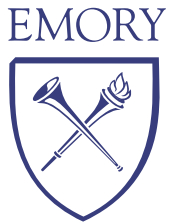


# Emory Report



October 3, 2005 / volume 58, number 6

www.emory.edu/EMORY\_REPORT



Kay Hinton

Ben Johnson III (third from left), chair of the Board of Trustees, joined the family of Roberto Goizueta—his widow, Olga (far right), and their children, Javier and Olga—for the ribbon cutting that dedicated the new, \$33.4 million Goizueta Foundation Center for Research and Doctoral Education, Wednesday, Sept. 28. The center, which is connected to the main business building by a footbridge, will house Goizueta's 3-year-old doctoral program, Executive MBA and Modular Executive MBA programs, faculty offices and other amenities. Chief among those is a fifth-floor balcony with a sparkling view.

## BUSINESSSCHOOL

### Grand campus debut for new Ph.D center

BY ERIC RANGUS

The location of the main stage—directly underneath the bridge between the Goizueta Business School building and its new addition—was as symbolic as it was convenient.

That bridge not only shaded the stage on a hot day but it also connects the Goizueta Business School's past and present (the 1997 main building) with its future: the brand-new, five-story Goizueta Foundation Center for Research and Doctoral Education, which was dedicated Wednesday, Sept. 28.

The center will serve as the touchstone for the business school's growing commitment to research. A big part of that is Goizueta's 3-year-old Ph.D. program, which will graduate its first class in the spring and now has a permanent new home.

"This location is both a gateway to and a crossroads

within the campus," said President Jim Wagner, noting its proximity to the School of Law, Emory's health care centers and the Quadrangle, as well as its spot at the corner of Clifton Road and Fishburne Drive, one of the prime entries to campus. "There is a literal convergence of energy in this place."

"It's not the structure itself that's most important," said student speaker Gerald Kane, a 1998 graduate of the Candler School of Theology and one of the 11 initial members of Goizueta's doctoral program. "It's the anticipation of what will go on inside these walls."

The 83,000-square-foot center was completed in about 17 months for \$33.4 million (\$12 million of that came from a challenge grant provided by the Goizueta Foundation). It will house the business school's doctoral program, Executive

See **GOIZUETA** on page 5

## CARTERCENTER

### Carter Town Hall addresses global poverty

BY KATHERINE BAUST LUKENS

Former President Jimmy Carter addressed Emory freshmen at his 23rd annual Town Hall on Wednesday, Sept. 21. The evening's tone ranged from lighthearted to somber, evoking moments of laughter and conjuring up disturbing imagery of poverty and despair.

"The annual Carter Town Hall has become a fixture for the Emory community, to come and ask any question of the former president," Student Government Association President Amrit Dhir told the crowd gathered in the P.E. Center. "As President Carter never turns down a question, he has admitted he faces this town hall with some trepidation."

Emory President Jim Wagner took the podium next and promised to keep his introduction as short as possible in order to get "the man" onstage. "President Carter cares deeply enough about what is right to never hide his criticism," said Wagner.

Carter opened by telling the crowd that everyone at Emory is a part of The Carter Center, which is currently working in 65 nations (mostly in Africa). "As you have heard, I come with some trepidation, and I look forward to answering your questions ... I think," he joked.

The hour-long question and answer session began on a light note. The first question asked the amount of laps he could swim at once, to which he replied, "I usually swim one at a time." The second was if he missed peanut farming, to which he replied no, explaining, "I still farm peanuts today, and I hope that everyone at Emory eats lots of them."

On a more serious note, Carter was asked what the greatest threat facing our country is and if the administration is addressing it. "The answer to the second part is no," Carter replied emphatically, which invoked loud applause from the audience. He continued in his critique. "The first part is the growing chasm between the rich and the poor. In Mali, 90 percent of the population lives on less than \$2 per day and 70 percent live on less than \$1 per day. The despair in which they live is very profound."

Carter then asked the crowd to imagine life on less than \$2 per day. "At the recent G8 Conference, the United States was the only nation that refused to increase the current government expenditure for foreign aid of \$0.16 per \$100 of our national income to \$0.40 per \$100. I think if you asked any American if they would be willing to make that increase, they would say 'yes,' but the adminis-



Kay Hinton

Former President Jimmy Carter was thumbs-up and full steam ahead for his annual town hall meeting with Emory's freshmen, held Sept. 21 in the P.E. Center. Student Government Association President Amrit Dhir opened the event, followed by President Jim Wagner, who introduced Carter to the expectant crowd.

tration says 'no.'"

Another question was asked regarding his own aspirations for the future of The Carter Center. "This question has been weighing increasingly on my mind since passing age 80," Carter said. "My hope is that The Carter Center will survive and its influence increase, and I set goals to ensure that." Among those goals were forming an alliance between the center and Emory, building a \$250 million endowment, and creating an alignment between

the center and democratically elected world leaders.

Carter was asked to share an unforgettable memory with the audience. He shared two. He began with a first-hand account of witnessing Guinea worm disease, which is ingested as larvae in contaminated water. The worm grows in the human abdomen up to three feet in length before painfully emerging from the body, a process that can take up to

See **TOWN HALL** on page 6

## CAMPUSNEWS

### New VPs hired for HR, marketing

BY MICHAEL TERRAZAS

Last week Emory filled two important senior administrative positions, as Peter Barnes and Ellen Dracos Lemming were announced as the University's new vice presidents for human resources and marketing, respectively. Both appointments are pending approval by the Board of Trustees.

Barnes, who takes over Human Resources following the departure of longtime HR vice president Alice Miller earlier this calendar year, comes to Emory from the University of North Carolina-Chapel Hill, where he serves as senior vice president and director of human resources of the UNC Health Care System, and also as compliance co-officer and director of graduate medical education for UNC Hospitals. His appointment is effective Dec. 1.

"I am delighted that Peter Barnes has accepted our offer and pleased to welcome him to Emory," said Executive Vice President for Finance and Administration Mike Mandl, under whose operational umbrella Barnes will serve. "[At UNC] he serves contemporaneously in three executive-level roles, demonstrating his understand-

See **NEW VPS** on page 4



## AROUNDCAMPUS

## Panel to outline teaching center successes

"Incorporating the Needs of Schools in a Teaching and Learning Center" is a panel discussion, slated for Wednesday, Oct. 5, at 4 p.m. in the Carlos Museum Reception Hall, that will feature two teaching center directors and two faculty members discussing how pedagogical needs are addressed in a university-wide teaching and learning center.

Sponsored by the University Advisory Council on Teaching (UACT), the panel will include faculty from Stanford University (Ronald Barrett, assistant professor of anthropological sciences) and the University of Michigan (Ifeoma Nwankwo, assistant professor in the Center for African American Studies and the Department of English) as well as Constance Cook, director of the Center for Research on Teaching and Learning (CRLT) at Michigan, and Michele Marinovich, associate vice provost and director of the Center for Teaching and Learning at Stanford.

The directors will outline the frameworks for teaching centers and give examples of successful programming. The two faculty members will discuss how they have utilized their respective teaching centers and how such centers can serve as resources for teachers at all levels.

**ER on Fall Break**  
Emory Report will not publish on Monday, Oct. 10, in observance of Fall Break. ER will resume publication on Monday, Oct. 17. For more information, call 404-727-0645.

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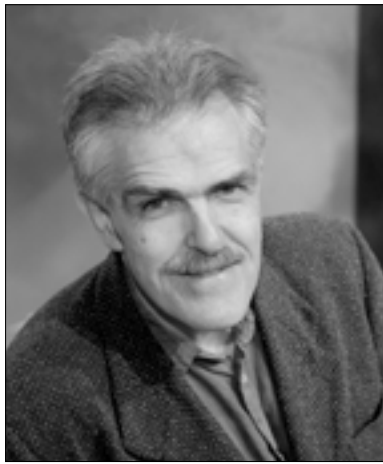
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## FIRSTPERSON TIM MCDONOUGH

## Katrina and King Lear



Tim McDonough is associate professor of theater studies.

