turn left onto the busier road.

Project manager James Johnson said the current dozen or so parking spaces on Woodruff Circle will be removed; the road will still be open to vehicular traffic, he said, but vehicles will not be allowed to park or stop to make deliveries. Currently two shuttle routes travel through Woodruff Circle, but Laura Ray, associate vice president for transportation and parking, all 17 of the redesigned routes for the fall will be removed from the core of campus (near Cox Hall) and instead pass through this “shuttle nexus.”

Johnson said it’s not yet been determined how that will translate into size and number of shelters. After the initial work this summer to install at least two Emory shuttle shelters (along with another two MARTA shelters on Clifton) and modify the Clifton intersection, more extensive work to Woodruff Circle (which will, incidentally, turn the road into an actual circle) will begin in the fall.

On the soon-to-be-renamed Fraternity Row, the Sorority Lodge project will be completed in time for fall semester, and utility work will necessitate the closing of Fraternity Row for a few days following Commencement, Chatfield said. “The impact [of the Sorority Lodge project] will be lessening

throughout the summer because more and more of the activity will be interior finishes,” he said. “As we get totally inside the building, there will be much less traffic from that construction site and less interruption.”

Also, as reported in the May 1 Emory Report, Cox Hall and the fifth floor of Woodruff Library will close in late May. The Cox Hall food court is being completely redone and is scheduled to reopen in mid-August, while Woodruff is installing compact movable shelving on its fifth floor with an expected completion date in January 2007.

Other ongoing summer projects include:

- Renovations to the Materiel Center to accommodate Development and University Relations and Faculty-Staff Assistance Program functions.
- Creation of surface parking lot on Protestant Radio site on Clifton.
- Resurfacing of exterior tennis courts at P.E. Center.
- Drainage-improvement project at Candler Field.
- Renovation of 1627 and 1655 N. Decatur houses, to be occupied by Emory College.
- Renovation of transportation offices in Clairmont Campus Parking Deck.
- Construction of pedestrian bridge in Lullwater across South Fork Peachtree Creek.
- Demolition of houses along Gatewood Road related to land swap with Ronald McDonald House.
- Resurfacing of Starvine Way.
- Conversion of classroom space to offices in N. Decatur Building.

For more information on capital projects, visit www.fm.emory.edu/statreps.shtml.

SCHOLARSHIP&RESEARCH

Lund and colleagues study racial differences in breast tumors

BY VINCENT DOLLARD

They’re commonly referred to as “triple negatives”: breast cancers characterized by three biological components that make the disease more difficult to treat.

Oncologists base treatment decisions on the presence of three receptors known to fuel most breast cancers—estrogen receptors, progesterone receptors and human epidermal growth factor receptor 2 (or HER2). The most effective agents for breast cancer, such as tamoxifen and trastuzumab (Herceptin), work by targeting these receptors. Women with triple negative tumors lack all three.

In a study of racial differences in the prevalence of triple negative invasive breast tumors, a team of researchers from the Rollins School of Public Health, Winship Cancer Institute, the Fred Hutchinson Cancer Research Center in Seattle and the CDC found the incidence of triple negative disease in African-American women to be more than twice that of white women.

“Triple negative disease has not been adequately described or studied, particularly among minority populations,” said Mary Jo Lund, research assistant professor at Winship. “It has one of the worst prognoses because the tumors have some of the worst characteristics and preclude the use of targeted effective



Kay Hinton

Mary Jo Lund of the Winship Cancer Institute is part of a team that found younger African American women to be more susceptible to aggressive breast cancers than their Caucasian counterparts.

treatments.”

To assess racial differences in the prevalence of triple negative breast cancer, Lund and her Atlanta colleagues combined data from their study of racial differences in progression of breast cancer among Atlanta women under the age of 55 with tumor factors analyzed by collaborator Peggy Porter in Seattle.

The team found that 47 percent of tumors in black women were triple negative, compared to 22 percent in whites. After adjusting for age and disease stage at diagnosis, black women were almost three times as likely as white women to have triple negative tumors.

There also were strong associations found in both black and white women among triple negative disease, high-grade tumors and abnormal

expression of p53, a tumor-suppressor gene with cancer-inhibiting properties.

