

Emory Report



November 14, 2005 / volume 58, number 11

www.emory.edu/EMORY_REPORT



Kay Hinton

Volunteer Emory Director Melody Porter (center) makes sandwiches in the Dobbs Center with undergraduate students Radomir Slominski (left) and Kim Palumparit as part of VE's Hunger and Homelessness Week, which ran Nov. 7-11. The sandwiches were provided to the Open Door Community, a local nonprofit. VE's annual Hunger and Homelessness Week is a part of Unity Month and also includes its annual "Hunger Banquet," which illustrates global disparities in wealth and hunger, and a "Faces of the Homeless" panel discussion. For more coverage of Unity Month activities, see story at right.

UNITYMONTH

Lewis tackles wider aspects of community

BY ERIC RANGUS

The second annual Diversity and Race Dialogue with Provost Earl Lewis, part of Emory's Unity Month celebration, encompassed much more than the always-provocative aspects of community listed in the title.

Subjects of discussion at the event, held Tuesday, Nov. 8, in Winship Ballroom, covered the wider aspects of community—how it can be transformed and strengthened; what role the strategic plan plays in community development; and the importance of internationalization and even athletics in strengthening connections across all of Emory.

As one of the co-chairs of Emory's Strategic Planning Steering Committee, Lewis led off with discussion of the document that will guide the University's progress for the future.

"It is part of a great op-

portunity for this University over the next seven to 10 years to take the words on the page and the beliefs behind them and create this destination university," said Lewis, who spoke for about 20 minutes before the dialogue began. "It's both humbling and inspiring to know that perhaps only once in a generation you have an opportunity to really transform a place.

"Given that we have this opportunity," he continued, "we have to step back and ask what we mean by 'diversity.'" Lewis said that Emory may have decent statistics as far as the number of minorities on campus, but if those minorities self-segregate, the community will suffer.

He said the steering committee considered many creative options to address self-segregation, even the possibility of adding football as a varsity sport. When your team scores a touch-

See **DIALOGUE** on page 10

CAMPUSNEWS

Panel discusses enlightened aid to Africa

BY MICHAEL TERRAZAS

If attendance at a Nov. 9 panel discussion devoted to the subject is any indication, Emory's involvement in things African is about to grow—in a big way.

People lined both stairways last week and filled the back aisle of 206 White Hall, as President Jim Wagner headlined a slate of speakers who talked about Western efforts to help Africa and what will—and won't—work in "Emory and the Future of Africa: Potentials, Possibilities, Partnerships," co-sponsored by the Center for Health, Culture and Society (CHCS) and the Institute of African Studies.

Following his introduction by moderator Peter Brown, professor of anthropology and CHCS co-director, Wagner described his recent trip to three African nations with former President Jimmy Carter and John Moores, chair of The Carter Center's board of trustees. The three visited Mali, Nigeria and Ethiopia and talked with both government and university leaders.

Wagner confessed he was nowhere near as knowledgeable about Africa as the seven other panelists with whom he shared the crowded dais, but

said he agreed to speak "in the spirit that every now and then we can learn something from the mouths of babes."

Voicing a sentiment the other speakers would echo, Wagner said any assistance to Africa must be undertaken with a sense of humility, leaving behind the paternalism of the past. Wagner described Ethiopian Prime Minister Meles Zenawi as an "enlightened leader," adding that the country spends 23 percent of its national budget on education. Wagner said one of the first things Zenawi did upon taking office was kick all nongovernmental organizations out of Ethiopia, vowing to let back in only those programs that contained a sustainable education component, rather than simply offering a handout. "I don't want NGOs in Ethiopia who are going to keep my country on welfare," Wagner paraphrased Zenawi as saying.

The speakers who followed Wagner were:

- **Deborah McFarland**, associate professor of global health in the Rollins School of Public Health and director of the Foege Fellowship Program, the Peace Corps Masters International Program and Rollins' Global Field Experience program;
- **Moses Katarbwa**, an Ugandan epidemiologist for



Jon Rou

Emory College student Jojo Mulunda, a national of the Democratic Republic of Congo, talks about her aspirations for her home continent as President Jim Wagner looks on.

The Carter Center's Global 2000 program;

- **Jojo Mulunda**, a fourth-year undergraduate in Emory College double-majoring in international studies and French, and a national of the Democratic Republic of Congo;
- **Martha Carey**, a doctoral student in the Institute of Liberal Arts (ILA) and a master's of public health student in Rollins;
- **Dieudonne Sankara**, a physician and medical entomologist from Burkina Faso who is spending two years at Emory as a Foege Fellow in Global Health;

- **Landry Tsague**, a physician from Cameroon who also is a Foege Fellow at Emory; and
- **Edna Bay**, associate professor in the ILA and director of the Institute of African Studies.

Nearly all the speakers brought up the "teach a man to fish" adage, with Bay providing the most imaginative take on it (see *First Person*, page 2), but Sankara perhaps summed it up best.

"The help that can prevent the need for future help," he said, "is the kind of help that Africa needs."

INFOTECHNOLOGY

Mendola: Many changes in store for IT

BY MICHAEL TERRAZAS

Richard Mendola, who arrived this semester as Emory's new chief information officer and vice president for information technology (IT), has wasted little time in outlining a slate of changes to Emory IT structures and services that should improve functionality and clear up confusion for the 30,000 or so users they serve.

First up is a name change: A familiar string of three letters—ITD, meaning the Information Technology Division—will no longer be in the Emory lexicon, replaced by AAIT, meaning Academic and Administrative Information Technology, which Mendola said more accurately denotes the services provided by the division.

"Information Technology Division" sounds all-encompassing," said Mendola, whose umbrella also includes Network Communications (NetCom) and Emory Healthcare Information Services (EHC IS). "IT is confusing enough as it is. This is nothing more than a clarification."

Next are a couple of personnel appointments. Rhonda Fuss and Francene Mangham have been named associate vice presidents in charge of NetCom

See **INFO TECH** on page 10

AROUNDCAMPUS

GBS to host Evening MBA lunch and learn

Goizueta Business School will host a lunch and learn session about the Evening MBA Program, Wednesday, Nov. 16, from noon-1 p.m. in room W320 of the business school. All staff employees are invited to about the program and its admissions process. Soft drinks will be provided; attendees should bring their own lunch. The event is free. For more information, contact Allison Malinowski, associate director of MBA admissions, at 404-727-8124.

Frequent Flyers accepting online applications

Members of the Emory community can now join the E Team Frequent Flyers Reward Program online. The Frequent Flyer program is an incentive-based attendance program created by the Varsity Athletes' Council and supported by the Department of Athletics.

To join online, go to www.go.emory.edu and follow the "Join the E Team" link. Individual memberships are \$10, family memberships are \$30, and the E Team welcome package includes a T-shirt and various Emory logo products.

Further gifts can be earned by attending Emory varsity athletics events. For more information, contact athletics Marketing Coordinator Angie Duprey at 404-727-6739.

Happy Turkey Day
Emory Report will not publish on Monday, Nov. 21, due to the Thanksgiving holiday. *ER* will resume publication on Monday, Nov. 28.

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FIRSTPERSON EDNA BAY

Fish story



Jon Rou

Edna Bay is associate professor in the Institute of Liberal Arts and director of the Institute of African Studies.

President Jim Wagner's recent trip to Africa (see story, page 1) has encouraged many of us to think about ways that Emory can become more deeply involved with African nations. In the past several weeks, it has been

a man to fish who already knows how to fish, and ... ?

Well, I thought, everybody can benefit from learning a new way to do something, and there must be dozens if not hundreds of different ways to fish. But "maybes" and "what ifs" began to creep into my thinking. What if the man who already knows how to fish is happy with his way of fishing? What if it's the way people he knows have always fished? What if he's proud or stubborn, or distrustful of foreign fishing teachers? Or what if the man doesn't believe that eating fish every day is a good idea? What if the man lives next to a sacred river, and taking and eating the fish in it would be a sacrilege? Soon it became clear to me that the fishing teacher needs to know a good deal about the conditions a man faces in order to teach him the best fishing technique.

Give a man a fish and he eats for a day; teach a man to fish and he feeds himself for a lifetime. The proverb is such a compelling and indeed seductive idea—a vision of a win-win situation where, by the simple sharing of knowledge, a fishing teacher can transform the life of another person. This should be an inspiration for us all to step forward and become fishing teachers.

gratifying to see so many people with commitments to change in African cultures talking about what we as a community might do.

The excitement on campus has made me think, once again, of the old Chinese proverb that so often gets used in the context of development projects: Give a man a fish and he eats for a day; teach a man to fish and he feeds himself for a lifetime. The proverb is such a compelling and indeed seductive idea—a vision of a win-win situation where, by the simple sharing of knowledge, a fishing teacher can transform the life of another person. This should be an inspiration for us all to step forward and become fishing teachers.

However, recently I had an uneasy thought about that proverb, so I went to two anthropologists for help. I asked both: Can you name a culture or two, anywhere in the world, at any time in history, where people have lived near a body of water—river, pond, lake, or sea—and *not* figured out a way to fish? The anthropologists frowned, thought a bit, and both answered the same way: No. They didn't know of any such a culture or society. Indeed, one noted that hunting and fishing were some of the earliest productive activities invented by human beings.

So suddenly the old Chinese proverb was no longer quite so simple or powerful. It had changed into: Give a man a fish and he eats for a day; teach

And then my imagination really got going. Maybe the man doesn't even live near any fishable water. For all the proverb tells us, he could be living in a desert! What if fishing is women's work in that man's town, so he's not going to fish even if the fishing teacher teaches him for weeks and months on end. What if, a year or so ago, another fishing teacher came along and taught the man's neighbor to fish, and then that fishing teacher went home, leaving the neighbor enough money to have a boat built. But then the neighbor's mother died, and he used all that money for a huge funeral and never got a boat at all, so now our man is hoping another fishing teacher will come along with money that he'll give away—and goodness knows, it's easier to have money given to you than to fish for it!

But maybe I was being too pessimistic. So I imagined other scenarios. What if a fishing teacher came along about 10 years ago and taught a wonderfully efficient way to fish, and our man fished and fished? Soon he had so many fish that he couldn't eat them all, so he decided to sell some. So he sold fish to his neighbors, and carried fish to a village and sold them there, and he had his wife smoke fish to carry even further to trade. And he grew richer and richer, and he fished faster and faster, and

he hired other men to fish and other women to smoke his fish and trade them far and wide. And then one morning he went out and was able to land only a handful of fish, and every day thereafter there seemed to be fewer and fewer fish. Until fishing yielded up nothing.