One of the folk tales underlying Shakespeare's *King Lear* tells of an elderly king whose clothes are stolen while he is bathing in a river. When he seeks help, no one will believe that this naked old codger is the king. Forced to live among the less fortunate of his realm, the king learns firsthand about needs and deprivations to which he had been blind. When he is restored to the throne, his reign is transformed by his mindfulness of those formerly neglected.

Eighty-year-old King Lear is forced by his own folly and by the ingratitude of his daughters (who probably have little to be grateful for in such a tyrannical father) to wander with his Fool on the barren moors of Britain in a ferocious storm. A faithful servant finds him and leads him to the shelter of an open shed. At first Lear resists going in; the storm that has soaked and battered him gives him some relief from the tempest in his mind—he is slipping into a madness that will, ironically, produce many a sane insight.

Lear agrees to go into the shed only when he sees that his frightened and bedraggled Fool is shivering. "In, boy," he says to the Fool, "go first, you houseless poverty." Lear stops in his tracks; it has just occurred to him that the poor have no protection from cataclysms such as this storm. Lear's moment of empathy, so uncharacteristic of a man whose horizons had been limited by growing up in a palace, is the turning point in his life. It is never too late. Lear commands the others to go in and kneels.

*Poor naked wretches, wheresoe'er thou art, That bide the pelting of this pitiless storm, How shall your houseless heads, your unfed sides, Your looped and windowed raggedness, defend you From seasons such as this?*

When Lear goes into the shed, he encounters Poor Tom, a mad beggar clothed in little more than a blanket. As in the folk tale, the king's eyes are opened, and he now sees clearly that to which he had been blind: the existence and the dire straits of the wretched of the earth, from whom so many of us avert our eyes. Lear proceeds to learn

what he should have known—or what he knew but refused to admit.

As it happens, I am preparing to direct rehearsals of *King Lear*, which Theater Emory is producing as part of its "March Through History" (*King Lear* runs Nov. 10–20). Part of my planning involved casting an ensemble of actors who, in addition to playing all the smaller roles, will play the wretches whom Lear imagines in his famous speech. Poor Tom—really a young nobleman who has been forced to hide among the destitute—needed, it seemed to me, a populated world into which he could disappear.

So when Lear enters the shed in the November production, he will find not one but eight bodies taking shelter, and he will speak the "poor naked wretches" speech as he sees them in the flesh. I have asked a student assistant to gather images of wretches throughout the world—victims of war, famine, natural disasters, genocide—so that the actors who will create these characters of Lear's imagination can bear witness to the existence of real wretchedness, a wretchedness that can reduce men to beasts. (*King Lear* is full of bestial imagery; it suggests that, underneath the furs and fancy gowns of many a lord and lady, there is a beast capable of acts we can barely stand to see.)

Anyone who has worked intensely on a piece of research or a creative project has experienced the serendipity of relevant material popping up out of the blue. En route to buy a cup of coffee, you spot a book that provides a new perspective. A headline states the issue you're working on in large, bold print, accompanied by a photo that gives your work a face. Songs on the radio and incidents on the street seem to talk to you about the work. I have always, sensibly, ascribed this phenomenon to selective attention.

But I was unprepared for the relevance of the recent pitiless storm and its consequences: poor wretches on the front page, on radio and television, on our own doorstep; shelters full of houseless heads and unfed sides and raggedness; stories of brutal events and bestial behavior. The reports of a student's intestines hanging out in a Toco Hills parking lot and of a group urinating on the porch of a frat house seemed part of the whole dismaying picture. We might well ask ourselves, along with Lear, as he stares at Poor Tom's naked, shivering body: *Is man no more than this?*

*Thou wert better in a grave than to answer with thy uncovered body this extremity of the skies.... Thou owest the worm no silk, the beast no hide, the sheep no whole, the cat no perfume.... [T]hou art the thing itself. Unaccommodated man is no more but such a poor, bare, forked animal as thou art.*

What follows these words is one of the most surprising and apt actions in all of Shakespeare: Lear starts tearing off his clothes. Like the king of the old folk tale, he needs to go "naked" for a while and join the ranks of the wretches. That is in fact what "mad" Lear does, and I am the more committed that Lear's new comrades should be visible in the upcoming production.

Meanwhile my wife, Janice Akers, who grew up riding with her physician uncle on house calls to Alabama's rural poor, has been making daily trips with every sort of necessity (not surprisingly, "necessity" and "need" are recurring words in *King Lear*) to Hosea Feed the Hungry in southwest Atlanta. I write this after a short shift helping the Salvation Army sort and ship food and toiletries to the Gulf Coast.

For me, this sort of active involvement is not usual behavior. I am always too busy with teaching, with rehearsals, with the usual overextension of theater folk. It has taken the pelting of a pitiless storm to make me feel what a recent poll indicates a great many Americans feel: shame—the very shame Lear feels at the suffering of poor naked wretches. It is the shame that so many of us feel right now that brings Lear to his knees:

*O, I have taken Too little care of this. Take physic, pomp, Expose thyself to feel what wretches feel, That thou mayest shake the superflux to them. And show the heavens more just.*

A few footnotes can help us appreciate the timeliness of this passage. Lear collectively addresses all who live in wealth and splendor—or Emory affluence and security—as "pomp" and, with the dark edge that will characterize his madness, suggests that we all take a laxative ("take physic") so as to purge ourselves of what we don't need—the "superflux" that could be so useful to those who have nothing.

We certainly don't need much of the food I boxed in the "snack" section of the Salvation Army warehouse: cookies, candies, potato chips, pretzels, crackers, jerkies, all the superfluous stuff we buy from vending machines. But maybe these snacks will give some solace to spirits and provide some filler for unfed sides.

I could sense my fellow volunteers had been grabbing packages out of their cupboards in a sincere effort to contribute to the thousands in need. Maybe sending them our superflux can show the heavens a little more just than Katrina. And maybe Katrina has opened our eyes.

## EMORYVOICES

If you had to evacuate Atlanta, where would you go?



I would go to California to my relatives because they work at the airport and my family could get an easy ticket out.

**Demeris Ogletree**  
building services  
Facilities Management



If we could head south, we'd go to my family's condo on Siesta Key, Fla. If we needed to head north, we'd head to Buffalo, N.Y., to stay with my parents, or to Washington and stay with my sister and her husband.

**Amy Comeau**  
director of communications  
Nursing School



Kentucky. It seems like a nice place with no water.

**Zavian Weems**  
security officer  
University Security



St. Louis. We have family there.

**Juliet Feibel**  
research associate  
Institute for Comparative and  
International Studies



Back home to North Carolina. I commute here to teach a class Tuesdays and Thursday, so it would be easy for me.

**Andrew Stern**  
graduate student-staff  
Religion



EMORYINTERVIEW BEN JOHNSON

# Governance Matters

The following interview, conducted by Vice President and University Secretary Rosemary Magee with Emory Board of Trustees (BOT) Chair Ben Johnson, begins an occasional series on the people and processes central to University governance. As Johnson notes, the university plays a unique cultural role as a place of reflection and leadership—a place where people tap into the wisdom of the past and use that knowledge as a bridge to the future.

Elected BOT chair in 2000, Johnson is managing partner in the law firm of Alston & Bird. A graduate of Emory College (1965) and Harvard Law School, he joined the board as an alumni trustee in 1995.

**Magee: How would you compare today's undergraduate experience with your own as an Emory student?**

**Johnson:** Obviously, now you've got a much more developed curriculum in just about every conceivable area. In addition, you have a much greater variety of teachers and perspectives and world views. I never had an African American professor. I don't think I had but one or two women professors. So it was a much narrower perspective.

While the classroom experience was important to me, what I learned outside of the classroom also really affected my life. Whether it was being on the debate team, or learning leadership skills in the context of a fraternity, or the Honor Council, or writing for the *[Emory] Wheel*. I was like a sponge that was put into this great reservoir of ideas.

**How did that experience influence you, in terms of your work and your wanting to become a trustee?**

My connection with Emory transcends the four years I was an undergraduate here because I grew up on the Emory campus. My father came to Emory as a freshman during the Depression. He was a law student and became a faculty member. I met my wife at Emory. I learned to swim in the Emory swimming pool. I would go to the Emory Museum and look at the mummies.