Over all ages, black women are at lower risk for breast cancer compared to white women. However, for women under the age of 50, black women are at increased risk over white women of the same age. “There is also evidence that younger black women have breast tumors with more aggressive features,” Porter said.

“Additional studies are needed to examine the molecular profiles and risk profiles for triple negative tumors, and why black women have this increased risk,” Lund said. “Our results are provocative and carry the message that African American women might be at higher risk for worse breast tumors—and at an earlier age.”

PCSWCOMMISSION

New online portal offers window onto women’s research

Everything from women’s health to social and cultural issues can be found at the PCSW website’s new research portal.

BY PAIGE PARVIN

What do suicide and HIV prevention programs, poetry about African American soldiers, and Islamic feminist studies have in common? These topics and others can be explored through a new online research portal created by the President’s Commission on the Status of Women (PCSW) and

accessible through its website.

The research portal (found at www.pcsw.emory.edu/research.htm) was born out of an attempt to “connect the dots” and offer a picture of women’s research taking place at Emory, according to Susan Carini, executive director of Emory Creative Group and junior chair of the PCSW.

Across the University, women are conducting research on matters of special

significance to women, but there has been no central resource for information about such female-focused scholarship. The PCSW hopes the portal will offer a new window onto the broad landscape of research by and about women.

“The PCSW has set an ambitious goal for itself—to be a nexus for all issues affecting Emory women,” Carini said. “Our members see it as part of our service to the community to have our website be a repository for more than the minutes of our last meeting or our annual report. We charged ourselves with trying to get our arms around the multiplicity of research being done at Emory either by or about women.”

Designed and built by Gordon Boice of Emory Creative Group, the research portal currently offers information about the work of some 13 Emory scholars, whose myriad of projects are described in overviews written by Alec Young ’05C. Subjects range from women’s health—such as Professor of

Medicine Nanette Wenger’s work on heart disease in women—to cultural and social issues, such as graduate student Alicia Decker’s study of feminism in Africa.

Its creators hope the portal will quickly expand as additional researchers offer their work for inclusion.

“Our hope is that, as researchers are drawn to the website, new bridges will be created among them, not to mention that we all will be the wiser about the courageous, imaginative research that men and women are doing in areas that concern women,” Carini said.

The purpose of the portal, added Allison Dykes, vice president for alumni affairs and outgoing chair of the PCSW, is twofold: to provide a novel source of information and to allow current women’s research at Emory to shine.

“Through this new research portal, we will both highlight the extraordinary achievements of women at Emory, while providing a valuable source of information and data for all faculty, staff and

students,” Dykes said.

PCSW President Nadine Kaslow, chief psychologist at Grady Memorial Hospital and Emory psychiatry professor, is one of those researchers whose work is initially featured on the portal. Kaslow founded Grady’s Nia Suicide Prevention Project aimed at at-risk African American women (Nia is a kwanzaa word meaning “purpose”).

“Throughout the University, Emory has many trailblazers in research focused on women, from the arts and sciences to medicine to law. If we pull together all the different research on women, we will have really created a sizeable body of knowledge, much of which has had a significant impact already,” Kaslow said. “This research portal allows our research findings and scholarly inquiry to be conveyed to general public. I think that will enable both other researchers and women themselves to be more empowered.”

Researchers interested in having their work included as part of this growing portal should contact Carini at susan.carini@emory.edu.

HEALTHSCIENCES

Two of Emory's best physicians celebrated at national exhibit

BY CHRISTI GRAY

A traveling exhibit, part of which goes on display today at the CDC, celebrates the lives and accomplishments of American women in medicine, and the show features two of Emory's best: the School of Medicine's Flavia Mercado (pediatrics) and Nanette Wenger (internal medicine/cardiology).

The exhibit, "Changing the Face of Medicine: Celebrating America's Women Physicians," profiles more than 330 women in medicine, both past and present (including several Nobel Prize winners), highlighting their lives and work in research, patient care, education, administration and community service.

The exhibit breaks away from the traditional format of matted images and nameplates and offers a multimedia approach: Video and interactive kiosks provide biographies, lesson plans, educational activities and information on medical careers. These materials also can be accessed online also at the exhibit's interactive website: www.nlm.nih.gov/changingthefaceof-medicine.