Then I imagined a final what if. What if a fishing teacher came along and figured out how many fish could safely be taken out of the man's river, and it was still more than enough to feed his family, his village and the surrounding area. So the teacher had an airstrip built, and pretty soon fish were being packed in ice to be flown to the fishing teacher's country for sale. But then it turned out that the fishing teacher's country wanted to protect its own fishermen, and it gave them big subsidies so that they could afford to sell their fish at half the price our fisherman had to charge.

Meanwhile, our fisherman had to pay off the cost of paving the airstrip, and still had bills to pay for the ice that a company from the fishing teacher's country had provided.

Well, you get the picture. These imaginings may seem silly, but I created each one of them out of real scenarios that have happened in attempts to bring positive change to less developed areas. We at Emory want to go where many have gone before, where many have made mistakes, and where recipients of help have had much time to watch ill-conceived projects and grow cynical.

Nevertheless, I believe there are things that can and should be done, there are solutions to intractable problems, and we at Emory can play a role in those solutions. If we have the vision to think big and work small, the patience to commit ourselves to the long term, the wisdom to listen to those we would help and the humility to learn from and with them, the shrewdness to draw on others' successes but avoid their failures, and the acumen to understand that all human relationships involve power, we have the potential to change this world for the better.

If you give a man a fish, he eats for a day. But if you take the time and care to work with a man, a woman and their community, you can improve the lives of humankind.

EMORYVOICES

What kind of building does Emory need most?



More library space, especially for special collections.

Leslie Harris
associate professor

History/African American Studies



A graduate student center.

DeAnna Spurlin
director of communications
Graduate School



We don't need more buildings for parking, and we could use another library. Also more computer space, like what has been done at Cox Hall.

Regine Jackson
assistant professor
Institute of Liberal Arts



A multipurpose building for concerts, student activities and conferences.

Margaret Tate
student media adviser
Campus Life



More parking.

Chip Jurskis
campus minister
Religious Life

All photos by Jon Rou

EMORYPROFILE PAUL ZWIER

The Advocate

by
Eric
Rangus



The School of Law's advocacy skills program, directed by Professor Paul Zwier, is central to law students' learning how to work a courtroom. Every spring, Zwier coordinates the arrival of dozens of legal experts from around the country to take part.

Paraphrased, the dictionary definition of *advocacy* is "the act of speaking in support of something." According to law Professor Paul Zwier, director of the School of Law's advocacy skills program, the definition of his work, and that of the lawyers he trains, doesn't stray too much from Noah Webster's.

"Advocacy is at the heart and soul of being a lawyer," said Zwier, who came to Emory in

at legal advocacy in the labor and employment, medical malpractice, and criminal arenas, as well as in mediation and negotiation) is its Trial Techniques Program. Also directed by Zwier, trial techniques gives Emory law students intense instruction in every aspect of trial advocacy: making opening statements and closing arguments, trying cases, examining witnesses, introducing evidence and dealing with objec-

up for future court experiences—the court may have little time for teaching or to be concerned about whether the advocate's feelings are hurt.

Despite—or in many cases, because of—its difficulty, many law students have said that trial techniques is the best part of their law school experience. But, that hasn't always been the case.

Prior to Zwier's arrival at Emory, the Trial Techniques

dating a class of some 240 students is impractical.

The spring workshops allow the May session to be shortened to eight days without eliminating any content. Each day some 60-65 lawyers, judges and other professionals from around the country come to Emory to lead discussions about advocacy and help students hone their skills.

Zwier said that each day around 40 of the presenters are from outside Georgia—some stay the entire eight days, others are in town for a portion of the program. The remainder of participants are local.

By bringing in legal minds from all corners of the United States, students get the benefit of perspectives beyond Fulton and DeKalb counties—and they don't always match up with those found inside the perimeter.

more authentic. How are you when you get angry or sad or annoyed or frustrated? How do you communicate those emotions authentically?"

That said, one of the most popular aspects of the Trial Techniques Program includes guests from Emory's theater studies department who critique law students' opening and closing arguments.

Zwier's advocacy work is not limited to Emory, Atlanta or even North America. He has trained lawyers in Africa, Europe and Asia, and in early 2006 he will be returning to Africa for one of the most exciting—and challenging—assignments of his career.

At the end of January, Zwier will be part of a team of lawyers traveling to Rwanda to help train the prosecutors in that country's ongoing genocide trials.

The trip has been organized by the National Institute for Trial Advocacy (NITA), an organization dedicated to training and mentoring lawyers, teaching trial advocacy and promoting justice through effective and ethical advocacy.

"You have this nightmare about putting together a cogent case, prosecuting people and making sure you get the *right* people in dealing with the Rwandan genocide," said Zwier, who serves as NITA's associate director of in-house training.

"One thing we'll be looking at," he said, is whether technology could play a role in these cases. For instance, many witnesses might be able to testify remotely, and Rwanda prosecutors have no experience in questioning someone who may not be in front of them. For these witnesses, simply appearing in the courtroom could endanger their lives. And that doesn't even address the dangers faced by the judges and the attorneys Zwier will meet. But that doesn't make him turn away. The challenges they face in doing their jobs are enormous and they take real courage," Zwier said.

"I have the best of both worlds," he continued, discussing his blend of teaching and legal consulting. "My work with NITA keeps my foot in the real world by working with lawyers on their skills. But I love to teach and I'm able to learn some great stories and examples to bring back into the classroom."

"Speaking very broadly, advocacy is representing a client before the powers that be—whether it's court, jury, in a boardroom, in an administrative agency setting. It's based on an adversarial model of decision-making, which says that before a decision-maker should too easily reach a decision, it's important to explore vigorously and fully what each side has to say about it."

—Paul Zwier, law professor & director of the School of Law's advocacy skills program

2003 after leading the University of Tennessee Law School's advocacy program for four years. Before that, he spent 18 years as a professor and director of the lawyering skills program at the University of Richmond's T.C. Williams School of Law.

"Speaking very broadly, advocacy is representing a client before the powers that be—whether it's court, jury, in a boardroom or in an administrative agency setting," Zwier continued. "It's based in part on an adversarial model of decision-making, which says that before a decision-maker should too easily reach a decision, it's important to explore vigorously and fully what each player has to say about it. It's the role of the advocate to force the decision-maker to consider fully and comprehensively what can be said on behalf of the individual client to ensure the decision-maker is not relying on biases or prejudices in reaching his or her decision."

The jewel of the law school's advocacy skills curriculum (which include advanced classes aimed

tions, in both jury and non-jury trials.

Every second-year Emory law student must go through trial techniques whether he or she even intends to step in a courtroom or not. "Even if they see themselves as a transactional lawyer, they still need to know what it's like to be on their feet, under pressure, having to articulate a position vigorously, comprehensively and persuasively on behalf of their client."

The core elements of the Trial Techniques Program are the watchful eyes and strong opinions of the lawyers and judges from around Atlanta and the country who participate in its workshops. Zwier compared the student experience to "a kinder and gentler boot camp."

"To the extent that people are really very driven and perfectionist, the critiques can be hard," Zwier said. Few punches are pulled during the critiquing of student presentations. The intent is for the lawyer to be forward looking and strive for excellence, and the effect is to toughen them

Program was suffering from low morale. One of the top programs nationally for years, in the late 1990s some students began seeing it as a burden because of when it was held.

Sandwiched around exam time and graduation each May, the 11-day program often interfered with students' ability to get clerkships or other summer employment.

The Trial Techniques Program now spans the majority of the spring semester and is coordinated with the students' learning of evidence. It includes five Friday afternoon workshops from January through March, taught by some of Atlanta's finest trial lawyers and judges, with an idea to help the students learn the practical skills that go along with the theories they are learning in the regular evidence classrooms.

The students are broken into small groups of six to eight, and the vast majority travel to downtown law firms to learn on-site. Most prominent firms have their own mock courtrooms. The law school does, too, but accommo-

Jon Rou

Campus Master Plan 2005 Update



Francis R. Irizarry

Letter from the President

Emory University has started on a transformational journey to become a destination university, a place where courageous inquiry leads. What is courageous inquiry? Call it both a defining characteristic and an intellectual destination, and Emory's recently adopted strategic plan is the road map that will guide us there. Nearly every path we take toward our vision will exhilarate us by its vistas, even as it challenges us with obstacles.

Implementation of the strategic plan will both transform the campus and positively impact our community. There can be no doubt that Emory's plan will enhance the metropolitan region and the state of Georgia. Through our research, education and health care, we will be building a better world for our children's children.

How we do this has a bearing on the physical setting that is our campus. As stewards, we must accommodate change in ways that are in harmony with its beauty and natural environment, that reinforce the intellectual life that is the core of why we exist, and that add to the quality of life enjoyed by our faculty, students, staff and neighbors. This 2005 update of the campus master plan is intended to guide change and growth with thoughtful care, to assure that our physical setting is worthy of the destination university that is at the core of our vision.



James W. Wagner

universities have responded by building schools of policy studies. Emory seeks a more nimble approach and is planning to create a policy initiatives institute that will enable it to assemble experts from around the world to work on real problems and develop solutions within a 2–5-year timeframe.

One of Emory's most compelling draws is its location in the vibrant, international city of Atlanta, whose diversity the University has nearly matched; Emory's faculty, staff and student bodies are among the most culturally, racially and religiously diverse in its peer group.

Campus Master Plan

The campus plan is envisioned as guiding development decisions over the next 10 years and providing an even longer-term physical framework. Responding to the challenges of the strategic plan, the update provides for an estimated additional 3.5 million gross square feet (GSF) of capacity on top of the remaining 1.2 million GSF identified in the 1998 Campus Master Plan, for a total of 4.7 million GSF. This should provide the footprint for the next 25–50 years on the Druid Hills campus. Accommodating such growth, while retaining our distinctive sense of place and without encroaching on our neighbors, is a commitment that underlies the resultant plan. The plan update is organized around:

- **History of the Campus and Established Design Principles**
- **Key Components of Campus Master Plan 2005 Update**
- **Emory and Its Neighbors**
- **Greening the Campus**
- **Campus Life**
- **Professional Schools**
- **Housing**
- **Academic and Administrative Space**
- **Health Sciences**
- **Transportation, Parking & Infrastructure**

The Campus Master Plan 2005 Update will guide campus development for the decade ahead as Emory becomes a destination university.

