

EmoryReport



October 25, 2004 / volume 57, number 9

www.emory.edu/EMORY_REPORT



Jon Rou

“Emory is at a moment in its history where it has an opportunity to seek greater fulfillment of its potential and to consider going beyond traditional levels of expectation,” President Jim Wagner told a crowd of about 150 at the seventh annual State of the University address, Oct. 21 in Cox Hall. Wagner spoke of Emory’s successes, acknowledged some areas needing improvement and challenged the community to practice an excellence that advances everything it touches.

CAMPUSNEWS

Wagner: Emory’s state is ‘very good’

BY ERIC RANGUS

Emory’s undergraduate population is the deepest and highest credentialed in its history. Oxford enrollment is up, and a new graduate school fellowship program is making recruiting easier.

External research funding topped \$350 million, and proposals are on the table that could drive that figure higher next year. Entities as diverse as Facilities Management and athletics won national honors. Departments across campus had banner years attracting top scholars.

Still, minority enrollment has flattened in some cases, as has enrollment in some professional programs. And Emory fell from No. 18 to No. 20 in the prominent *U.S. News and World Report* rankings.

So with these statistics in mind, what is the State of the

University?

“Emory is neither at the peak of its form, nor is it in decline or struggle,” said President Jim Wagner at the seventh annual State of the University address, Thursday night, Oct. 21, in Cox Hall. “In fact, if we want to talk very simply about what the state of the University is, I would say it’s very good.”

About 150 members of the Emory community attended the event, which had a town hall format. A question and answer period with audience members followed Wagner’s 35-minute address about all things Emory. The University’s current state was a subject of discussion, of course, but Wagner was primarily interested in talking about its future.

“Emory is at a moment in its history where it has an opportu-

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CAMPUSNEWS

Classroom on the Quad urges ‘Vote 2004’

BY MICHAEL TERRAZAS

The first Classroom on the Quad, held in March 2003, was devoted to the question of whether the United States should invade Iraq and remove Saddam Hussein from power. The latest iteration, held last Wednesday, Oct. 20, served as a primer for the Nov. 2 presidential election, which many believe will be a referendum on the decision that was made on that question.

Themed “Vote 2004,” this year’s Classroom on the Quad was organized by the Student Government Association (SGA) and the College Council; SGA President Jimin Kim, College Council President Amrit Dhir and SGA Rep. Rubina Madan welcomed the crowd of a few hundred gathered on the Quad in front of Pitts Library. The event featured a slate of some 13 speakers, including President Jim Wagner, who gave introductory remarks.

“We must be students of the issues, not simply robots or agents of someone else’s ideology,” Wagner said in urging the audience to be “citizen scholars” as they weigh their votes. “Political debate in the United States at this time appeals primarily to the critic in us. As citizen scholars, we have an obligation to do the risky thing: to propose what might be right and true.”

One by one, the speakers offered their views on the election. Some examined issues relat-

ed to the presidential race: Sheila Tefft of the journalism program talked about political coverage in the media; Steve Green of the Israeli Consulate talked about the candidates’ positions on Israel.

Others spoke about what was or wasn’t important in deciding whom to support; Charlie Shanor from the law school examined which issues were “false and real” in the race and urged audience members to look beyond the candidates’ rhetoric.

“[Sen. John Kerry says President George W.] Bush would reinstate the [military] draft; [Bush says] Kerry would surrender in Iraq,” Shanor said. “If you believe either of these claims, you are on drugs or ignorant.”

Political science’s Bruce Cauthen tried to put the war in Iraq in perspective. Though he disagreed with Kerry’s assertion that it was “the wrong war at the wrong time,” Cauthen said he believes Iraq has distracted attention from more important targets in the war on terror, specifically the continued uncertainty in Afghanistan and the emerging nuclear threat from Iran and North Korea.

“Iraq and the Taliban,” Cauthen said, “were despicable but convenient bulwarks against Tehran.”

Most of the speakers at least attempted to remain nonpartisan, though some clearly wore their hearts on their sleeves. After listening to Edward Queen (Center for Ethics) and Rick Doner (politi-



Ann Borden

Oxford’s Lucas Carpenter spoke at last week’s Classroom on the Quad, which focused on the Nov. 2 presidential election. Carpenter decried the attention paid to both candidates’ activities during the Vietnam War—a war he called “a colossal blunder.”

cal science) stump for Kerry, Elizabeth Fox-Genovese from history and women’s studies announced she “strongly and proudly” supported Bush.

The event had passion. Oxford’s Lucas Carpenter, a Vietnam veteran, addressed the attention paid to both candidates’ actions during that war. “There is nothing good,” Carpenter said, “that can be said about the United States’ involvement in Vietnam.”