A condensed version of the exhibition will be on view at CDC's Tom Harkin Global Communications Center exhibit area until June 16, where viewers can glimpse into the lives of Mercado and Wenger, along with other medical pioneers, innovators and educators.

Nanette Wenger first came to Emory in 1958 as a senior resident in medicine and was named full professor of medicine in 1971. She has served as a consultant for the Emory Heart and Vascular Center since 1995. She was named director of cardiac clinics and director of the ambulatory electrocardiography laboratory in the 1960s, and in 1998 was named chief of cardi-



Jack Kearse



Jon Rou

Nanette Wenger (left) and Flavia Mercado are two of more than 330 women featured in the national touring exhibit "Changing the Face of Medicine: Celebrating America's Women Physicians."

ology. She is currently professor of medicine in the division of cardiology and director of the cardiac clinics at Grady Hospital.

Some of Wenger's accolades include being named one of *Time* magazine's Women of the Year in 1976. Also, she received the American Medical Women's Association (AMWA) Woman in Science President's Award in 1993 and the American Heart Association's Physician of the Year in 1998. In 2000, for her contributions to preventive medicine, she was presented the James D. Bruce Memorial Award of the American College of Physicians and the Elizabeth Blackwell Award.

Flavia Mercado earned her M.D. from Emory in 1988 and is assistant professor of pediatrics at the School of Medicine's Lindbergh Children's Center. She is also associate director of multicultural affairs for Grady Health Systems and an emergency-department pediatrician at Hughes Spalding Children's Hospital.

In 1999, Mercado was selected for the Leadership Fellowship Program of the National Hispanic Medical Association. She serves on the executive board of Cool Girls Inc., a mentorship program for young girls from impoverished backgrounds, as well as on

the steering committee of the Hispanic Health Coalition of Georgia, and is a member of the American Academy of Pediatrics.

"Changing the Face of Medicine" has three major themes ("Setting Their Sights," "Making Their Mark" and "Changing Medicine"), each with three subthemes. The portion on display at CDC is sponsored by the Woodruff Health Sciences Center Library, the Morehouse School of Medicine Library and the Center for Disease Control Information Center (CDIC). The full exhibition was displayed at the National Library of Medicine in Bethesda, Md., from 2003-05. The CDIC is one of more than 60 institutions to host the traveling exhibit.

A reception honoring Georgia's physicians in the exhibit, including not only Wenger and Mercado but also Eliza Ann Grier (the first African American to practice in Georgia) and Julie Gerberding (current CDC director) will be held on May 10 at 5:30 p.m. at the CDIC exhibit area. A panel discussion of women physicians, including the two Emory women, will follow at 6:30 p.m.

To RSVP for the reception, contact the CDIC at icinfo@cdc.gov or 404-639-1717. Attendees will need a driver's license or passport.

AROUND CAMPUS from page 2

program. "An important component of that is our ability as a school to help students realize their academic and professional goals. This ranking is incredibly gratifying."

Goizueta Dean Larry Benveniste said, "Our dedicated faculty and staff deserve praise for creating a strong program of which our students and alumni can be proud."

Looking into the future of WHSC

Michael Johns, executive vice president for health affairs and CEO of the Woodruff Health Sciences Center (WHSC), will speak on "Vision 2012: Transforming Health and Healing," Thursday, June 8, at 4:30 p.m. in the WHSCAB Auditorium.

The University community is invited to join Johns as he describes his vision for the future

of the health sciences center. "Vision 2012" is a plan to move beyond the current model of health care to transform the WHSC into an unparalleled center of learning and discovery, community and care—the destination of choice for those seeking and for those practicing, learning and pioneering health care at its best.

Attendees will hear about the coming era of predictive medicine; a new model for integrated patient-centered care and training teams; initiatives to develop new centers of excellence; WHSC's role in making people healthy around the world and close to home; and the factors that will differentiate the center as a model for health and healing in the 21st century.

The presentation will be simulcast via Emory TV cable channel 28 to the auditoriums of Emory and Crawford Long

hospitals. A reception will follow at 6 p.m. in WHSCAB Plaza.