Introduction

The vision of "destination university" motivated the University's comprehensive strategic planning initiative. Together, they presaged the need for additional facilities and connections. Consequently, the University began an update of its campus master plan. The existing one, completed in 1998, had been prepared with extensive effort and was envisioned as guiding development decisions for the next five–10 years. This Campus Master Plan 2005 Update builds from the strong principles and policies embodied in the 1998 plan.

The 2005 update has been prepared around four major themes:

- **Strengthening on-campus living/learning communities;**
- **Integrating teaching and research to reflect Emory's mission as a university;**
- **Allowing "silos" to thrive while bridging them together; and**
- **Planning comprehensively and in balance with the environment.**

Its development began by embracing the University's vision statement:

A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.

Paralleling the update, the strategic planning process involved development of school and academic, research and operating unit plans. The general principles, specific goals and ambitions set forth in the strategic plan provide a flexible and durable framework to guide the University over the next five–10 years.

Emory's plans for the future extend well beyond its borders in DeKalb County. The strategic plan calls for new efforts to embrace the globe, its needs and its citizens. In addition, universities need to address the problems of their time. In the past, research



An aerial view of the Emory campus, circa 1949. Following World War II, accommodation of the automobile became more important, roadways became more prominent, and the University began to lose some of the architectural cohesion that characterized the origin of the Druid Hills campus.



The Math & Science Center, opened in 2002, exemplifies the post-1998 return to Emory's original architecture—with a decidedly modern flair.

History of the Campus

The original Emory campus was planned by Henry Hornbostel. From 1914–19, his New York firm of Palmer, Hornbostel and Jones designed and built 13 structures on the Emory campus, all finished with local marbles from Tate, Ga., establishing a distinctively Emory texture.

Hornbostel's architectural vision, coupled with his deep regard for the natural features of the landscape, gave birth to the Emory campus plan, which organized the central quad between two forested ravines, allowing for broad vistas of structures set comfortably within a woodland. The addition of buildings over the next 30 years maintained this idyllic setting. Through the end of World War II, the campus remained classically organized, with new buildings working from the original Renaissance architectural vocabulary.

This order began to break down after World War II as accommodating the automobile became a significant factor. Roadways were changed, added and redirected for the purpose of easy access. Buildings were then sited on the roadways; Emory began to lose its sense of collegiate organization. Experiments with modern architectural forms in the 1970s ignored the original design etiquettes.

By the late 1980s, many sensed the need to return to the basics. In 1996, then-President Bill Chace spearheaded the master-planning effort that resulted in the 1998 *Emory University Campus Plan: A Framework for Physical Development*.

Two years in the making, the 1998 campus plan was the result of a collective effort of the internal and external communities. Staff, faculty, students and neighbors came together to identify challenges, opportunities and relationships. The plan has become the solid foundation for discussion of physical growth and change on the Emory campus. One omission from the 1998 process is that it did not involve planning for the health sciences or Emory Healthcare.

The 1998 campus plan was a milestone in Emory's history. It stopped the random construction of increasingly eclectic architecture, brought together disparate groups of campus interests toward a common cause, and identified a rational growth process that involved community participation.

With the core Guiding Principles, Emory was able to build consensus and vision for a new holistic campus culture. With the emergence of the Design Guidelines, a new physical vocabulary—an aesthetic based on history and tradition—was established for use in design and planning buildings and landscapes. The Campus Master Plan Update 2005 builds on these fundamental documents.

Guiding Principles

Intellectual Community

Its physical manifestation is created through a network of buildings and outdoor spaces that promote interdisciplinary opportunities, connecting disparate units of the University through a network of outdoor spaces.

A Walking Campus

Designed predominantly for pedestrians and bicyclists, with vehicular movement elegantly accommodated. Existing surface parking lots must be incrementally restored from car places to people places.

Symbolic Centers and Edges

To respond to an inward focus on learning and an outward focus on community.

An Emory-Based Language

Buildings and grounds will grow from an understanding and respect for Emory's history and community.

Environmental Stewardship

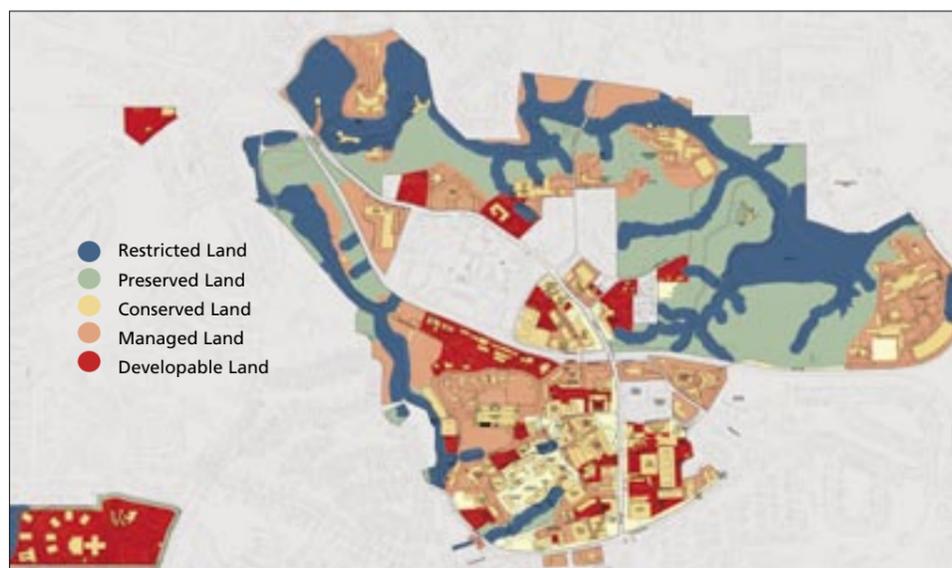
Mindful of the interrelationship of human and natural systems, Emory will create a sustainable campus that conserves natural resources, restores environmental quality and protects biodiversity.

Enlightened Frugality

All solutions to physical planning will be comprehensive. Building placement, traffic and parking, engineering systems, natural systems, aesthetics—all must be woven together to form a tapestry of buildings and spaces that foster community.

Sustainable Implementation

Future decisions pertaining to the physical development of the campus must reflect these guiding principles.



In 2004, Emory adopted this Land Classification Plan, which tags every corner of campus as belonging to one of five categories for development or preservation.

Post-1998 Campus Development

Since the 1998 campus plan was adopted, Emory has added many new buildings, renovations, and open-space projects to the University catalog. Through sustained efforts, the environmental context of the campus returned to its visual roots, and its pedestrian character was upgraded to a walking scale of human community and continuity. In the last seven years, the contextual physical fabric has been reinvigorated into one that defines Emory as a beautiful and collegiate campus.

For example, in 2000, the 1,500 students and faculty housed at the Clairmont Campus were given a direct link to the main campus via Starvine Way. Alternatively fueled shuttles run regularly along this woodland passage where sidewalks and safe bicycling paths offer healthy options. Other users include the 1,600 staff who park in the Clairmont deck, now only a five-minute shuttle ride to the campus.

Land Use Policies

To guide Emory's future development, a Land Classification Plan was adopted in 2004. Classifications range from land unsuitable for development to land best suited for future development. The classifications and their descriptions are as follows:

- **Restricted Land (180 acres, 26 percent of total campus area)** These areas (e.g., stream buffers and floodplains) are precluded from development by law, ordinance or covenant.
- **Preserved Land (158 acres, 22 percent)** These areas (e.g., the forests of Lullwater Preserve and Baker Woodlands) should not be developed due to their ecological value and essential contribution to campus identity and quality of life.
- **Conserved Land (47 acres, 7 percent)** This includes areas of land, such as the Quad, valued for their unique cultural history and/or contribution to the visual identity of the campus landscape.
- **Managed Land (222 acres, 31 percent)** This includes areas of land (e.g., Fraternity Row and Turner Village) that are currently developed to some degree but are not significant contributors to the Emory visual identity. Managed land can accommodate limited additional development or redevelopment.
- **Developable Land (96 acres, 14 percent)** This includes portions of the campus such as the Campus Services complex, that are preferred for redevelopment prior to the use of any other category of land. Redevelopment is preferred since it results in the least amount of impact to the existing campus environment and aesthetic.

Key Components of the Campus Master Plan

As Emory pursues its vision, the physical facilities will grow, as will the relationship of built space to place. This growing collection of buildings will require strength of organization around the central elements that identify the human pursuit of education and development. This strength should derive from clear and identifiable relationships that support the high quality of life that distinguishes Emory. Living patterns, opportunities for exploration and reverence for nature should all contribute to this plan of buildings, pathways, vistas and gathering areas.