The event had comedy. Beth Litrell, an attorney for the American Civil Liberties Union chapter of Georgia, said in explaining her organization’s mission, “We try to keep the police and

handcuffs out of your bedroom—though if you want handcuffs in your bedroom, we support that right.”

And the event had predictable partisanship. Justin Tomczak and Pat Pullar from the state Republican and Democratic parties, respectively, each took the opportunity to rip into the other party’s candidate.

But the event closed with an exhortation from religion’s Bobbi Patterson not to let partisan emotion become too divisive. “Some of us will win and some of us will lose on Nov. 2,” Patterson said, “but all of us will have to live in this country in the future.”

CAMPUSPLANNING

Campus plan meetings this week

Emory’s campus planners will hold a series of three town hall meetings on Tuesday and Wednesday, Oct. 26 and 27, to explain progress on the University’s Campus Plan Update 2004 (CPU4) and discuss capital projects.

Upcoming projects and considerations include the Emory Village roundabout; new buildings for the School of Medicine and Candler School of Theology; a new complex for sorority lodges; and Sodexo’s planned expansion of food service facilities.

Also on the agenda are discussions about Emory Hospital and its future needs; various campus housing projects scheduled in next two years; CPU4’s guiding principles related to building design, sustainability and environmental responsibility; and the need to synthesize the various ongoing aspects of University planning.

The meetings will be held on Oct. 26 from 4–5:30 p.m., and on Oct. 27 from 4–5:30 p.m. and again from 6:30–8 p.m. All meetings will cover the same material and will be held in 206 White Hall. For more information about CPU04, visit www.fm.emory.edu/campusplan.

AROUNDCAMPUS

Roundtable to discuss manuscript writing

The Provost's Program in Manuscript Development will host a roundtable discussion, "From Dissertation To Book," Thursday, Oct. 28, at 4 p.m. in 122 Candler Library.

Michael Leo Owens, political science; Dianne Stewart, religion; and Program Director Amy Benson Brown will participate. Graduate students and faculty are welcome to attend. For more information, call 404-727-6692.

Election 2004 panel at Atlanta History Center

The Center for Public Scholarship is sponsoring "Presidential Elections in an Age of Uncertainty," Tuesday, Oct. 26, at the Atlanta History Center at 130 West Paces Ferry Road.

The event features Emory's Merle Black and Alan Abramowitz, along with Thomas Patterson from Harvard University, and will be moderated by CNN anchor Carol Costello.

The event is free to the Emory community, but reservations are required; call 404-727-7602.

Emory voting policy

The Emory community is encouraged to vote Tuesday, Nov. 2, either before or after working hours, but Emory policy does not provide paid time off for voting. To view Emory's voting policy, visit www.emory.hr.emory.edu and click on Policies & Procedures.

Correction

The next PCSW meeting will be held Nov. 4 at 4 p.m. in 500 Goizueta Business School. Information in the Oct. 18 *Emory Report* was incorrect.

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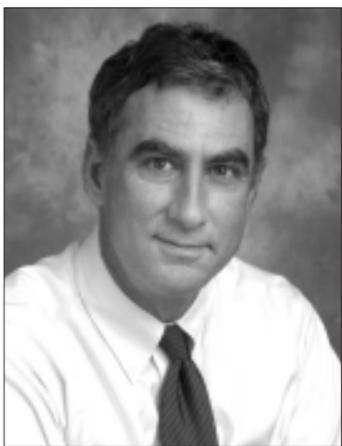
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EMORY REPORT (USPS705-780) is published and distributed free to faculty and staff of Emory University, weekly during the academic year, semimonthly May-August; by the Office of University Communications, 1627 N. Decatur Road, Atlanta, GA 30322. Periodicals postage is paid at Atlanta, GA. Postmaster: Send off-campus address changes to Emory Report, c/o Development Services, 795 Gatewood, Atlanta, 30322.

FIRSTPERSON RANDALL STRAHAN

Does character matter in politics?

Kay Hinton

Randall Strahan is associate professor of political science.

Next week American voters will again be faced with the task of choosing the officials who govern this country. We know that for many this decision will simply reflect underlying partisan loyalties; Democrats will vote for Democrats and Republicans for Republicans.

Yet for those without strong partisan attachments or those dissatisfied with their party's nominee, other considerations will come into play. Judgments about each candidate's ability to conduct foreign policy and protect national security in the post-9/11 world are going to be of central importance. These issues in turn point to questions about the personal qualities required to direct American foreign policy well in these times: Are moral certainty and the resolve to maintain a steady course in the face of criticism and adversity the qualities most needed, or is the better choice a deliberative turn of mind, sensitivity to the complexities of international politics, and the ability to change course as conditions change?

I've been thinking about what guidance my discipline of political science might have to offer here. Having written recently on how one of the Founding Fathers approached these questions, I am struck by how contemporary political science and the political thought of the founding period diverge on them.