Roundtable for diversity post to be held, May 9

Members of the search committee charged with finding Emory's first senior vice provost for diversity and community development will hold a roundtable discussion about the search on Tuesday, May 9, from 4-5 p.m. in the Jones Room of Woodruff Library.

The committee held an initial town hall-style meeting on April 19 in White Hall, introducing two search consultants from the firm of SpencerStuart, which will be assisting Emory in the process. University Secretary Rosemary Magee, who chairs the search committee, said an e-mail address (diversity-comvpsearch@learnlink.emory.edu) has been set up for people to ask questions or offer input on the search.

UNIVERSITY GOVERNANCE

PCORE talks with Mandl about master plan

Chair Donna Wong opened the semester's last meeting of the President's Commission on Race and Ethnicity (PCORE), April 24 at 3 p.m. in 400 Administration, by introducing Executive Vice President Mike Mandl, who discussed the campus master plan.

In a brief overview, Mandl said there are four primary areas of focus for the plan: residential life, which will include building a new freshman village with new dorms; academic space, which will consist of new theology, ethics, public health, psychology, chemistry and medicine facilities; the Clifton Road Redevelopment Project, including the relocation of Emory Healthcare facilities; and the Clifton Community Partnership, which re-imagines not only the Emory campus but the entire surrounding community.

A student member asked Mandl what the reasoning is behind creating new facilities for departments that are already strong and well known, like theology and public health, instead of putting money into programs that aren't as strong, specifically an arts facility that can house more students.

"We are putting money into places where we're already strong to make those areas better by providing adequate facilities," Mandl said. "We need to provide adequate facilities to all areas of the University."

Another member asked if there would be a dedicated space for an office of concerns on race and ethnicity on central campus, similar to the Center for Women.

"The issues of allocation of space haven't been discussed, but office buildings for Campus Life programs are being created," Mandl said.

Mandl then was asked about the upcoming hike in parking fees, due to go into effect in February 2007 for faculty and staff. Mandl said the University has made the decision to stop subsidizing the cost of parking for single-occupancy vehicles, and the increased parking fees simply reflect the true cost of maintaining campus parking facilities.

Vera Rorie, assistant dean of Campus Life, asked if any consideration has been given to flexible work scheduling or other alternate work arrangements. Mandl said many departments already have in place such arrangements, and Human Resources is working on an marketing plan to expand awareness of such options. "Telecommuting is job-specific, and it's hard to have a universal approach," he said. "We have to look at it on a local level."

Next, Wong introduced Leslie Harris, associate professor of history and African American studies, and Gary Hauk, vice president and deputy to the president, who head up the Transforming Community Project (TCP). The project is a five-year program that takes an honest, comprehensive look at the issue of race at Emory—past, current and into the future.

Harris said the TCP is taking a two-prong approach: creating Community Dialogues that encompass readings, films and discussions about race; and recovering Emory history around racial issues by gathering information about the University from all types of people.

"What [TCP is] about relates to the strategic plan by being inquiry driven, ethically engaged, confronting the human experience and condition, and confronting race and difference," Hauk said, referring not only to the plan's themes and initiatives but also to Emory's vision statement.

Hauk added that one of the hopes is for TCP to become a model for other institutions; Harris said other similar programs are looking mostly only at slavery.

"We are involved with the whole Emory community," she said. "Ours is much broader, as we are exploring yesterday, today and tomorrow."

In other business, Wong announced that, on May 9 from 4-5 p.m., PCORE will co-sponsor a roundtable discussion on the search for a senior vice provost for diversity and community development in the Jones Room of Woodruff Library. The event is open to the entire Emory community.

In new officer elections, Jennifer Crabb from the Association of Emory Alumni was voted chair-elect. Crabb will become chair in 2007-08; next year's chair is Alex Escobar, senior lecturer in biology. —Christi Gray

If you have a question or concern for PCORE, e-mail Chair Donna Wong at dmwong@emory.edu.

For online event information, visit www.events.emory.edu.

Events for the Emory Community

PERFORMING ARTS

FRIDAY, MAY 12

Theater

"Children of AIDS: the Grief and the Promise." 5 p.m. Auditorium, Cannon Chapel. Free. 404-727-3990.