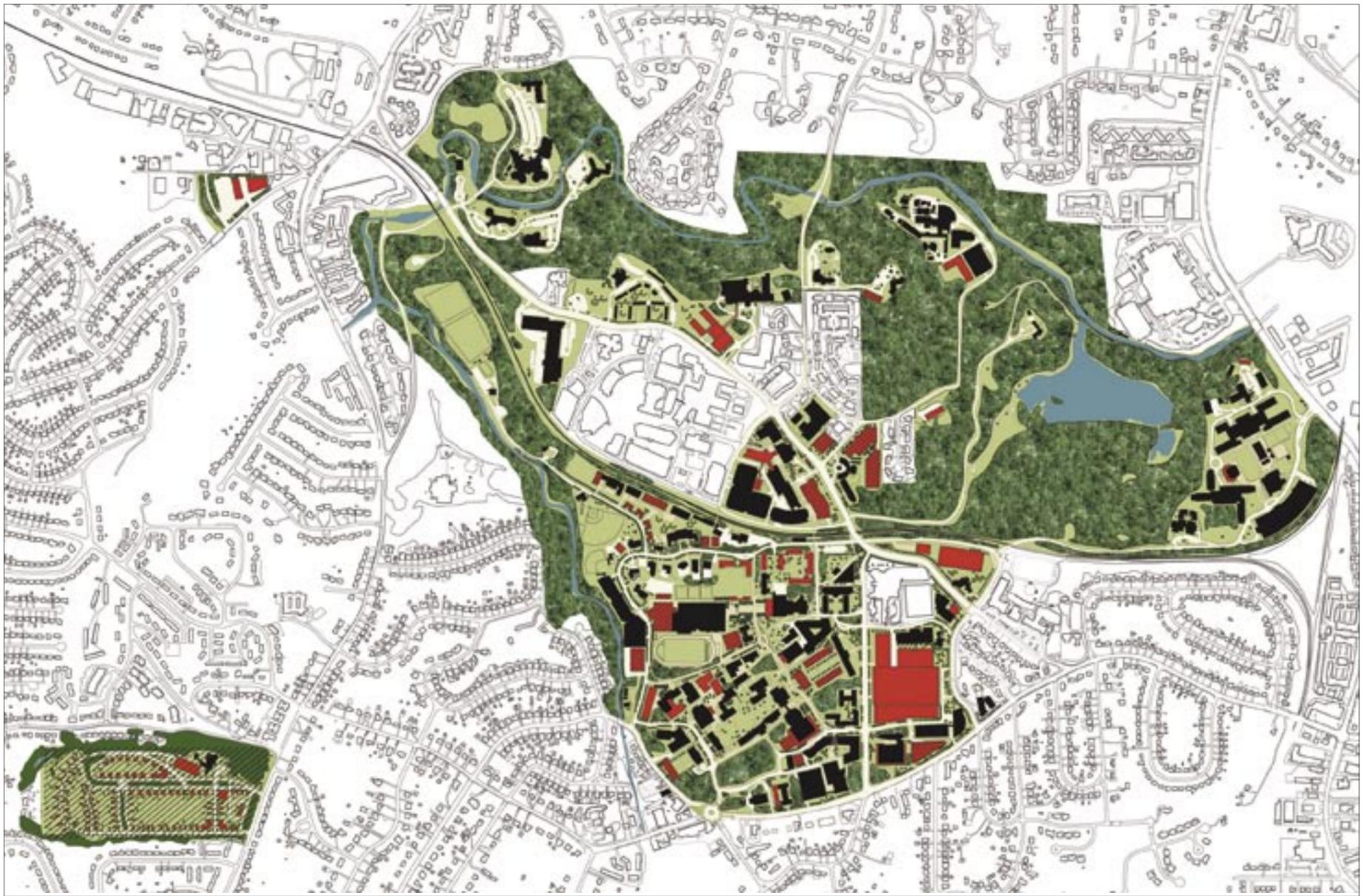
The goal of the Campus Master Plan 2005 Update is to identify the growth patterns of physical systems that can be strengthened through simplification, organization or elaboration. Expanding the area of the pedestrian campus while simplifying roadway passages for easy way-finding is a key element of the plan. Growing the organization of research and science facilities for collaboration opportunities is another. And a third is the strengthening of community through shared opportunities for housing, dining, entertaining, study and sports.

Adding 3.5 million square feet of built space to any campus is a challenging undertaking, even if over a decades-long time period and especially when considering all the systems of circulation, arrival and departure, and internal function. The 2005 update includes concepts for locating new housing, multidisciplinary science facilities, a new vision for health care delivery, growth of professional schools and the library, a multipurpose facility, central campus live/learn environments, expansion of the arts, and new academic and administration buildings.

Growth and organization of the physical environment will affect other plan considerations, including utility distribution and connection, population densification, transportation, and material handling. These infrastructure systems must collect, select and deliver/remove while preserving the basic integrity of the aesthetic environment. The addition of buildings to the existing campus footprint will challenge concepts of land use, economic efficiency and contextual fabric when considering the infrastructure requirements.

The Campus Master Plan 2005 Update takes the existing campus acreage and creatively reorganizes precincts—areas where related activities take place—to accommodate growth. The precincts are reorganized within and adjacent to each other in order to provide the broad framework for extending community and collaboration as the campus grows.

The precinct reorganizations include the relocation of Emory Hospital to the east side of Clifton Road which, together with demolition of most of the existing



In this map of the Emory campus, proposed building sites are colored in red, and the new Academic Quadrangle is visible to the west of a new Emory Hospital complex on the east side of Clifton Road. New housing on the Briarcliff Campus is visible in the map's southwest corner.

hospital building, creates space for a new Academic Quad that will allow for expansion of the core of the University in the decades ahead. The demolition of housing near the North Oxford gate allows for the growth of Emory College's physical and natural sciences centers. Removal of the hospital laundry from the Fraternity Row site allows for the development of a freshman housing complex within the pedestrian boundaries of the core campus.

Emory and Its Neighbors

Emory benefits greatly from the unique synergy created by the presence on Clifton Road of the Centers for Disease Control & Prevention (CDC), Children's Hospital of Atlanta (CHOA) and the American Cancer Society. Together, this nexus of health science and research institutions is a major asset for the region and for Georgia. Achieving the vision of a destination university is very real. However, it cannot take place without finding mutually beneficial solutions to the growing problem of mobility, especially along the Clifton Corridor, but also in the network of streets that constitute our neighborhoods.

The history of Emory and the nearby Druid Hills neighborhood are inextricably linked and have been so for nearly a century. Many faculty and staff are neighborhood residents, and whether associated with Emory or not, all residents enjoy Emory's cultural offerings and such amenities as the Lullwater Preserve.

The 1998 campus plan was developed with significant input from the community beyond the campus, strengthening the relationship between Emory and its neighbors. Emory is committed to working with its neighbors on the major issues that shape quality of life and community. Druid Hills is Emory's home; the University

has a vested interest in the quality of life here, and Emory is committed to doing its part to enhance that quality. Successful collaborations have led to an exciting plan for revitalizing and redeveloping Emory Village (through the Alliance to Improve Emory Village), and traffic-calming measures that include a planned roundabout at N. Decatur and Oxford roads and Dowman Drive.

The Clifton Corridor is the largest activity center in the Atlanta region without direct access to the interstate system or off-road transit. Residents, employees and visitors all experience the growing congestion of the area's roads. In 1998, Emory led formation of the Clifton Corridor Transportation Management Association (CCTMA), whose partners include CDC and CHOA, the corridor's largest employers. Workable solutions to congestion are possible through careful and creative planning. To that end, Emory has taken the lead with CCTMA and DeKalb County in sponsoring a major, multimodal transportation study, and in seeking innovative solutions that are context-sensitive as well as effective in expanding current choices. In years to come, the University will continue to provide leadership, in collaboration with our neighbors, to achieve relief from the congestion that impacts all of our lives and to do so in ways that create great streets for people—not just for cars.



AIEV/Peter Drey & Co.



AIEV/Peter Drey & Co.

These renderings show a redesigned, revitalized Emory Village. Since 1999, University has worked in close cooperation with merchants, Druid Hills residents and county officials through the Alliance to Improve Emory Village. The result is a plan to remake the commercial center in such a way that combines dining, retail and housing, while a traffic roundabout in the main intersection helps make the area safer for pedestrians and less congested with automobiles.



This could be the view from a new Administration Building—fashioned from the original Emory Hospital building and facade—looking toward a second Academic Quadrangle bounded in the distance by Candler Library.

Greening the Campus

The University community takes pride in a campus rich with the natural beauty of open spaces, trees and plant life. Emory strongly supports the concepts of environmental sustainability. To further both “green” concepts along with the growth of our built environment, new processes have been embraced to ensure the preservation of the natural forest aesthetic. Emory’s adoption in 2002 of a comprehensive management plan for the Lullwater Preserve established a framework for stewardship of its natural systems. And, since 2003, a policy has guided “no net loss of forest canopy,” replacing lost trees and complementing DeKalb County’s tree preservation ordinance. Moreover, since its establishment in 1999, the Friends of Emory Forest has contributed significantly to greening by planting and maintaining many trees on the campus and environs.

In 2001, Emory made formal commitment to building new capital projects with LEED (Leadership in Energy and Environmental Design) guidelines. The University helped develop the guidelines through participation in the U.S. Green Building Council. Several recent Emory buildings have attained LEED certification, including the first certified LEED Gold Award for existing buildings granted to the Goizueta Business School in 2004.

Campus Life

The quality of life and sense of community on a university campus derive not only from the basic act of teaching, but also from those activities that support the development of character and culture, and mature the individual. The campus plan must be dynamic and flexible in addressing these non-academic needs. A study in 2005-06 is looking at opportunities for providing space to better handle the community needs of the University.

Multipurpose center: Coming together for shared activities is part of University tradition and culture. Through the years, Glenn Auditorium and the WoodPEC gym have served the purpose of assembly, but both have serious limitations and cannot effectively serve all of the educational and programmatic demands of the Emory community.

A planning concept is to locate a large multipurpose center (able to accommodate up to 2,000 people for major events) on the west side of WoodPEC with a bridge crossing over Fraternity Row, linking the new facility’s lobby level to Peavine Parking Deck. It could host assemblies involving some of Emory’s most distinguished guests (the Dalai Lama or Jimmy Carter, for example), as well as an array of other creative options including dances and career fairs.

New multiuse building on N. Oxford Road: The parking lot behind the Boisfeuillet Jones Center is a possible site for a new facility of up to 60,000 GSF that addresses a variety of University program needs. With direct access to Emory Village, the lower level would be an ideal location for retail services (e.g., a bookstore) to complement the needs of campus and community. Upper levels could house administrative and/or faculty offices or other needs. Sandwiched between this new facility and B. Jones would be a new, relatively small visitor parking deck with direct access from N. Oxford Road.

Food service additions: New food service operations are needed at currently underserved campus precincts, such as the North Campus research area and White Hall area.

Student Health and Counseling Center: With the relocation of the existing Emory Clinic to the first phase of the Clifton Road Redevelopment Project (see page 9), the student counseling center can relocate to the 1525 Building. Housing both the student clinic and the counseling center in the same facility will allow service coordination and privacy.

Theology, Law & Business: The Professional Schools

New buildings for the Candler School of Theology and the Center for Ethics: These facilities are to be constructed in two phases. First, a new classroom/office building of 70,000 GSF will rise behind Bishops Hall in the existing parking area on Arkwright Drive. This building not only will replace and grow the theology program currently housed in Bishops Hall, but also will be the new home for the Center for Ethics, relocated and expanded from its current quarters in the old Dental School Building on Clifton Road. The benefit of this new location is far reaching to the University as one of the bridge builders in the strategic plan.

The second phase includes demolition of Bishops Hall and construction of a new Pitts Library building (60,000 GSF) attached to the new classroom building. The growth of Pitts’ renowned theology collections and increased scholarly research no longer fit in the layout of the historic library building on the Quad.

School of Law Expansion: As demand dictates in the future, the law school has the opportunity to expand onto the upper level terraces with single story construction and/or with new building construction on the east side within the confines of the existing surface parking lot.

Goizueta Business School expansion: The addition completed in 2005 provides growth space for the business school. As the program continues to rise in national rankings, continued growth may require expansion (one logical option is to the west on the Rich Building site). A relocated business school library (13,000 GSF) is currently planned as a single-story addition on the east terrace of Woodruff Library.