So Emory is one of those institutions where I felt like I had been given a lot. The notion that I would have the opportunity to play a role in such an important, revered institution seemed to be

the ultimate opportunity to do something satisfying to me and, hopefully, meaningful to other people.

**When you think or dream about what a great university looks like—especially what Emory looks like—what are the qualities that come to mind?**

There is—there *has* to be—a place of reflection and leadership that allows society to right itself, get its bearings and create a culture of “courageous leadership,” to use a phrase from the vision statement. When we talk about creating this culture, we're talking about values that are important for the survival of society—values like intellectual curiosity, openness, respect for the opinions of others, critical thinking, strategic thinking, and a willingness to be honest about and tackle problems that are obvious to everybody.

One of the historic figures I'm fascinated with is [landscape architect] Frederick Law Olmstead—along with the notion that you can plan landscape design you may never see. How do you imagine trees that will take 100 years to grow at the Biltmore Estate? How do you imagine what's going to happen in Central Park? Obviously, conditions can change, and people can degrade Druid Hills or Central Park or wherever—but if it's done *right*, it's less likely to be degraded.

I think the university is the ultimate monument to the finest aspirations of the human spirit; it's a combination of tapping into the wisdom of the past and using that as the bridge to the future. And you don't know what that future is, but you know, if it's not grounded in the wisdom of the past, it's not going to be as bright as it might otherwise be.

**What are the internal challenges that the University faces—the hard things that we need to come to terms with?**

First, I guess, is that everybody in the University understands what I've described as the unruly paradox of the university and buy into the notion. A lot of people deep down have a hard time with the notion of the unruly paradox.

A university by its very nature encourages curiosity, dissent, critical thinking. So the most successful university is the one that can tolerate the greatest amount of chaos and ferment, because that's what the university is all about.



Ann Borden

Emory Board of Trustees Chair Ben Johnson III has a long history with the University; he literally grew up on campus, as his father, Ben Johnson Jr., served as dean of the School of Law from 1961–72. Johnson himself graduated from Emory College in 1965 and has chaired the University's board since 2000, and he took time to offer his thoughts on higher education in general and Emory in particular.

## The unruly paradox

- A great university is a thing of unruly paradox.
- It is a place of tranquil reflection and a testing place and indeed a battleground of outrageous ideas.
- It requires stability, yet is a catalyst for change.
- It is a place where tradition is cherished and yet where tradition is questioned and challenged.
- It teaches respect for boundaries, yet encourages pushing those boundaries.
- It is a place where true believers face off with skeptics.
- It is a place where the most mature minds excite the most unformed minds.
- It is a place of self-conscious egalitarianism, yet a place of studied rank.
- It is a place deeply rooted in local soil, but reaching out to the whole universe.
- It is a place of profound religious aspiration, but one which opens its arms and minds to the full spectrum of religious experience.
- It is a place that preserves the antiquities of classical art, yet explores the limits of contemporary expression.
- It trains for the sacred as well as the secular.
- It gleans from the past to prepare for the future.
- Its mission is abstract and altruistic, yet it depends upon the continuing philanthropy of the marketplace.
- It is all these things and aspires to be all these things.
- The great university needs leadership that understands the unruliness of the paradox. It needs leadership that celebrates the unruliness of the paradox—and is committed to protecting the paradox even when it is most unruly.

*Written by Ben Johnson on the occasion of former Emory Board of Trustees Chair Brad Currey's stepping down from his chairship.*

**Do you ever feel tension between the idea of the university as an unruly paradox and being a trustee?**

The whole notion of academic freedom sounds great in the abstract, but there's always somebody out there saying something that makes somebody else feel uncomfortable—however the *purpose* of the university is to say things that make people feel uncomfortable. So the ultimate role of the Board of Trustees ought to be to understand the real soul of the university and its intellectual aspirations. And then protecting the university—being an advocate

for the values of the university.

**Given Emory's transformation and strategic plans for the upcoming decades, what plans, if any, do you see for the board?**

Emory's board is in large part a product of Emory's history, and today's board often looks something like the student body of 30 or 40 years ago. You're looking at somebody who started at Emory in 1961—that's 44 years ago.

What we've got to make sure is that we are future oriented. When the University talks about global aspirations and

being a global destination, the board must not only intellectually reflect that commitment, but appreciate and incorporate those aspirations in its own makeup.

**If you were to look back at your time as a trustee, what would you like to say you contributed to or accomplished?**

Understanding what the University really ought to be doing and making sure that Emory is at the forefront. And Emory, I think, is particularly well positioned and equipped to provide that leadership.



## FOCUS: INFORMATION TECHNOLOGY

## Emory IT changes in store

The start of a new academic year always brings much change, and from my vantage point as the new vice president for information technology, I'm fairly certain that the nature of my role is one change that has more questions than answers for most of the Emory community.

I'd like to take this opportunity to outline some of my highest priority items, so you can get a better understanding of my direction. This article should be considered a starting point, for if we are to be successful in our information technology (IT) endeavors, the specifics of any plan must arise from a two-way dialogue with Emory faculty, staff and students.

I officially started my new role on Sept. 1, but over the summer I tried to learn as much as possible about the IT issues at Emory. Based on what I've read and heard, I've come away impressed by many of the services IT offers. At the same time, it is clear that there is a great deal of untapped opportunity.

The first order of business is to define a governance and prioritization structure for IT initiatives that is *consistent* across the institution. This structure needs to be inclusive and transparent, so there's no doubt about where IT is going, how we are going to get there, and who is making the decisions.

When I talk about consistent processes, I don't necessarily mean a single process that applies to the entire institution. I want to assure you that I have no plans to consolidate or homogenize processes that have fundamentally different sets of requirements. My objective is to partner, find synergies and help raise the bar for as many functions as possible.

Over the next month, I will begin to circulate an outline of an IT governance plan, and I expect to have a working version in place by January 2006. Input will come through a variety of channels; I hope to have regular interactions with deans and directors, and to leverage existing structures like Faculty Council and University Senate. I've already set up an IT planning group that includes representatives from the college and schools, and will be using that group to create draft proposals that can be circulated to the larger University community.

Another of my top priorities will be communicating our IT plans as broadly and quickly as possible. Communicating about complex IT initiatives is never easy, particularly with the demands all of you have on your time. To determine the best communication channels, I've asked my staff to work with other groups at Emory that are assessing internal communication strategies, so that we can find the best options for reaching the greatest number of customers in the most cost-effective way.

One of the first things we'll be doing is updating our Web sites and taking a more customer-centric view of how our services are presented, so that your questions get answered as easily as possible, without having to worry about which organization provides the service. We also will distribute information about the cost structures of our IT services. I am committed to helping you understand the components that drive our costs, so you can make your own decisions about the value inherent in our services.

In closing, I want to emphasize my commitment to having an open, transparent dialogue about the future of IT at Emory. My goal is to make IT one of the many factors that will enable Emory to become the destination university for the best and brightest students, faculty and staff.

*Richard Mendola is vice president for information technology and chief information officer.*

## UNIVERSITY GOVERNANCE

## PCSW holds first 2005-06 meeting

The President's Commission on the Status of Women (PCSW) held its first 2005-06 meeting, Sept. 15, in the Jones Room of Woodruff Library. After approval of minutes from the last spring meeting and orientation of new members, chair Allison Dykes called for votes on a variety of bylaw changes. They included:

- increasing membership diversity by adding the following language to the bylaws: "The appointed members of the Commission shall be selected from the faculty, staff, students and administrative officers of Emory University with as broad representation as possible from the various divisions of Emory University and with respect to gender and ethnicity;"
- adding ex-officio appointments of representatives from Human Resources (HR) and development marketing and university relations;
- alternating between faculty and staff for commission chair and adding the option to select annual co-chairs to ensure faculty and staff are both represented at the executive level; and
- adding the chair of the women-in-leadership committee and the student concerns adviser to the executive committee.

After all amendments were approved, Dykes announced that HR Senior Director, Del King, PCSW's first male member, would be joining the commission ex-officio.

Next, secretary and treasurer Lisa Newbern discussed the 2005-06 budget, whose allocations include events, publicity, faculty writing awards, student concerns awareness and several sponsorships, including Women's History Month and two Center for Women events.