Concert

Atlanta Youth Wind Symphony, performing; Scott Stewart, director. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

SUNDAY, MAY 14

Concert

"The King of Instruments Meets the Instruments of Kings." Timothy Albrecht and the Atlanta Symphony Orchestra Brass Quintet, performing. 6 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

WEDNESDAY, MAY 17

Concert

Emory Youth Symphony, performing; Richard Prior, director. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

VISUAL ARTS

Student Art Exhibit

"End of the Year Student Art Show." Visual Arts Building. Free. 404-727-6315. **Through May 15.**

Theology Library Exhibit

"Early Printed Bibles." Durham Reading Room, Pitts Theological Library. Free. 404-727-1218. **Through May 31.**

Schatten Gallery Exhibit

"Culture and Education on Campus: Celebrating 25 Years of Schatten Gallery Exhibitions." Schatten Gallery, Woodruff Library. Free. 404-727-6861. **Through May 31.**

MARBL Exhibit

"Behind Many Veils: The Public and Private Personas of W.B. Yeats." MARBL, Woodruff Library. Free. 404-727-6887. **Through Aug. 15.**

Carlos Museum Exhibit

"Greek and Roman Art." Carlos Museum. Free, students, faculty, staff & members; \$7 suggested donation. 404-727-4282.

LECTURES

MONDAY, MAY 8

European Studies Seminar

"Beyond Modern Selfhood: On Fragmenting the Intellectual Legacy of Europe." Lewis Ayres, Candler School of Theology, presenting. "Redefining the Nation in a United Europe:

The Netherlands and the Constitutional Treaty Referendum." Frank Lechner, Sociology, presenting. 4:30 p.m. 323 Bowden Hall. Free. 404-727-6577.

TUESDAY, MAY 9

Pharmacology Lecture

"The AChR Nanomachine." Anthony Auerbach, University at Buffalo, SUNY, presenting. Noon. 5052 Rollins Research Center. Free. 404-727-5982.

Carlos Museum Lecture

"Graphicstudio: Innovation in the Art of Printmaking." Deli Sacilotto, Graphicstudio, presenting. 7 p.m. Reception Hall, Carlos Museum. Free. 404-727-4291.

THURSDAY, MAY 11

Biomedical Research Seminar

"Bittersweet Signals: Nuclear Pore Glycosylation, Nuclear Transport & Human Diseases." John Hanover, National Institutes of Health, presenting. Noon. Rita Ann Rollins Room, School of Public Health. Free. 404-727-4546.

TUESDAY, MAY 16

Pharmacology Lecture

"Site-Directed Drug Discovery." James Wells, University of California (San Francisco), presenting. Noon. Whitehead Auditorium. Free. 404-727-5982.

THURSDAY, MAY 18

Surgical Grand Rounds

"Modern Principles and Recent Advances in the Surgical Treatment of Crohn's Disease." Fabrizio Michelassi, Weill Medical College of Cornell University, presenting. 7 a.m. Emory Hospital Auditorium. Free. 404-712-2196.

Physiology Lecture

"The Murine Cardiac 26S Proteasomes: An Organelle Awaits Exploration." Peipei Ping, University of California (Los Angeles), presenting. 9 a.m. 600 Whitehead Research Building. Free. 404-727-7401.

RELIGION

FRIDAY, MAY 12

Oxford College Baccalaureate Service

5 p.m. Oxford Old Church (Oxford Campus). Free. 770-784-8300.

SUNDAY, MAY 14

Baccalaureate Service

9:30 a.m. Auditorium, Glenn Memorial Church. Free. 404-727-6022.

University Worship

Thomas Frank, religion, preaching. 11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6225.

SPECIAL

MONDAY, MAY 8

Public Health Course

"Introduction to Public Health Surveillance." 8 a.m. 729 Rollins School of Public Health. \$600. 404-727-3485.

THURSDAY, MAY 11

Scientific Poster Presentations

Department of Physical Therapy, presenting. 4 p.m. Whitehead Building Plaza. Free. 404-712-5683.

FRIDAY, MAY 12

2006 Shepard Graduate Symposium

11 a.m. Rita Ann Rollins Room, School of Public Health. Free. 404-712-8481.