Housing

Well-designed and sited on-campus residential facilities enable students to optimize their Emory experience by participating in formal and informal activities. The coming and going of students and faculty about campus creates a more vibrant academic community.

New Freshman Complex: The 2005 update locates a new grouping of freshman residence halls just north of the Dobbs Center. Relocating the hospital laundry off-site creates a space for new residence halls on the north edge of McDonough Field. Trimble, Means and Longstreet Halls will be demolished; through phased construction, a new freshman residential quad will be built. McTyeire Hall will undergo renovation as part of this new complex. Freshman dining will continue to be served mainly from the Dobbs Center.

Second Year Experience: The Class of 2008 is the first required to live their sophomore year on campus. The Woodruff Residential Center is the center for the special programs serving this group of students. Sophomores will continue to be housed at Woodruff, Harris Hall, and the Complex. Further studies of second-year bed counts and room variety requirements are ongoing. Additional sophomore housing may be built on land currently used for Campus Services offices and shops.

Upperclass housing: The Clairmont Campus apartments are very popular with upperclass undergraduates. Additional upperclass housing is possible in the core of campus through renovation and addition to Dobbs Hall. With the addition of an academic center on the site between Dobbs and the soccer field, this area could become a special live-learn on-campus opportunity.

Faculty/staff housing: The neighborhoods surrounding Emory have become more costly as Atlanta has grown into a metropolitan area. As a result, young faculty and staff often are forced to live farther from the campus. The increased commute brings more traffic, creates the need for more parking, and discourages spending off-hours on campus. One solution is to develop reasonably priced faculty and staff housing near campus with Emory-supported financing. The Briarcliff Campus is one opportune site for locating a variety of housing types for Emory staff and faculty.



Emory’s School of Medicine will finally have a home all its own when the Administration and Education Building opens in 2007, combining administrative, instructional and research space together in one attractive, conveniently located facility.



Jova/Daniels/Busby and Mackey Mitchell Associates

Developing a freshman residential area along Fraternity Row on the current Campus Services complex will foster community—within easy walking distance of the Quad.

Academic and Administrative Space

The academic and administrative precinct is planned to flow through the central core of campus from Dowman Drive to Clifton Road with the following projects:

Multidisciplinary Science Facilities: Emory is becoming one of the foremost research universities in the world. To continue this transformation, new or upgraded multidisciplinary science facilities are needed. They include a new psychology building (120,000 GSF) and a large addition (80,000 GSF) to the Atwood Chemistry Center. The proposed sites for these buildings would allow students and faculty to walk easily from building to building and into the Emerson Center and the Math & Science Center. By organizing the buildings as a woven unit, the physical and natural science core encourages academic collaboration and student exploration of science career opportunities. Providing gathering spaces with study, dining and display themes further strengthens social interaction within the science community.

New psychology building: The site is created by the demolition of two obsolete residence halls, Gilbert and Thomson, and the relocation of the entrance road from North Oxford over their existing building footprints. By moving the road to the north, sufficient land area is created between the road and the north side of the Atwood Center for the new building.

The psychology department is currently located in six buildings across campus. This consolidation will allow for expansion of other college units into the backfill space, thus allowing for academic growth.

Atwood chemistry addition: Built on the south side of the existing building and filling its existing courtyard, this facility will expand space for chemistry research. The existing auditorium wing will be demolished and reconstructed in the lower courtyard. Above it will be a public lobby and gathering space overlooking the garden area. The new main entry to the Atwood Complex will be visually axial to the length of Dowman Drive and will be the new front door to the chemistry department.

Emory University Library: The system is currently being studied for future facility growth, notably for the Manuscript, Archive & Rare Books Library and an expanded business library. The campus plan identifies the opportunity to build additions on the existing Woodruff Library terraces, as well as over the service yard. Removing the 1970s addition to the Rich Building may allow for creative roadway realignment and clear a site at the south end of Mizell Bridge for a new library building footprint or a site for the business school expansion.

New Academic Quad: Relocation of Emory Hospital to the east side of Clifton Road and demolition of all existing hospital structures (except the original 1922 building and its familiar 1948 facade) provides the ideal space for a new Academic Quad lined with buildings that can then be sited to mirror the east end of the main Quad. The original hospital building at the head of the new quad could become the University's main administrative building, freeing the existing Administration Building for academic use at the terminus of the main Quad. All of these long-range opportunities reinforce thoughtful use of existing land for future academic growth without having to expand beyond Emory's campus.

Other Initiatives: The University is in the early stages of plans for the Briarcliff Campus, as well as beginning a master plan for the Oxford campus. Moreover, it is conceivable that, to corral the needs of the international dimensions of the strategic plan or to ensure the enhancement of graduate studies on campus, Emory may add space. Also, planning for a religious life center is in the works, adjacent to Glenn Auditorium, to support student and academic programs.

Woodruff Health Sciences Center (WHSC)

The WHSC is a hybrid organization with core missions of education, research and health care delivery. Its components include the School of Medicine, the Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, Yerkes National Primate Research Center and Emory Healthcare. This integration of health sciences and health care delivery presents Emory with a unique opportunity and responsibility. By 2015, the strategic plan calls for Emory to be recognized as one of the top 10 academic health sciences centers and to have created new health care facilities designed to deliver care in bold new ways. This vision is reflected in the Campus Master Plan 2005 Update through a realignment of WHSC facilities.

School of Medicine Administration and Education Building: When it opens in 2007, the new building will for the first time house medical school classes, study areas and administration in one facility. Taking advantage of an opportunity, the curriculum is being redesigned, the school culture is becoming more community oriented with new group study, lounge, and quiet areas scattered throughout the complex. New teaching technologies are being incorporated into this 24-hour facility as traditional boundaries are redefined.

Clifton Road Redevelopment Project: The 1998 campus plan deferred an important decision about the outdated hospital building. Subsequent studies confirmed the need for a new hospital, and this need became a major opportunity in the Strategic Plan. The Clifton Road Redevelopment Project is a cornerstone of the

Emory in the Region

As a premier research and educational institution, Emory plays a substantial role in the Atlanta region, contributing about \$4.2 billion annually to the metropolitan economy. On a direct basis, Emory provides employment and procures goods and services from area businesses. Together, Emory and Emory Healthcare wield an annual operating budget exceeding \$2.2 billion. More than 22,000 full-time employees earn compensation totaling nearly \$1.3 billion in salary and benefits.

Student buying power and spending by Emory visitors adds up, too. Emory's 11,500 students spend approximately \$40 million on non-discretionary items. Each year, Emory hosts an estimated 1.6 million day-trippers and nearly 700,000 overnight visitors; collectively they spend about \$110 million locally. Emory's campus improvements—roughly \$90 million this fiscal year—deliver separate construction-related economic benefits. Direct economic impacts attributable to the Emory system thus total about \$2.45 billion.

But Emory's economic role in metro Atlanta goes beyond direct spending and employment as money cycles through the local economy and when one factors in Emory's construction activity. Measured broadly, indirect activity totals as much as \$1.75 billion, making Emory's contribution annually to the local economy total an impressive \$4.2 billion.



Michael Vergason Landscape Architects



Above is the current main entrance to campus on Dowman Drive, and to the left is how the entrance could look following the summer 2006 construction of the roundabout in Emory Village. Dowman will be converted into a one-way, entrance-only passage way, with the historic Haygood-Hopkins Gate restored to its place as the signature entryway to Emory, complete with the familiar red-brick pavement of the University's pedestrian thoroughfares.

Campus Master Plan 2005 Update. Realizing that existing older facilities limit the opportunity for system development of health care delivery, the Woodruff Health Sciences Center created a new "Vision 2012." Its core concept is to relocate and grow all health care delivery systems on the east side of Clifton Road. Emory Hospital, The Emory Clinic and some related research components would be relocated and consolidated into one well-organized facility on the site of the present clinic buildings.

Reflecting the notion that 21st century health care will more closely integrate research, teaching and patient care, the concept of "translational health-care" is leading to new approaches in the ways in which patient services are delivered. Emory's concept is an integrated facility organized around Centers of Excellence, with associated research functions co-located around a state-of-the-art diagnosis and treatment chassis, topped with a 700-bed hospital.

Various studies have informed a proposed phasing concept that first relocates The Emory Clinic operation, with associated research to create Centers of Excellence. Following this, construction of the diagnosis and treatment chassis and hospital would rise on the site. This complex design must accommodate potential growth, including new Centers and hospital beds.

The complexity and scale of the Clifton Road Redevelopment Project presents significant challenges. These include context-sensitive urban design and transportation. Further studies under way in 2005-06 are examining program feasibility, site constraints, transportation, circulation, parking and service delivery components, as well as financial models. These analyses may have implications for changed traffic patterns on Clifton Road and Haygood/Ridgewood Roads and are also tied to the upcoming replacement of the bridge over the CSX tracks, where realignment of Clifton also is being studied. The size and scale of the Clifton Road Redevelopment Project regarding health care services will require improvement and expansion in automobile access to the health care services operations.

In addition to providing the opportunity for a 21st century health care facility, relocating Emory Hospital to the site across Clifton Road now occupied by Emory Clinic buildings would allow the existing hospital site to accommodate expansion of the University's academic facilities for decades to come.

Rollins School of Public Health expansion: The internationally recognized Rollins school continues to expand its research and teaching base. Taking advantage of the school's Clifton Road location near the CDC, the 2005 update identifies the building site for a large expansion project. This project includes the development of new collaborative research opportunities with the School of Medicine for international initiatives.

The footprint for the new building will be created by the relocation of existing mechanical cooling towers and the Rollins Way entrance from Houston Mill Road. Bridging at upper levels will provide connectivity to the existing public health building, the Rollins Research Building and the Michael Street parking deck. Rework at grade level of the existing building base definition of the Rollins School will open the area up to a human scale. Also it will provide a clear pedestrian and visual connection to the bridge over the railroad tracks connecting to core campus areas.

New Yerkes research building: The site planning for the Neurosciences Research Building, completed in 2004, accommodated another building location and increased parking. The success of Yerkes predicts that this new research building will happen sooner than later.

Transportation, Parking and Infrastructure

Transportation: Making campus roadways more efficient is a vital part of the 2005 update. The rework of the Dowman Drive intersection at N. Decatur Road into a roundabout through the efforts of DeKalb County and the Alliance to Improve Emory Village will significantly change the current entrance to campus. Dowman Drive will become one way in through the original Emory Gate, and existing parking on Dowman between South Kilgo and Fishburne Road will be removed, re-establishing the historic experience of passing through Baker Woods onto campus.