Julie Seaman, faculty concerns committee chair, suggested "Work-Life Issues" as this year's PCSW theme. "Work-life is a more inclusive term than 'family-friendly,'" she said.

The theme was not approved and the issue was tabled until next meeting, but member consensus said family-friendly policies and work-life balance are imperative to Emory community, and Dykes said the commissions theme should address diversity in families. Other phrases such as work-life integration or work-life balance were suggested as alternatives, as was the option of not having a theme.

To conclude the meeting, committees reported the following goals for the year:

**Student concerns**

- working closely with the faculty concerns committee
- gathering information from all schools
- increasing awareness of sexual harassment and on-campus stalking

**Staff concerns**

- supporting and working to improve the new lactation policy
- gathering information on salary ranges and affirmative action results
- researching accommodation for dependents of the Emory community, such as space for children and time off to care for aging parents
- reporting on effects of last year's Fair Labor Standards Act changes

**Faculty concerns**

- creating a task force to look into work-life balance, under the guidance of the provost's office
- adding men to the work-life balance dialogue
- planning a conference on work-life balance, sponsored by the provost's office

**Women in leadership**

- updating leadership data from benchmark universities
- creating a presidentially-approved letter to send to Emory-contracted executive search firms asking them to consider women for leadership positions
- working with Betty Willis and Carolyn Drews-Botsch, this year's Higher Education Resource Services (HERS) Management Institute for Women in Higher Education awardees, upon their return from the institute
- reviewing the University's exit-interview policy
- generating more Emory honorary degrees for women
- adding PCSW alumni to the mailing list

The next PCSW meeting is scheduled for Thursday, Oct. 20, at 4 p.m. in Jones Room.

—Christi Gray

*If you have questions or concerns for PCSW, e-mail chair Allison Dykes at [allison.dykes@emory.edu](mailto:allison.dykes@emory.edu).*



Peter Barnes

**New VPs** from page 1

ing and commitment to both higher education and health care missions. He was the clear first choice overall for Emory among an accomplished pool of candidates."

"Every single person I interacted with told me what a wonderful place Emory



Ellen Dracos Lemming

is—they complimented the leadership, they expressed belief in the mission, and they were positive about the future. I found myself wanting to be a part of this," Barnes said. "On a professional level, I am focused on matters that have meaning and impact on employees, staff and leaders. Emory will retain and recruit

a wide array of human talent, and be able to work with the community to fashion a work place of which we will all be proud."

Barnes is a UNC alumnus, where he studied as a James M. Johnson Scholar and earned a B.A. in biology and English. He was recommended for the Emory HR post by a search committee, chaired by Vice President for Finance Edie Murphree, composed of individuals from across the University and Emory Healthcare.

**Marketing VP**

Dracos Lemming comes to Emory after seven years at The Home Depot, the last serving as vice president for brand marketing and president of Home Depot Incentives Inc. A 1985 graduate of Duke University in psychology, she has held a number of marketing positions in different industries throughout her career, including a yearlong stint as

vice president for marketing at Kaplan Educational Centers in New York.

Dracos Lemming's appointment represents a new strategic direction for the University, which has decided to significantly ramp up its efforts in external marketing. Hers is the first of two vice-presidential hires (the other focusing on communications) promised by Johnnie Ray, senior vice president for Development and University Relations.

"When we began this search, we said we wanted someone with proven success in the corporate marketing world, and that's exactly what we found," Ray said. "Ellen Dracos Lemming has demonstrated a remarkable acumen in every industry in which she's worked, whether it's home improvement with The Home Depot or brain improvement with Kaplan. We know she'll continue to excel in marketing the kind of intellectual im-

provement we specialize in at Emory."

"I am thrilled to be joining President [Jim] Wagner's and Johnnie Ray's leadership teams as the University continues its strategic journey. Emory is an exceptional institution, and I'm looking forward to taking the Emory brand and reputation to the next level by applying proven marketing and branding principles," Dracos Lemming said. "Word of mouth will be the most effective marketing tactic we can utilize. I consider every person in the Emory family to be an important brand manager; all of us will need to work together to make Emory the 'university of choice' for key groups: faculty, students, alumni, administrators, employees and the community."

Dracos Lemming will begin on Nov. 1, Ray said, though she will participate in October in a number of projects and meetings.



## THEATEREMORY

# Alcestis begins '05-'06 season's 'March Through History'

BY HUNTER HANGER

Theater Emory (TE) will present *Alcestis*, the ancient Greek epic by Euripides, translated and adapted by Ted Hughes, from Oct. 6–16 in the Dobbs Center's Mary Gray Munroe Theater. This modern retelling finds Queen Alcestis willing to sacrifice herself for the life of the king, only to be rescued from the underworld by the raucous and forceful Heracles.

The production is the first of TE's 2005–06 season, billed as a "3,000-Year March Through History." TE and partners like Atlanta's Out of Hand Theater and New York's Universes will engage Emory audiences in theatrical time travel from ancient Greek to contemporary American drama through six productions: *Alcestis*, *King Lear*, *She Stoops to Conquer*, *The Skin of Our Teeth*, *Live from the Edge* and *Eyewitness Blues*.

"We invite you to wear your best shoes and join us in a 3,000-year historical march," said TE Artistic Producing Director Vinnie Murphy, honored this summer as a 2005 Public Broadcasting Atlanta Lexus Leader of the Arts "This season we return to the grand theatrical tradition of large, timely classics. Audiences can travel through the evolution of society and experience period productions rich with costuming, music and vocal styles."

Out of Hand is collaborating with the production of *Alcestis*, and Emory alumna and Out of Hand Co-Producing Artistic Director Ariel de Man will direct. With a large cast of Emory students and professional actors (including Murphy himself), de Man and Out of Hand colleagues Adam Fristoe and Maia Knispel are working to create



From left, Maia Knispel, Patrick Wood and Justin Welborn will stalk the boards as cast members of *Alcestis*, Theater Emory's take on the ancient Greek classic by Euripides, translated for the modern audience by late British poet laureate Ted Hughes.

"huge, physical scenes."

"[The partnership of Theater Emory and Out of Hand] is a great opportunity for all of the students and the audience to experience our style," de Man said. "It's a highly physical style of ensemble creation."

The production's opening night celebrates the beginning of an international conference at Emory, "Fixed Stars Govern a Life," investigating the works of Hughes, the late British poet laureate whose papers are housed within the Manuscript, Archives and Rare Book Library (MARBL) of Woodruff Library.

Hughes' tragi-comic adaptation has inspired the production elements. "In his work, the language is so stark and beautiful, like his poetry," de Man said. "We have all of these beautiful things happening onstage and also these terrible, vicious things. [The setting] is supposed to be sort

of a paradise; there's no war or poverty, nothing ugly. We wanted it to seem exotic and not only foreign, but also like that paradise."

Set design for the production is by Bart McGeehon, costume design is by English Toole, lighting design is by Robert Turner and sound design is by Joseph Monaghan.

Performances are Oct. 6–8 and 13–14 at 7 p.m. in the Munroe Theater. Special environmental re-stagings will be presented in the Schwartz Center's Emerson Concert Hall, Oct. 15 at 7 p.m. and Oct. 16 at 2 p.m. General admission tickets are \$15; \$12 for faculty and staff, non-Emory students and patrons over 65; \$6 for Emory students. Oct. 7 is pay-what-you-can night (door sales only). To order tickets or for more information, call 404-727-5050 or visit [www.arts.emory.edu](http://www.arts.emory.edu).

## GOIZUETA from page 1

MBA and Modular Executive MBA programs, research centers, faculty offices and community space (which includes a breathtaking fifth-floor balcony view of Atlanta). The new center complements the existing building; the architect and builders were the same for both projects.

Some 40–50 donors were on hand for the opening as well as faculty, staff, administrators and hundreds of business students gathered in Patterson Green (the lawn space, named for Goizueta alumnus Solon Patterson and his wife Marianna, a graduate of Emory College). The green is located where Fishburne Drive once ran—the road was rerouted to make way for the foundation center—and it provides not only a nice gathering spot but also a more aesthetic connection to the center's neighbor, the Schwartz Center for Performing Arts.