SATURDAY, MAY 13

Oxford College Commencement

10 a.m. Oxford Green (Oxford Campus). Free. 770-784-8300.

Goizueta Business School Executive MBA Graduation Ceremony

10 a.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-0310.

Modupe Dayo

7 p.m. Auditorium, WHSCAB. Free. 404-727-6754

SUNDAY, MAY 14

Commencement Brunch

10 a.m. Dobbs University Center. Free. 404-727-8960. **Tickets required.**

Center for Women's Champagne Reception

11 a.m. Third Floor, Cox Hall. Free. 404-727-2001.

President's Open House

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

Carlos Museum Event

"Tea with Mummy." 4 p.m. Reception Hall, Carlos Museum. \$15, children members; \$20, adult members; \$20, children non-members; \$25, adult non-members. 404-727-0519. **Reservation required.**

MONDAY, MAY 15

Commencement Exercises

8 a.m. The Quadrangle. Free. 404-727-6022.

Candler School of Theology Diploma Ceremony

9:45 a.m. Auditorium, Glenn Memorial. Free. 404-727-0792.

Allied Health Professionals Diploma Ceremony

9:45 a.m. First Floor, WHSCAB. Free. 404-727-5682.

Goizueta Business School Diploma Ceremony

10 a.m. Woodruff Physical Education Center. Free. 404-727-6644.

Graduate School of Arts and Sciences Diploma Ceremony

10:15. Emerson Concert Hall, Schwartz Center. Free. 404-727-6170.

School of Nursing Diploma Ceremony

10:30 a.m. Courtyard, School of Nursing. Free. 404-727-8128.

School of Public Health Diploma Ceremony

10:30 a.m. Plaza, School of Public Health. Free. 404-712-8481.

School of Law Hooding and Diploma Ceremony

10:30 a.m. Lawn, Gambrell Hall. Free. 404-727-8031.

Candler School of Theology Reception

11:15. Brooks Commons, Cannon Chapel. Free. 404-727-0792.

School of Medicine Diploma Ceremony

11:45. Auditorium, Glenn Memorial. Free. 404-727-5655. **Reservation required.**

*****Please recycle this newspaper.**

To submit an entry for the *Emory Report* calendar, enter your event on the University's web events calendar, Events@Emory.cc.emory.edu (also accessible via the "Calendar" link from the Emory homepage), at least three weeks prior to the publication date. Dates, times and locations may change without advance notice. Due to space limitations, Emory Report may not be able to include all events submitted.

Emory Weekend Highlights

(Full schedule available at www.alumni.emory.edu/emory-weekend.)

Friday, May 12

Film Screening & Faculty Lecture, 3 p.m.

How We've Played the Game and lecture, "Baseball: A Mirror of Modern Atlanta?" Dana White, ILA, presenting. 101 Candler Library.

Arts & Sciences New Donor Walls Dedication, 4 p.m.

Main Lobby, Candler Library.

Music Performance, 5 p.m.

Cantata: *Children of AIDS—The Grief and The Promise*, written by André Nahmias (pediatrics) and composed by Tamara Albrecht (Children's Music Development Center). Winner of the 2005 World AIDS Day competition. Donations will help fund global field experiences for public health students. Sanctuary, Cannon Chapel.

Planetarium Show, 5 & 6 p.m.

Planetarium, Math & Science Center.

The Soirée, 9 p.m.

Featuring live music, cash bar, dessert buffet, coffee and dancing. Tickets free for Emory students; \$10 general admission. Emory Conference Center.

Saturday, May 13

Faculty Lecture, 11:30 a.m.

"The Political Brain: Reason, Emotion and American Politics," Drew Westen, psychology, presenting. Room 355, Dobbs Center.

Poetry Reading, 12:30 p.m.

Kevin Young, creative writing, presenting. Faculty Dining Room, Dobbs Center.

Presidential Town hall, 1:30 p.m.

Followed by Campus Walking Tour. Winship Ballroom, Dobbs Center.

Sunday, May 14

Classical Concert, 2 p.m.

William Ransom, Katherine Blumenthal '01C, Lee Demetrius, alumnus, and Grace Shim '08C, performing. Miller-Ward Alumni House.