Extending the pedestrian campus by relocating two portions of key campus roadway not only will assist in way-finding, but also will provide an opportunity to route shuttles around the pedestrian core of campus and facilitate removing them from the pedestrian portion of Asbury Circle.

Another aspect of the Campus Master Plan 2005 Update is to remove street parking from Fraternity Row and build new bicycle lanes and sidewalks along the road. These bike lanes would ultimately provide linkage via Peavine Creek Drive and Starvine Way to the edges of campus, where they could join proposed new DeKalb County initiatives for bike paths.

Parking: Parking inventory on the west side of Clifton Road will remain in balance. The new parking deck behind B. Jones will offset surface parking removed from Dowman Drive and other campus locations.

In summer 2007, CHOA will open a new deck on the east side of Clifton Road that in turn frees more available parking in the Michael Street and Clairmont decks. This will help offset DeKalb County parking requirements for planned new construction. Other traffic demand management measures will be adopted to make up the parking difference.

Parking requirements east of Clifton Road will be determined as part of the Clifton Road Redevelopment Project feasibility study. Conceptually, some or all of the existing Emory parking decks in the area (Lowergate, Lowergate South, Scarborough and the Steel Deck) may be demolished and replaced with underground parking, much like the current CHOA project.

Infrastructure: Feasibility studies for each new capital building project include an assessment of utility capacity connections. The Emory Infrastructure Master Plan will identify capacity concerns as well as energy needs for heating, cooling and electricity for the next 15 years of construction. The campus plan will need to site new cooling plants required for any additional capital construction; existing cooling plants and cooling towers have little additional capacity. A campus Storm Water Management Plan also will be completed.

Conclusion

Emory's vision is to make the world better for our children's children; that vision begins with maximizing our physical space. The Campus Master Plan 2005 Update continues the strong principles adopted in 1998 that are re-knitting the University's designed and natural settings and shaping a campus that encourages interaction among students and faculty and that welcomes visitors. The 2005 Update is also a demonstration of Emory's continuing commitment to support the integrity of adjoining neighborhoods. The 2005 Update thoughtfully accommodates growth without having to expand the land territory of the campus. Using proven design considerations of smart growth and environmental sustainability, Emory can achieve the quality of place worthy of a destination university.

Acknowledgements and Credits

Be sure to continue reading *Emory Report* for updates concerning the Campus Master Plan; the Nov. 28 issue will contain an article exploring implementation, funding and time lines. For the full master plan, visit www.emory.edu/campus_plan.cfm.

The Master Plan Steering Committee includes:

- Mike Mandl, executive vice president for finance and administration
- Michael Johns, executive vice president for health affairs
- Earl Lewis, provost and executive vice president for academic affairs
- John Fox, president and CEO, Emory Healthcare
- Rosemary Magee, vice president and secretary of the University
- John Ford, senior vice president and dean of campus life
- Bob Hascall, vice president for campus services
- Betty Willis, senior associate vice president for governmental and community affairs
- Jen Fabrick, university architect

Text for this report is courtesy of Ayers/Saint/Gross Architects & Planners and Mary Means & Associates Inc. Unless otherwise noted, images are courtesy of Emory University Campus Planning, a department of Campus Services.

PERFORMINGARTS

Fall dance concert unfolds in Schwartz Center, Nov. 17–19

BY ANNA LEO

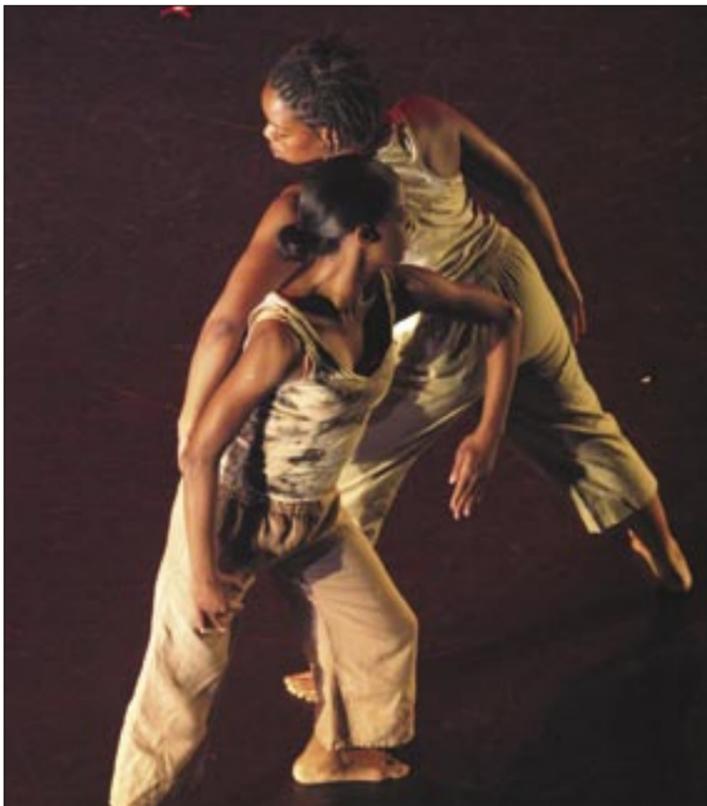
When the Emory Dance Company's fall concert, "Contemporary Dance Unfolding," takes the Schwartz Center spotlight Nov. 17–19, it will feature four new works, including one by Brian Reeder from the American Ballet Theater and one by Atlanta-based artist Celeste Miller. Rounding out the program are two restaged works from the recent faculty concert.

Brian Reeder's contemporary ballet for 11 dancers, titled "Waiting, Just Waiting," is set to music by Ravel. The work explores the human experience of waiting for someone or something that may or may not arrive. Reeder, who has danced with the New York City Ballet, American Ballet Theater and Ballet Frankfurt, now choreographs for the American Ballet Theater Studio Company. Reeder completed a residency this fall with the Emory Dance Program, during which he constructed the new work, taught classes and spoke at events about his career.

Miller's choreographic work has hinged on her ability to combine movement with text and to draw on the authentic movement of the performers with whom she is working. Her work for the Emory Dance Company's Fall Concert, 12 Epiphanies, 1,848 Revolutions & 77 Ways to Save Ourselves, is the beginning of a multiyear project.

"The idea for the piece came about when I heard the story of 'The Pearl,' a 52-foot schooner that was chartered by a group of 77 free and enslaved blacks in 1848 in Washington," she said. "My imagination was stung with the courage and determination of these people. I asked myself, 'What are the ways that we save ourselves? What epiphany do we have that we take action to change our lives?'"

Emory dance faculty members Sheri Latham and Lori



Students Kathryn Tapper (front) and Shijuade Kadree are two of the dancers featured in "Contemporary Dance Unfolding," the Emory Dance Program's fall concert, Nov. 17–19 at the Schwartz Center.

Teague also created new works for the company, each in her own genre. Latham continues to explore her interest in using the classical ballet vocabulary in new ways; though her duet for two women will be performed en pointe (toe shoes), she has asked the dancers to explore the broader range of movement that reaches outside the boundaries of the academy. Latham is collaborating with Emory graduate and media expert Stig Rasmussen to create this multimedia piece, which incorporates video.

Teague is premiering a section of a larger work titled "Doors That Open." Staged for eight dancers, it frames individuals who have metaphorically knocked down doors, allowing or creating possibilities for others. Klimchak, longtime collaborator with both the Emory Dance Program and Theater Emory, is composing a score for Teague's work that will be partnered with dialogue.

there was quite a bit of dialogue, as thoughtful questions filled the second half of the talk.

Undergraduate student Jamar Brown asked, because of the administration's recent focus on the business side of the university (opening a comprehensive campaign and hiring a new vice president for marketing), whether it had lost sight of its place as an institution of higher learning and if students were getting "the short end of the stick."

Lewis spoke of the "dynamic tension" of working at an academic institution that also has a \$2.4 billion operating budget. "We are a major university that is also a major business, and we need to be responsible stewards of that," he said.

He also answered questions about how to connect with communities off-campus: "We need

Dance faculty members George Staib and Anna Leo are restaging works that premiered as part of the September faculty concert. Staib resets his "Gargoyles" to choral music by Handel, visualizing the baroque music and "finding humor within the labored and meaning amidst the frivolity," Staib said.

Leo restages her solo "Sun Dial," which uses sound, light and movement to abstractly trace the course of a day. Music for the piece was created by Steve Everett, associate professor of music, and the dance will be performed by student Jessica Moore.

Performances are Nov. 17–19 at 8 p.m., with a matinee on Nov. 19 at 2 p.m., in the Schwartz Center Dance Studio. For more information or to purchase tickets (\$8, general admission; \$6, discount groups/students), call 404-727-5050 or visit www.arts.emory.edu.

to do a better job explaining to people where we are and what we are doing," he said. "We need to make sure we are good neighbors and make it easier for people to see and understand what this place is."

He discussed plans for an institute for policy studies that would bring international scholars to campus to help solve real-world problems, and also discussed the complications of internationalization, mentioning there has been some discussion about raising Emory's international-student rate to above 10 percent in the next decade.

"But would that be with our current student population, or would we increase the number of students on campus?" he said. "What would be the social implications?"

INFO TECH from page 1

and AAIT, respectively. Last week the Emory community learned of one of the first service-oriented changes, when a Nov. 7 all-campus e-mail announced that EHC and University employees now can be found in a single electronic directory. Mendola called the change a "piece of low-hanging fruit" in improving IT service, as he said he was just as mystified as others who asked why Emory Healthcare staff often did not show up in searches of the Emory database.

Now anyone searching from an Emory connection can turn up individuals both from the University side and the health care side, though Mendola said that EHC personnel will be blocked to searches from non-Emory connections (if they wish, EHC employees may request to have their information available to all searches).

One of the bigger early initiatives of Mendola's tenure is an aggressive push to provide wireless service in all of Emory's residence halls (see column, page 11). This need became apparent, Mendola said, when he talked to incoming students (and their parents) moving into on-campus housing before fall semester.

"[Wireless] was something they considered basic at home, and they didn't like having to give it up when they arrived at Emory," he said. "If we're going to be a destination university for the best and brightest, this is something they'll expect. When those students are making a close decision between Emory and somewhere else, this could be a deciding factor."

Mendola said EHC also is making a big push into wireless, as the cost to install nodes has dropped by nearly 30 percent since August. "This is the beginning of a new era in wireless," he said. "We're very nimble at doing this now."