Business school deans past and present spoke during the ceremony. Tom Robertson,

who was dean when ground was broken on the center in March 2004 and now serves as special assistant to the president for international strategy, gave a history of the project as well as the thinking that went into the creation of Goizueta's doctoral program.

When plans were drawn in 1998, Goizueta was one of just two business schools in the top 25 nationally without a doctoral program. Despite the high costs involved (Robertson said each business Ph.D. costs \$250,000 to educate), the move had to be made.

"It's integral to the value system of a great university," he said. "As our Ph.D. students graduate, they will enhance our reputation, and we can't hire truly great faculty without a Ph.D. program."

And the doctoral program is expanding rapidly. A cohort of 11 students in three disciplines entered the program in fall 2003. Now there are around 50 students in five disciplines. "Our responsibility is to use this space for outstanding scholarship," Kane said.

New Goizueta Dean Larry Benveniste expressed excitement about what the future holds. "We have everything we can imagine going for us—great faculty, great students and a great community," he said. "It's everything we can dream of as we move forward."

Board of Trustees Chair Ben Johnson called the center "truly stunning" and added that it is a "reflection of the Goizueta Business School's commitment to research." Johnson served as master of ceremonies for the event and joined members of the Goizueta family—Roberto Goizueta's widow Olga, and their children Olga and Javier—for the ribbon cutting that wrapped things up.

"A world-class business program must do more than transfer knowledge," Johnson said. "It must be at the forefront of creating knowledge. The entire University celebrates this new addition."

In the humid breeze, the gonfalons representing each of Emory's schools seemingly flapped their approval.

## FOCUS:HEALTHYEMORY

## A healthy and whole-hearted response

According to Mapquest, the distance between Atlanta and New Orleans is 469 miles. Last month, the catastrophe known as Hurricane Katrina compressed that to almost no distance at all. Although the hurricane had lost most of its fury by the time it brushed past Atlanta, we will feel its effects in the metro area for weeks, months and possibly years to come.

Our community has been working hard to shoulder our share of the burden, and not just in health care. It is fair to say the entire University has responded, driving home the point that protecting and ensuring the public's health cannot be understood or accomplished in narrowly medical terms.

Faculty, staff and students of our Woodruff Health Sciences Center have, of course, been extensively involved. Almost immediately, as the impact of Katrina became clear, Emory Healthcare initiated twice-daily operations meetings, chaired by Emory Healthcare CEO John Fox, to manage the Katrina influx as the evacuee airlift picked up steam.

On Thursday, Sept. 1, Emory received our first airlifted medical evacuee from New Orleans, an automobile accident victim who was flown into Dobbins Air Reserve Base in Cobb County and transferred to Crawford Long Hospital. That was only the beginning. Over the next four days, Dobbins received more than 1,600 evacuees from Louisiana on both military transport and commercial flights. Dozens of Emory faculty and students were part of the screening and triage system that helped classify and route incoming evacuees.

About 40 percent of patients hospitalized in Atlanta-area hospitals ended up in Emory Hospitals or affiliates, including Crawford Long, Emory, Grady Hospital Emory-Adventist Hospital and EHCA Hospitals. More Katrina-related patients showed up at our emergency departments, some part of the airlift, many others having left New Orleans or the Gulf States on their own and now needing medical attention. All were seen and treated.

Hospitalists at Crawford Long organized "Team Katrina" to provide necessary coverage; the Department of Medicine at Grady doubled the number of faculty covering the Urgent Care Center beginning Friday and extending through the weekend.

Several Nell Hodgson Woodruff School of Nursing faculty threw themselves into organizing work with the Red Cross; nursing students joined an oncology resident to meet the surging demand at a Salvation Army shelter on N. Druid Hills Road. Emory Hospital then "adopted" this shelter and supplied nursing as well as medical coverage arranged through the School of Medicine. Emergency medicine and family and preventive medicine teams based at Grady scrambled to organize medical responses at neighborhood clinics and shelters.

The Rollins School of Public Health assembled teams of public health students to visit six metro shelters and compile daily reports, under the direction of the lead epidemiologist in the state health department.

Pastoral services committed to visiting every patient on every shift. Social services collected donations of clothing and shoes and personal care items for patients who came in with the clothes on their back and shoes that were moldy from walking through filthy water. Both departments went on double shifts.

Many efforts were made to reconnect patients with worried loved ones. Crawford Long organized a patient-locator number for evacuees located anywhere in the Emory Hospitals (404-686-3000), and Wesley Woods volunteered apartments for evacuees and accepted transfers from Crawford Long.

Equally important and impressive have been the contributions of time, money and volunteer service from all over campus. President Jim Wagner directed all schools to develop appropriate response plans. The college, graduate and professional schools have opened their classrooms to displaced students. Faculty, students and staff have volunteered for a wide array of critical tasks and have run or donated to relief materials and fund drives.

As a University, our recent planning brought forth an overwhelming, campus-wide desire to engage more with our communities, both locally and beyond. As the Katrina and Rita responses shift from an acute phase to a longer restoration and healing phase, and we all contemplate the lessons to be learned, we can be proud as Emory shows it is ready to engage whole heartedly.

Michael Johns is executive vice president for health affairs.



## SCHOLARSHIP&amp;RESEARCH

## Pair of studies examines asthma triggers, treatments

BY TIA MCCOLLORS

An Emory pulmonology researcher is recruiting patients for a pair of national, asthma-related studies: one to analyze how ozone levels in the environment affect a person's innate nasal defenses and their ability to protect healthy lung function, and the other to determine whether treating acid reflux improves asthma symptoms.

"We know that high ozone levels can make asthma worse," said principal investigator Sumita Khatri, assistant professor of pulmonary and critical care medicine, of the former. "We're specifically looking to see whether the mechanism of this is due to decreased antioxidant defenses in the noses of asthmatics that render the asthmatics more susceptible to pulmonary symptoms than other individuals."

Researchers are enrolling 44 asthmatics and 20 non-asthmatics between 18–75 years old to participate in the Serial Nasal Oxidant-Defense Testing (SNOT) in Asthma study. The study will evaluate their lung functions, as well as how nasal antioxidant activity may act as a biochemical filter for pollutants such as ozone, thereby decreasing airway inflammation.

Each participant will make two three-hour visits to Crawford Long Hospital's Clinical

Research Center, one during high ozone season (May to September) and one during low ozone season (October to April). Participants' involvement in the study will include symptom questionnaires, medical and medication history, blood work, urine samples, breathing tests and nasal washing. Those who qualify and complete the study will receive \$50 per visit for participation.

All participants must be non-smokers, cannot be pregnant, have emphysema, be on prednisone for asthma, or take daily vitamins C or E supplements equal to more than a multivitamin. Non-smoking asthmatics must currently have stable asthma symptoms, no lung disease, no family history of asthma or chronic sinus problems, and no history of seasonal or significant allergies.

"If we determine that asthmatics do worse during high ozone season due to depleted antioxidants, antioxidant supplements such as vitamin C and E given orally or even nasally may be a protective treatment," Khatri said.

The acid reflux/asthma study is part of a national clinical trial; Emory is one of 20 sites in the American Lung Association-Asthma Clinical Research Centers (ACRC) network participating in the

Study of Acid Reflux and Asthma (SARA). The SARA trial is designed to determine whether asthma is worsened by gastroesophageal reflux disease (GERD, or severe heartburn) and whether treatment of this condition using proton pump inhibitors improves asthma symptoms.

"It's not well known why there appears to be more GERD in asthmatics than in the general population, or whether the presence of GERD actually worsens asthma," Khatri said. "There are links experimentally between acid reflux and bronchial spasms related to asthma. In addition, bronchial spasms may increase reflux by altering pressures in the chest that may allow more acid to reflux into the esophagus. Asthma medications may also contribute to worsening GERD."

Khatri is principal investigator of the SARA trial for the Emory site and co-principal investigator for the studies conducted through the ACRC, for which Emory pediatric pulmonologist Gerald Teague is the main principal investigator.

Patients with asthma who express some degree of continued asthma symptoms, and who also show signs of GERD, are being sought for enrollment. Nine visits to either the Emory Children's



Jon Rou

Pulmonary researcher Sumita Khatri is working on two studies on asthma: one to determine how ozone levels trigger asthma, the other to find a link between asthma and severe heartburn.

Center or Crawford Long Hospital over a six-month period are required.

The national SARA trial will enroll 400 non-smoking asthmatics, ages 18–60, who have poor asthma control on inhaled steroids, defined on the basis of excessive bronchodilator use, nocturnal awakenings or frequent exacerbations.

Participants will be randomly assigned for treatment with either a proton pump inhibitor or matching placebo. The presence, severity and temporal relationship of GERD to asthma symptoms will be documented with a 24-hour ambulatory esophageal pH probe test of the

participant's esophagus to determine whether gastric acid washes back into the esophagus and causes symptoms. Interested participants who qualify and complete the study will receive between \$600 and \$650 for their time and effort.

For more information about either study, contact research coordinator Jeannie Peabody at Crawford Long at 404-686-1956. For more information about eligibility requirements and exclusion factors for the SARA trial, interested participants may also contact Rachna Patel at the Children's Center at 404-712-1773.

## UNIVERSITY GOVERNANCE

## Council opens defining year for faculty

New Chair Michael Rogers, associate professor of mathematics at Oxford College, convened the first Faculty Council meeting of 2005–06 on Sept. 20 in 400 Administration. After approval of minutes from the last spring meeting and introduction of new members, Rogers outlined four goals for the academic year, including:

- defining exactly what "the faculty" means at Emory;
- working with administration to outline the future of the University Teaching Fund (UTF), the University Advisory Council on Teaching (UACT) and other teaching-related programs;
- working with the Association of Emory Alumni to facilitate greater faculty involvement with alumni; and
- developing an appointment process for faculty counselors to the Board of Trustees.

Richard Mendola, chief information officer and vice president for information technology (IT), introduced himself and outlined his priorities for the coming months (see *column, page 4*). Mendola said he hopes to focus on IT governance and prioritization; measurement of progress in IT service; streamlining electronic directory services and identity management; business continuity and data storage/recovery in case of disaster; and communication of IT services and policies.

In his remarks, Provost Earl Lewis echoed Rogers' desire to find a more precise and comprehensive definition of who Emory's "faculty" really are. Lewis said Claire Sterk, senior vice provost for faculty development, will examine the question this year. Lewis also discussed Emory's strategic plan, which is now being rolled out to various University constituencies. Key at this stage of preliminary implementation is the development of measurable goals, he said.

UTF Chair Arri Eisen reported that the committee has been approved to continue in its present form for 2005–06, though at the year's conclusion it will likely be merged into a new centralized structure for teaching, learning and research resources. Eisen asked if the council preferred UTF to conduct one or two funding cycles, and the council decided to continue offering two cycles.

In closing the meeting, President Jim Wagner said in his remarks that the University's Comprehensive Campaign began Sept. 1 and is now in its silent, Prelude phase. Wagner said this phase dictates that he spend more time traveling, though he expressed a hope not to be away from campus too much.

The president then asked the council for feedback on a question posed to him by an Emory student, who asked why Emory always seemed to be in "business" mode. Does Emory, Wagner asked, project a tone or ethos that is too much "business" and too little creativity and free thought? Several council members thanked Wagner for being bold enough to bring such a potentially sensitive issue to the table. Judy Raggi-Moore noted that "the logic of numbers" sometimes seems to drive the University forward, more so than the individual gifts and strengths of undergraduates. Other members suggested the administration spend less time discussing the capital campaign in meetings with faculty and students; better, they said, to mention the campaign and move on to a broader range of issues important to building up Emory community.

The next Faculty Council meeting will be held Tuesday, Oct. 18, at 3:15 p.m. in 400 Administration.—Stacia Brown

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

## TOWN HALL from page 1

two months. "When I was in Ghana, I saw a beautiful young woman who I thought was holding a baby in her arms," Carter recalled. "But she was actually holding her right breast with a Guinea worm emerging from it. I found out later she had 11 other worms coming out of her body at the same time." He added that Guinea worm no longer exists there and never will because of the global eradication effort led by The Carter Center.

The second memory Carter recalled took place during a visit to Ethiopia to fight trachoma, an infectious disease of the eye that can result in blindness. Carter explained that latrine building is a crucial tool in preventing the debilitating disease by increasing sanitation and hygiene standards. He recalled meeting a little girl who excitedly demonstrated using the "potty," a latrine built for her and her brother. "She squatted down and spread her skirt out very carefully to relieve herself," he said. "I took a picture of her, and I asked [Rosalynn] if we could use it for our Christmas cards this year," Carter said as he smiled.

The mood turned somber again when Carter was asked of his opinion of the Iraq war. He responded, "The Iraq war was unnecessary, unjust, a horrible mistake." Pausing for a moment and giving the crowd an exasperated look, he then

said, "other than that, it's OK." He elaborated further by saying that a policy was developed at the highest level to invade Iraq long before 9/11 and speculates that leaders in Washington have no inclination on leaving until the U.S. has military bases in Iraq and control of oil.

Other topics touched on were his reaction to the hostage crisis during his presidency, Harvard's recent reversal of its decision to allow military recruiters on its campus because of the federal government's threat to withhold funds, and his relationship with Habitat for Humanity since the management change.

Carter answered one of the final questions, reflecting on his personal and public life. "I wish to be a good grandfather to my 11 grandchildren and to break down the barrier between rich and poor countries," when asked what his final accomplishment would be if able to choose.

"My hope is that in my lifetime people in the world will look on my nation as a nation of peace, and not preemptive war; that my country would be a champion of human rights and protect our civil rights, and that we wouldn't be condemned by what we have done in Iraq, Afghanistan and Guantanamo; and that my country wouldn't be looked upon as 'stingy.'"



## UNIVERSITY GOVERNANCE

## 'Believe &amp; Succeed' is council's charge

Employee Council revealed its theme for the 2005–06 academic year and President Louis Burton encouraged members to step forward for their constituents at the group's first meeting of the fall, Wednesday, Sept. 21, in the Jones Room of Woodruff Library.

"Believe & Succeed" is the theme of this year's council, and Burton outlined the thinking behind it in his opening comments. "In order to succeed in anything, you must believe you can achieve it," said Burton, senior business manager in emergency medicine at Grady. "There will be issues beyond our control that we cannot totally change. But I'd like you to focus on the phrase 'cannot totally change.' Maybe we can't change the whole issue, but we may be able to influence a part of it."

Burton encouraged council members to take active roles and participate not only in council-related activities but also bring the concerns and thoughts of their co-workers to the forefront. He urged them to get involved, be committed, be passionate and work as a team.

Following Burton's remarks and individual member introductions, the council welcomed guest speakers.

Those guests included representatives from each of the three president's commissions (Donna Wong, chair of PCORE; Paige Parvin and Andy Wilson, co-chairs-elect of LGBT Concerns; and Allison Dykes, chair of PCSW), who outlined the history, structure and missions of their organizations.

Before breaking into committee caucuses, the council filled its two remaining seats on the University Senate and also introduced its officers for the year.

Following committee caucuses, communications Chair Katherine Hinson said the council will co-sponsor (with the president's commissions, Human Resources and the Office of Equal Opportunity Programs) an Oct. 6 brown bag called "De-Mystifying Hiring Practices at Emory." The event, slated for noon in Winship Ballroom, will feature representatives from HR, the general counsel's office, Campus Services and Equal Opportunity Programs to discuss how employees are hired at Emory.

Membership chair Laurie Asherman said her committee will contact each council member to ensure he or she has an alternate for the year. Karl Woodworth, co-chair of the council's strategic plan steering group—which falls under the council's special issues committee—announced that Iruka Ndubuizu volunteered to serve as his co-chair. He said the group has formed four smaller working groups focused on strategies to achieve excellence in the workplace (leadership, community and work/life balance, benefits and compensation, and internal career advancement and training). Each working group will consist of four members, and they will be tasked to put into action the strategic plan the council turned in to the administration last winter.

The next Employee Council meeting will be held Wednesday, Oct. 19, at noon in the Jones Room.—Eric Rangus

If you have a question or comment for Employee Council, send e-mail to President Louis Burton at [Louis.Burton@emoryhealthcare.org](mailto:Louis.Burton@emoryhealthcare.org).