And another IT infrastructure project is the ongoing upgrade to Emory's core network—the IT "backbone" of campus—that began before Mendola arrived. By the end of the fiscal year, the University's core will be faster (10 gigabytes, or "as fast as you can get," Mendola said) and will be configured for greater reliabil-

ity. Demand is not as great to upgrade Emory's connection to Internet2 (I2), the national network specifically serving research institutions, but should that demand emerge, Mendola said, the I2 connection could be beefed up to the level the core network very quickly.

"There will be big pipes [in the core network], and they will stay up nearly all the time," he said.

Finally—and in what might be the change that has the greatest lasting impact—Mendola is setting up a transparent, University-wide structure for IT decisions that should leave no one wondering why one proposed IT project was supported and another was not. It will comprise several working groups, each specific to a particular function—finance, human resources, student services, research, etc.—that will make funding decisions on requests made pertaining to their areas. A University-wide steering team will oversee the process (though Mendola said it would spend most of its time working to ensure that the process is inclusive and functioning correctly, rather than making individual project decisions), and it all will start with a common template for proposals.

"Many IT organizations are criticized for being these big, black boxes: Where does the money go? And who's deciding?" Mendola said. "I want to be able to speak to those questions publicly, to be able to talk about requests, decisions and outcomes. There should be no doubt in people's minds about why we're doing these things and not others, and it largely will not be IT people making the decisions."

Each working group will be made up of 12–14 people, and Mendola said he is working within Emory's existing governance structure—Faculty Council, University Senate—to make the appointments.

"Things aren't going to change overnight," Mendola acknowledged. "But over time we'll create a culture of transparency, and we'll create a dialogue to help people put together better proposals. This is important, particularly now with the strategic plan—how else do we align IT with our strategic priorities?"

DIALOGUE from page 1

down, "you're not part of this group or that group," he said. "Everyone is together. There is a full embrace of community."

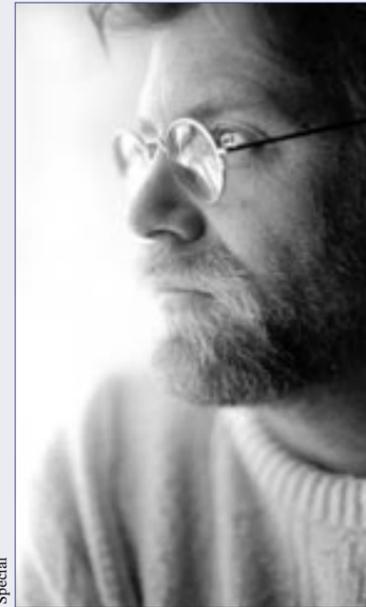
Lewis said that no one person can make the Emory community better. "The creation of community is the steady movement of individuals, one at a time, doing the right thing," he said.

Along those lines, he offered an update on the status of the creation of a vice-president-level position related to diversity he floated last year. A search committee to fill the position will be formed before the end of the month, with University Secretary Rosemary Magee at its helm, and the search itself will begin soon after.

Following Lewis' address,

Saunders to appear in Creative Writing Reading Series

Short-story writer and novelist George Saunders will appear on campus Nov. 14 & 15 as part of the Creative Writing Reading Series. Saunders, a finalist for the 1996 PEN/Hemingway Award and winner of two National Magazine Awards, will give a reading, Nov. 14 at 6:30 p.m. in Woodruff Library's Jones Room, and a colloquium the next day, Nov. 15, at 2:30 p.m. in the Callaway Center's Kemp-Malone Library. For information, call 404-727-4683.



Special

UNITYMONTH

Stanford professors to deliver Unity Month keynote address

BY CHANMI KIM

Talking Race Post-Katrina" is the topic of Unity Month's keynote presentation, to be held today, Nov. 14, at 7 p.m. in Gambrell Hall's Tull Auditorium. Stanford University's Lawrence Bobo, professor of sociology, and Marcyliena Morgan, associate professor of communication, will bring multidisciplinary perspectives to a discussion on race post Hurricane Katrina.

"[Their visit] is good timing as Emory is further developing the strategic plan and focusing on the theme of facing the human condition, which is inclusive of race and diversity," said Donna Wong, associate director of multicultural programs and services and Unity Month planning committee chair.

Bobo and Morgan, who are married, both taught at Harvard before joining Stanford's faculty last year. Although Bobo's faculty appointment is in sociology, his scope of knowledge encompasses much more: he focuses on the progress of racial integration, racial attitudes and relations, social psychology, and public opinion and political behavior.

He is the recipient of numerous awards including

the W.E.B. DuBois Medal for African and African American Research and the American Association for Public Opinion Research Outstanding Book Award (for *Racial Attitudes in America: Trends and Interpretations*, Harvard University Press, 1998), and is an elected member of the National Academy of Science.

He is currently doing research on race, crime and public opinion, and serves as the director of both the Center for Comparative Studies in Race and Ethnicity and the African and African American Studies program at Stanford.

Morgan's expertise is multidisciplinary as well. Her research centers around youth, gender, language, culture and identity, sociolinguistics, discourse and interaction. She has contributed to numerous publications and is the author of *Language, Discourse and Power in African American Culture* (Cambridge University Press, 2002) and editor of *Language and the Social Construction of Identity in Creole Situations* (CAAS Publications, 1994).

She is currently finishing a book on hip-hop culture entitled *The Real Hip-hop—Battling for Knowledge, Power and Respect in the Underground*. She also serves

as the executive director of Stanford's Hiphop Archive, and also founded the Hiphop Archive at the W.E.B. DuBois Institute at Harvard University.

"The Katrina incident has caused us to look at ourselves in terms of class," said Vera Rorie, director of the Office of Multicultural Programs and Services. "That group of people who couldn't get out when Katrina hit really says something about us as a country.

"We lead a lifestyle that some of these victims cannot imagine," Rorie continued. "We're actually two different worlds in America. There is a divide between races."

Bobo and Morgan's speech is not the only race dialogue remaining in this year's Unity Celebration month. A panel discussion on "Affirmative Action from a Minority Perspective: Is It Fair?" will be held tomorrow, Nov. 15, at 7 p.m. in the Dobbs Center's Winship Ballroom, and a "Forum on the Refugees' Experience" hosted by the student group Racial and Cultural Education Source (RACES) on Nov. 17 at 7 p.m. in Winship Ballroom. For information on events for the remainder of Unity Month, visit www.emory.edu/MULTICULTURAL/UNITYMONTH/.

FOCUS: INFORMATION TECHNOLOGY

Emory residence halls get 'unplugged' for 2006

Only a few years ago high-speed network connections were considered a luxury; today they are a necessity, particularly for colleges and universities. Now, wireless technology is undergoing a similar revolution, and Emory is dedicated to providing a unified, secure and easy-to-use wireless fidelity (Wi-Fi) network for its students, faculty and staff.

With wireless access high on the list of students' expectations when they come to Emory, a plan to fast-track the service is bringing Wi-Fi to residence halls and theme houses on the main campus, the undergraduate and graduate residential centers on the Clairmont Campus, Turner Village, and the fraternity houses. Sororities will be wireless in their new building by August 2006.

Devices such as laptops, desktop computers and PDAs connect to local networks wirelessly via radio signals when those devices are within the range of network access points (APs). To do so requires computers or other devices with built-in Wi-Fi technology or a Wi-Fi network card.

Building on a network of more than 280 access points in 40 buildings and outdoor sites, the new initiative of Network Communications (NetCom), Academic and Administrative Information Technology (AAIT, formerly ITD) and Housing, with executive sponsorship from Richard Mendola, vice president for information technology and CIO, will more than double the number of APs and cover more than 46 additional buildings and sites.

The project began in September, and installation now is in full swing. Multiple crews will work throughout the fall term and, to lessen the impact on students, work doesn't begin each day until 9 a.m. and will be halted the weeks before and during finals. As installation in each building is completed, access will be enabled for that building.

The goal is to have wireless available at the above sites by the start of spring term. While a few may not be fully functional, all work is scheduled to be completed by the end of January 2006.

Even as the service is being installed, students are demonstrating their hunger for it.

"Three users were logged in and using the system less than 10 minutes after activating just some of the APs," said Stan Brooks, an engineer for NetCom. "I checked the system [at the Dobbs residence hall] on Saturday evening and found 20 users authenticated and on the network at 10 p.m.—Halloween weekend! Students are finding and using the wireless network almost as soon as we get the APs active. It's a beautiful thing."

Wireless security is a major concern. Emory's wireless implementation requires students to log on to the system and then encrypts all wireless traffic. The new and preferred method for secure access is WPA (Wi-Fi Protected Access), which allows users to set up their credentials once and then automatically connects them to the wireless network whenever they turn on their computers. Instructions for setting up WPA are posted at <http://it.emory.edu/wireless>.

The other option for secure wireless access is to use Emory's Virtual Private Network (VPN). The VPN also provides a secure mode of wireless access but requires users to log on each time they access the wireless network, which is less convenient. Both functions help ensure that personal and proprietary data transmitted through Emory's wireless network is kept secure and protected from unauthorized eavesdropping.

To accommodate wireless access for campus visitors, a limited guest-access function went live in mid-October. This method of access is not encrypted, is limited to Internet sites outside Emory's firewalls, and has a limited amount of bandwidth.

"The residence hall implementation marks the beginning of a new chapter in wireless access at Emory," Mendola said. "It's one of a number of new initiatives that we'll be focusing on this year. Working together with our partner organizations across the Emory community, we plan to deliver a number of new or enhanced services that will make the IT experience of our students, faculty and staff better than ever."

More information is available at www.emory.edu/netcom/OurServices/wirelessindex.htm.

UNIVERSITY GOVERNANCE

PCORE hears revised version of discriminatory harassment policy

To open the President's Commission on Race and Ethnicity's (PCORE) Nov. 7 meeting, held in 400 Administration, Chair Donna Wong introduced Amy Adelman, from the Office of the General Counsel, and Gloria Weaver, associate director of Equal Opportunity Programs, who presented Emory's recently revised discriminatory harassment policy to PCORE members.

The two described changes made to the policy; one significant change is that there are no longer two different policies for employees and students. "I am excited that there are now examples of harassment listed in the policy, along with a three-part resolution process," Weaver said. "The resolution process does not have to be followed as it is listed, but there are options given to help people address a situation."

Adelman stressed the policy keeps claims as confidential as possible but, during the investigation process, it would probably become apparent who made the claim. She also said there remain issues specific to faculty in the policy; faculty may request a panel review from the Office of the Provost, for instance.

Adelman said she, Weaver and Del King, senior director of human resources, are taking the policy on a "road show" and speaking to campus groups to educate them and the rest of the Emory community on the new policy.

Wong reminded the group that the professional development fund is now accepting applications. Applications and criteria for award selection are available on PCORE's website (www.pcore.emory.edu), and the application deadline is Nov. 21; for additional information, contact Vanda Hudson at vhudson2@sph.emory.edu.

Faculty concerns chair Hillary Ford said she held the first of a series of luncheons with Latino faculty to hear their experiences, and soon will meet with African American faculty.

Wong informed the group that the data from the CLASS student survey presented at the last meeting was available for PCORE to review and analyze.

The next PCORE meeting will be held Dec. 5 at 3 p.m. in 400 Administration. The guest speaker will be Pat Marsteller, director of the Emory College Center for Science Education, who will talk about diversity in the sciences.

—Katherine Baust Lukens

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

Stan Brooks is a radio-frequency engineer for Network Communications.

Donna Price is coordinator of communications and marketing services for the Office of the Vice President for Information Technology and CIO.

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

Events for the Emory Community

PERFORMING ARTS

MONDAY, NOV. 14**Concert**

"The Four Seasons by Antonio Vivaldi." John Holloway, violin, and New Trinity Baroque Orchestra, performing. 8 p.m. Williams Hall (Oxford). Free. 770-784-8888.

THURSDAY, NOV. 17**Film**

"La Desazón Suprema: Retrato Incesante de Fernando Vallejo." Luis Ospina, director. 6 p.m. 103 White Hall. Free. 404-727-6434.

Theater

King Lear. Tim McDonough, directing. 7 p.m. Mary Gray Monroe Theater, Dobbs Center. \$15; \$12, discount groups; \$6, students. 404-712-9118.

Dance

Emory Dance Company, performing. 8 p.m. Dance Studio, Schwartz Center. \$8. 404-727-5050.

Concert

"Early Masterworks." Emory Early Music Ensemble, performing. Jody Miller, conducting. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

FRIDAY, NOV. 18**Theater**

King Lear. Tim McDonough, directing. 7 p.m. Mary Gray Monroe Theater, Dobbs Center. \$15; \$12, discount groups; \$6, students. 404-712-9118.

Persian Music Concert

Reza Sohrabi, performing. 8 p.m. 208 White Hall. Free. 404-727-4625.

Concert

Georgia Sea Island Singers, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. \$10; \$5, discount groups; free, students. 404-727-5050.

Dance

Emory Dance Company, performing. 8 p.m. Dance Studio, Schwartz Center. \$8. 404-727-5050.

SATURDAY, NOV. 19**Dance**

Emory Dance Company, performing. 2 p.m. Dance Studio, Schwartz Center. \$8. 404-727-5050.

Also at 8 p.m.

Theater

King Lear. Tim McDonough, directing. 2 p.m. Mary Gray Monroe Theater, Dobbs Center. \$15; \$12, discount groups; \$6, students. 404-712-9118.

Also at 8 p.m.

Concert

Emory Chamber Music Society of Atlanta and Vega String Quartet, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

SUNDAY, NOV. 20**Concert**

Emory University Concerto and Aria Competition. 1 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

Theater

King Lear. Tim McDonough, directing. 2 p.m. Mary Gray Monroe Theater, Dobbs Center. \$15; \$12, discount groups; \$6, students. 404-712-9118.

Concert

Emory Mastersingers, performing. 4 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

VISUAL ARTS

Visual Arts**Gallery Exhibit**

"Rethinking Tradition: Three Contemporary Tibetan Artists in the West." Visual Arts Building Gallery. Free. 404-727-6315.

Through Dec. 3.

Carlos Museum Exhibit

"Excavating Egypt: Great Discoveries from the Petrie Museum of Egyptian Archaeology." Third-floor Galleries, Carlos Museum. \$7 suggested donation. 404-727-4282.

Through Nov. 27.

MARBL Exhibit

"Fixed Stars Govern a Life": An Exhibition To Celebrate the Fifth International Ted Hughes Conference." Woodruff Manuscript, Archives & Rare Book Library (MARBL). Free. 404-727-6887.

Through Nov. 30.

Special Collections Exhibit

"The Augsburg Confession." Durham Reading Room, Pitts Theology Library. Free. 404-727-1218.

Through Jan. 15.

Carlos Museum Exhibit

"The New Galleries of Greek & Roman Art." First-floor Galleries, Carlos Museum. \$7 suggested donation. 404-727-4282.

LECTURES

MONDAY, NOV. 14**Law Lecture**

"What Does It Mean To Be Human? Creating Human-Nonhuman Chimeras." 4 p.m. 170 Urban Life Building, Georgia State University. Free. 404-727-1179.

Women's Studies**Lecture**

"The Dissenting Feminist Voice in Global Publishing." Ritu Menon, Halle Fellow, presenting. 4:15 p.m. 207 White Hall. Free. 404-727-7504.

Unity Month**Keynote Lecture**

"Talking Race Post-Katrina." Lawrence Bobo and Marcylia Morgan, Stanford University, presenting. 7 p.m. Tull Auditorium, Gambrell Hall. Free. 404-727-6754.

TUESDAY, NOV. 15**Food for Thought Lecture**

"Using Venetian Seed Beads in African Body Art." Jessica Stephenson, Carlos Museum, presenting. Noon. Reception Hall, Carlos Museum. Free. 404-727-4291.

Latin American**Studies Lecture**

Patricia Richards, University of Georgia, presenting. 1 p.m. 103 White Hall. Free. 404-727-6562.

WEDNESDAY, NOV. 16**Women's Health Lecture**

"The X-Files of Women's Health: Everything You Ever Wanted to Know, But Were Afraid to Ask." Joyce King, nursing, presenting. Noon. Meeting Room #6, Cox Hall. Free. 404-727-2000.

THURSDAY, NOV. 17**Scientific Medical Lecture**

"Esophageal Cancer." Mutinhima Moyo, surgery, presenting. 7 a.m. Emory Hospital Auditorium. Free. 404-712-2196.

Physiology Lecture

"PKC regulation of the Renal Electrogenic Na/HCO₃ Cotransporter (NBC1) Expressed in Xenopus Oocytes." Irina Grichtchenko, University of Colorado, presenting. 9 a.m. 600 Whitehead Building. Free. 404-727-7401.

Center for Ethics Lecture

"Theological Perspectives on Health Care and Ethical Decision Making." Analia Bortz, Y. Khalid Siddiq and Al-farooq Masjid, presenting. 3:30 p.m. 864 Rollins School of Public Health. Free. 404-727-5048.

Health, Culture and Society Lecture

"Sexual Stories: Mary Calderone and the Personal Politics of Sex Education." Ellen More, University of Massachusetts Medical School, presenting. 4 p.m. 860 Rollins School of Public Health. Free. 404-727-8686.

Environmental**Studies Lecture**

"Ecology of the Origin and Evolution of Flowering Plants." David Dilcher, University of Florida, presenting. 4 p.m. N306 Math & Science Center. Free. 404-727-9504.

Art History Lecture

"Poseidon's Nudity and the Iconography of the Parthenon's West Pediment: New Evidence." Peter Schultz, Concordia College, presenting. 5 p.m. Reception Hall, Carlos Museum. Free. 404-727-6701.

African American Studies Lecture

"Imaging Black Culture." Deborah Willis, New York University, presenting. 6 p.m. 207 White Hall. Free. 404-727-6847.

Women's Studies Lecture

"Doing Peace: Women's Activism in South Asia." Ritu Menon, Halle Fellow, presenting. 7 p.m. 205 White Hall. Free. 404-727-7504.

FRIDAY, NOV. 18**Scientific Medical Lecture**

"Neuro-Ophthalmology Cases." Nancy Newman, neurology; Valerie Biousse, neurology and ophthalmology; and Cyrus Stone, ophthalmology, presenting. 8 a.m. Emory Hospital Auditorium. Free. 404-727-5004.

History Lecture

"Living Blood Poured Out: Themes in Late Medieval Blood Piety." Caroline Bynum, presenting. 4 p.m. 200 White Hall. Free. 404-727-8362.

RELIGION

TUESDAYS**Taize Worship Service**

4:45 p.m. Cannon Chapel. Free. 404-727-6225.

WEDNESDAY, NOV. 16**Worship Service**

"Service of Word." William Willimon, preaching. 11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6153.

SUNDAY, NOV. 20**University Worship**

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

SPECIAL

TUESDAY, NOV. 15**SPSS Training**

8 a.m. SITE Training Room, 1525 Clifton Road. \$175. 404-727-5132.

Library Tour

1 p.m. Security Desk, Woodruff Library. Free. 404-727-1153.

Wireless Clinic Workshop

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

Government Documents Workshop

4 p.m. 310 Woodruff Library. Free. 404-727-6863.

WEDNESDAY, NOV. 16**Evening MBA****Lunch and Learn**

Noon. W320 Business School. Free. 404-727-8124.

Bibliography Workshop

2 p.m. 310 Woodruff Library. Free. 404-727-0147.

Internet Workshop

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

Poetry Reading/**Book Signing**

Conor O'Callaghan, author of *Fiction*, presenting. 6 p.m. Jones Room, Woodruff Library. Free. 404-727-7620.

THURSDAY, NOV. 17**EndNote Introduction**

10 a.m. 310 Woodruff Library. Free. 404-727-6863.

Center for Ethics Event

"The Ethics of Health Care for an Aging Population." 10 a.m. Lenbrook Square, Buckhead. \$65; \$125. 404-727-1476.

Carter Library Lecture

"First Lady from Plains." Rosalynn Carter, presenting. 7 p.m. Day Chapel, Carter Center. Free. 404-420-3804.

SATURDAY, NOV. 19**Panel Discussion**

"Everything a Woman Should Know About Her Financial Future." Linda Kuryloski, Cynthia Lynn, Rebecca Godbey, Mary Anne Walser and Stephanie Friese, presenting. 9 a.m. Governor's Hall, Miller-Ward Alumni House. \$35. 404-727-2001.

Unity Ball

10 p.m. Silverbell Pavillion, Emory Conference Center. \$10. 404-727-6754.

***Please recycle this newspaper.

For sports information, visit www.go.emory.edu.

To submit an entry for the *Emory Report* calendar, enter your event on the University's web events calendar, Events@Emory, which is located at <http://events.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.