## University Senate holds first meeting

The University Senate held its first meeting of 2005–06, Sept. 27 in the Jones Room of Woodruff Library, and new President Michael Rogers welcomed new members and introduced them to the Senate leadership.

In his remarks, Provost Earl Lewis announced that Emory's strategic plan, "Where Courageous Inquiry Leads," was being rolled out to various University constituencies. Lewis said it is appropriate to take a moment for congratulations, but that much work remains to implement the plan's recommendations and ambitions.

Next was Student Government Association (SGA) Christine Reeves, who spoke about several student events and activities. Reeves reported that SGA was sponsoring a "Relief-A-Thon," Sept. 28 on the Quadrangle, to benefit hurricane relief, and discussed a number of other relief activities. SGA has helped implement an "Emory Buddies" program to assign peer contacts for the roughly 120 students from New Orleans-area schools who are temporarily enrolled at Emory.

Richard Levinson, chair of the honorary degrees committee, said the committee seeks nominations of honorary-degree candidates, emphasizing that he is looking for diversity in the nomination pool. Anyone interested in submitting a nomination can contact Levinson at [rlevins@sph.emory.edu](mailto:rlevins@sph.emory.edu).

Next up were plans for 2005–06 from the Senate's standing committees. The headline items of those plans were as follows:

- **Athletic policy** (reported by Betsy Tanner): to integrate varsity athletics with the culture of the University.
- **Campus development** (Joyce Piatt): to continue to review plans for development of the Emory campus and Emory Village.
- **Campus life** (Cynthia Shaw): to focus on involving students in the community and measuring the long-term impact of such service on the students themselves.
- **Environmental policy** (Tim Bryson): to continue consulting with University planners and helping instill environmentally sustainable values in long-range planning.
- **Fringe benefits** (Sid Stein): to continue to work with administration in implementing the recommendations made following last year's benefits review.
- **Library policy** (Steve Strange): to continue to address problems in storage capacity at Woodruff Library and other Emory libraries.
- **Parking and transportation** (Lynn Magee): to examine shuttle use on campus and explore the possibility of adding neighborhood shuttle service for employees who live close to campus.
- **Safety and security** (Leslie Campis): to continue raising awareness of sexual assault.

Following committee reports, the Senate voted unanimously to approve committee rosters submitted by the chairs.

Richard Mendola, chief information officer and vice president for information technology, introduced himself to the Senate and talked about his priorities for the short and long term (see *column, page 4*). Mendola said one immediate priority is to upgrade Emory's wireless capabilities, and he anticipated installation of wireless service in all residence halls by semester's end.

Closing the meeting with his remarks, President Jim Wagner announced that an additional 120 residents would be moved from the Turman residential complex because of moisture-intrusion problems. The students will be relocated to the Marriott hotel on Clairmont Road near I-85 for the remainder of the semester. "This situation is not ideal," Wagner admitted, though he hoped the relocation would enable Turman's problems to be solved once and for all.

Wagner also said he hoped at a future meeting to discuss with Senate members their processes for reporting Senate business back to their constituents.

The next Senate meeting will be at a special time and location on Tuesday, Oct. 25. To coordinate with Wagner's State of the Union Address which will immediately follow, the meeting will take place in Cox Hall Ballroom from 3–4:30 p.m. —Michael Terrazas

If you have a question or concern for University Senate, e-mail President Michael Rogers at [rogers@learnlink.emory.edu](mailto:rogers@learnlink.emory.edu).

## FOCUS: HUMAN RESOURCES

## Health premiums show small increase for 2006

Nationally over the past three years, employers have experienced annual increases of 11–13 percent in medical plan costs. The costs of Emory's medical plans have risen about 11 percent per year, and we have tried to keep our employee premium increases to a minimum (averaging less than 3 percent annually).

Traditionally, Emory has absorbed approximately 75 percent of the cost, but this year the University's share has risen to 80 percent as the 2006 medical plan's total cost is projected to increase by 15 percent (approximately an additional \$8 million).

While co-pays and deductibles are not changing, employees will see an increase in their premiums. For single coverage, premiums will increase from \$2–\$6 per month; for family coverage, they will increase \$11–\$28 per month, depending on the plan. All employees now should have received a letter detailing the rate increases, as well as the other benefit changes for 2006.

This week, employees also should receive at their homes the Open Enrollment Guide, which gives an overview of all the benefits that are open for employees, including medical, dental, flexible spending accounts, life insurance and disability. There are several changes for 2006, so employees should read the guide carefully before beginning the enrollment process.

**Open Enrollment is Oct. 17–31.** Employees are encouraged to review their current benefit elections and make all necessary changes online at [www.leo.cc.emory.edu](http://www.leo.cc.emory.edu). This is the fastest, most secure way to enroll in the benefit plans. Employees also are invited to attend one of the informational meetings held across campus to answer questions regarding any of the benefits or how to use the online system.

**Benefit Meetings Schedule**

**Tuesday, Oct. 11, 9:30–11 a.m.**

Rita Anne Rollins Room, School of Public Health

**Wednesday, Oct. 12, 1–4 p.m.**

Seney Conference Room, Oxford

**Wednesday, Oct. 19, 10 a.m.–noon & 1–3 p.m.**

Winship Ballroom, Dobbs Center

**Thursday, Oct. 20, 3–5 p.m.**

101 Grady Hospital Faculty & Staff Office Building

**Monday, Oct. 24, 10 a.m.–noon**

101 Grady Hospital Faculty & Staff Office Building

**Wednesday, Oct. 26, noon–2 p.m.**

Dobbs Center, Harland Cinema

**Friday, Oct. 28, 8 a.m.–5 p.m.**

Online Enrollment, Finance Training Room

In addition to the printed materials, employees are encouraged to find more information regarding the plans and the providers by visiting the vendor websites:

- EmoryCare Direct POS and HealthChoice PPO: [www.bcbgsa.com](http://www.bcbgsa.com)
- EmoryChoice POS, Dental Choice and the traditional dental plans: [www.aetna.com](http://www.aetna.com)
- Dental Access: [www.compbenefits.com](http://www.compbenefits.com)
- Flexible savings accounts: [www.ebsbenefits.com](http://www.ebsbenefits.com)
- Prescription drug coverage: [www.caremark.com](http://www.caremark.com)
- Behavioral health: [www.liveandworkwell.com](http://www.liveandworkwell.com)
- Supplemental term life: [www.ING-USA.com](http://www.ING-USA.com)
- Group legal: [www.metlife.com/mybenefits](http://www.metlife.com/mybenefits)
- Long-term disability/COLA: [www.unumprovident.com](http://www.unumprovident.com)

Employees may view benefits information and access the online enrollment system by visiting <http://emory.hr.emory.edu>.

**Tips on cutting your health care costs**

- Open a flexible spending account (FSA). These accounts enable employees to deduct savings for medical costs directly from their paychecks on a pre-tax basis. Employees must re-enroll for FSAs every year during Open Enrollment.
- Fill prescriptions through mail order. Employees enrolled in one of the three medical plans have prescription coverage through Caremark and can order a 90-day supply of maintenance drugs at only twice the retail co-pay of a 30-day supply.
- When prescribed a brand-name medication, ask if there is an appropriate generic equivalent.
- Exercise preventive health care. Identifying health problems early—or preventing them altogether—saves medical expenses in the long run.
- When choosing a health care plan, think carefully about the kind of coverage you and your family need. The Emory physician network (the core network) has lower co-pays and deductibles compared to other in-network and out-of-network options. (To assist employees in determining which plan is best for them and their families, Human Resources offers an online tool that allows employees to compare costs associated with each plan. It is available at <http://hr.emory.hr.edu/calculator>.)

Katherine Hinson is director of communications for Human Resources.



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

## Events for the Emory Community

## PERFORMING ARTS

**TUESDAY, OCT. 4****Concert**

Karen Freer, cello, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

**THURSDAY, OCT. 6****Arts and Cultural Performance**

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15; \$6 for students; \$12 for discount groups. 404-712-9118.

**Dance Performance**

"Lelavision." 8 p.m. Williams Hall (Oxford). Free. 770-784-8888.

**Concert**

Badi Assad, guitar, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. \$10; \$5 for students. 404-727-5050.

**FRIDAY, OCT. 7****Arts and Cultural Performance**

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15; \$6 for students; \$12 for discount groups. 404-712-9118.

**SATURDAY, OCT. 8****Arts and Cultural Performance**

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15, \$6 for students, \$12 for discount groups. 404-712-9118.

**MONDAY, OCT. 9****Music Concert**

Amjad Ali Khan Sarod, performing. 6:30 p.m. Glenn Auditorium. \$25-\$150, \$10 for students. 404-727-2108.

**THURSDAY, OCT. 13****Arts and Cultural Performance**

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15, \$6 for students, \$12 for discount groups. 404-712-9118.

**FRIDAY, OCT. 14****Chamber Music Concert**

The Serafin String Quartet, performing. Noon. Reception Hall, Carlos Museum. Free. 404-727-4291.

**Arts and Cultural Performance**

"Alcestis." 7 p.m. Mary Gray Munroe Theater, Dobbs Center. \$15, \$6 for students, \$12 for discount groups. 404-712-9118.

**Concert**

"Sacred Bridges." King's Singers and Saraband, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. \$5-\$48. 404-727-5050.

## VISUAL ARTS

**Visual Arts****Gallery Exhibit**

"Hand and Eye: Visions of Myanmar, Reflections on a Journey." Visual Arts Building Gallery. Free. 404-727-6315. **Through Oct. 15.**

**Schatten Gallery Exhibit**

"Dolls of Japan: Shapes of Prayer, Embodiments of Love." Schatten Gallery. Free. 404-727-6861. **Through Oct. 23.**

**Schatten Gallery Exhibit**

"Harmony with Nature: Ai-zome Textiles from Japan." Corridor Gallery. Free. 404-727-6861. **Through Oct. 28.**

**Carlos Museum Exhibit**

"Excavating Egypt: Great Discoveries from the Petrie Museum of Egyptian Archaeology." Third-floor galleries, Carlos Museum. \$7 suggested donation; free for students and staff. 404-727-4282. **Through Nov. 27.**

**Special Collections Exhibit**

"Fixed Stars Govern a Life": An Exhibition To Celebrate the Fifth International Ted Hughes Conference." Woodruff Manuscript, Archives & Rare Book Library. Free. 404-727-6887. **Through Nov. 30.**

**WEDNESDAY, OCT. 5****Oxford College Art Exhibition**

"Oxford Twentyfour/Seven." Hunt Gallery, Oxford Student Center. Free. 770-784-8888. **Through Oct. 31.**

## LECTURES

**MONDAY, OCT. 3****Yoga Lecture/ Demonstration**

"The Power of Yoga." Dayal Roy, presenting. 6 p.m. Harris Parlor. Free. 404-727-2108.

**Pharmacy Lecture**

"Mercer School of Pharmacy Admissions Process." 6 p.m. 103 White Hall. Free. 404-727-0954.

**TUESDAY, OCT. 4****Health, Culture & Society Lecture**

"Medicine as Medium in Northern India: Pluralism, Pragmatism and the Stigma of Leprosy." Ronald Barrett, Stanford University, presenting. 4 p.m. 860 Rollins Building. Free. 404-727-8686.

**History Lecture**

"Liquid Lecture: Baths, Brothels and Sewers in the Ancient Roman City." Ann Olga Koloski-Ostrow, Brandeis University, presenting. 7 p.m. Reception Hall, Carlos Museum. Free. 404-727-4291.

**WEDNESDAY, OCT. 5****Visual Arts Lecture**

"Hand and Eye: Visions of Myanmar, Reflections on a Journey." Diane Solomon Kempler, presenting. 7 p.m. Visual Arts Building Gallery. Free. 404-727-6315.

**Panel Discussion**

"Fixed Stars Govern a Life": the 5th International Ted Hughes Symposium. 7 p.m. Jones Room, Woodruff Library. \$50. 404-727-6887.

**THURSDAY, OCT. 6****Physiology Seminar**

"Treadmill Step-training After Spinal Cord Injury Enhances Function and Alters Circuitry: Mechanisms and Goals." Jeff Petruska, SUNY Stony Brook, presenting. 9 a.m. Whitehead Building. Free. 404-727-7401.

**Music Lecture/ Demonstration**

"Perspectives on Performance Badi Assad, guitar and voice." 2:30 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

**THURSDAY, OCT. 13****Biochemistry Lecture**

"Physiological Regulation of Cullen Neddylation." Andrew Neish, pathology, presenting. Noon. Nursing School Auditorium. Free. 404-727-5980.

**Music Lecture**

"Perspectives on Performance: King's Singers." 2:30 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

## RELIGION

**MONDAYS****Zen Meditation and Instruction**

Rustin Room, Cannon Chapel. 4:30 p.m. Free. 404-727-5120.

**TUESDAYS****Taize Worship Service**

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

**SUNDAY, OCT. 9****University Worship**

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

## SPECIAL

**THURSDAYS****Toastmasters**

Zaban Room, The Carter Center. Noon. Free. 404-420-5102.

**MONDAY, OCT. 3****EndNote Workshop**

12:50 p.m. 310 Woodruff Library. Free. 404-727-6863.

**Admissions Seminar**

Mercer School of Pharmacy, presenting. 6 p.m. 103 White Hall. Free. 404-727-0954.

**TUESDAY, OCT. 4****Woodruff Library Tour**

1 p.m. Security desk. Free. 404-727-1153.

**Research Workshop**

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

**Research Workshop**

"Hot Topics." 4 p.m. 310 Woodruff Library. Free. 404-727-0143.

**WEDNESDAY, OCT. 5****EndNote for Theology and Religion Workshop**

Noon. 304 Bishops Hall. Free. 404-727-1221.

**Wireless Clinic**

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

**Panel Discussion**

"Careers for the Common Good." 6 p.m. Harland Cinema, Dobbs Center. Free. 404-727-6268.

**Keynote Address**

"Fixed Stars Govern a Life: The 5th International Ted Hughes Symposium." Craig Raine, presenting. 6 p.m. Jones Room, Woodruff Library. 404-727-7620.

**Panel Discussion**

"Fixed Stars Govern a Life: The 5th International Ted Hughes Symposium." 7 p.m. Jones Room, Woodruff Library. 404-727-6887.

**THURSDAY, OCT. 6****Panel Discussion**

"Fixed Stars Govern a Life: The 5th International Ted Hughes Symposium." 8:30 a.m. Jones Room, Woodruff Library. 404-727-6887.

**Panel Discussion**

"Campus Climate Survey Brown Bag: De-mystifying Hiring Practices at Emory: A Brown Bag Panel." Noon. Winship Ballroom, Dobbs Center. Free. 404-727-6754.

**Arts and Cultural Workshop**

"Workshop for Teachers: The Art and Ritual of Hinduism and Buddhism."

Leigh Miller, ILA, presenting. 5 p.m. Reception Hall, Carlos Museum. \$5 members; \$10 nonmembers. 404-727-2363.

**FRIDAY, OCT. 7****Panel Discussion**

"Fixed Stars Govern a Life: The 5th International Ted Hughes Symposium." 8:30 a.m. Jones Room, Woodruff Library. 404-727-6887.

**TUESDAY, OCT. 11****Woodruff Library Tour**

1 p.m. Security desk. Free. 404-727-1153.

**Workshop**

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

**United Nations Research Workshop**

"United Nations: Basic Research Tools." 4 p.m. 310 Woodruff Library. Free. 404-727-0143.

**Book Signing**

*Bishop of San Francisco.* Eugene Bianchi, presenting. 4 p.m. 102 White Hall. Free. 404-727-1704.

**WEDNESDAY, OCT. 12****Remote Databases Workshop**

"Endnote: Searching Remote Databases." 11:45 a.m. 310 Woodruff Library. Free. 404-727-0147.

**Workshop**

"BibleWorks 101." Noon. 304 Bishops Hall. Free. 404-727-1218.

**Wireless Clinic**

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

**Plagiarism Workshop**

"Recognizing and Avoiding Plagiarism." 4 p.m. 310 Woodruff Library. Free. 404-727-6863.

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