To be sure, some political scientists, such as the late James David Barber, have wrestled with the question of how the character of individual politicians matters; however, today's most influential school of political science is mostly silent. Known as rational choice theory, work in this vein begins with the assumption that all politicians pursue their own individual self-interest, usually understood in terms of ambition to hold power. Figure out what politicians need to do to win and hold power in a political system, these studies tell us, and you will find the explanation for most of what they do. A politician's personal qualities can matter, but these effects are of limited interest in part because they tend to be idiosyncratic and cannot be reliably predicted. From this perspective, institutions such as electoral rules that define incentives for holding power are thought to be what matter most; individual politicians are sufficiently similar in their character and motivations that their personal qualities are of limited interest for understanding and explaining political life.

For those who know their political history (or remember a past encounter with *The Federalist*), this view of politicians as ambitious power-seekers might even seem a venerable American tradition. No less a figure than James Madison—"father" of the Constitution—argued that neither "enlightened statesmen" nor the "better motives" of elected officials could be relied upon to prevent abuses of governmental power. In a well-designed constitution, as Madison wrote in *The Federalist*, "ambition must be made to counteract ambition. The interests of the man must be connected with the constitutional rights of the place."

If the architecture of the political system George W. Bush and John Kerry are seeking to lead is based on the view that politicians are ambitious and self-interested, aren't the architects of that system and contemporary political science in fundamental agreement? That good government depends much less on individual politicians' character than on the constitutional forms that check their ambitions?

Madison, along with the most thoughtful founders, certainly demonstrated a kind of hardheaded realism on this subject. Yet throughout *The Federalist* and elsewhere in his writings, Madison also speaks repeatedly of the importance of having political offices filled by "fit characters," "individuals of extended views" or persons of "generous principles," and of the need to design constitutions that can select out and sustain "virtuous" officeholders who "will feel most strongly the proper motives." Writing to Thomas Jefferson in 1780, Madison lamented the "defect of adequate statesmen" in the Continental Congress, which made it "more likely to fall into wrong measures and of less weight to enforce right ones."

What to make of these statements? How could these be written by a man who believed most political action is motivated by personal self-interest and that effective political institutions work by channeling that self-interest? In fact, a careful reading of *The Federalist* reveals a view of politicians that is more complex, subtle—and interesting. Well-designed constitutions, it holds, work not only to control and channel politicians' self-interest, but also to select and encourage leaders inclined to use public office to advance the public good.

Drawing on his own experience and his study of political history, Madison believed that motives for political action are of two types. One set is higher and arises from an enlightened or reasoned attachment to the public good as inseparable from one's own individual good, or from concern for one's reputation and the good opinions of others. However, according to Madison, these motives are less common and weaker than other, lower motives more often found among those contending for power: ambition and personal interest.

Madison did argue that a properly designed constitution should check abuses of power and channel the lower motives in beneficial ways. The ambition to hold power, for example, can be useful in causing the legislature and the executive to resist encroachments on their respective constitutional

spheres. But other features of the Constitution Madison helped design have a different political logic; to cite one important example, Madison considered a relatively small legislative body elected for long terms (the Senate) to be critical.

Why did he consider such a body to be so important? First, Madison believed higher political motives are less likely to prevail when individuals act in large groups. As he famously observed in *The Federalist*: "In all very numerous assemblies, of whatever characters composed, passion never fails to wrest the scepter from reason. Had every Athenian been a Socrates, every Athenian assembly would still have been a mob."

In addition, Madison thought some members of a smaller, more permanent body would be especially inclined to advance the public good out of a concern for reputation—both their own and their country's. However, a sufficiently strong concern for reputation, Madison also observed in *The Federalist*, "can only be found in a number so small that a sensible degree of the praise and blame of public measures may be the portion of each individual; or in an assembly so durably invested with public trust that the pride and consequence of its members may be sensibly incorporated with the reputation and prosperity of the community." In short, the character and motives of individual politicians differ and matter, with those attracted to highly visible positions such as senator or president being most likely to be motivated to advance the public good.

If the political science of this earlier era assigns more weight to the character of politicians than does the most influential body of work in political science today, what guidance might this earlier perspective offer to the voter perplexed about what choice to make on Nov. 2? Perhaps that elected politicians and candidates for office include not only those motivated by ambition and the narrower forms of self interest, but also individuals whose motives include a genuine concern for the public good. And, contrary to what many partisans would have us believe, no party is likely to exercise a monopoly on either the higher or lower motives in politics.

The real question may be less about which candidate seeks to advance the public good, than which vision of the public good is right, or which type of individual we are more inclined to trust with our national security. I suspect most voters understand that the character of the president will matter a great deal for what happens in the world after this election. Perhaps it is we political scientists rather than the voters who need to give the importance of character more thought.

This essay is adapted from Strahan's chapter, "Personal Motives, Constitutional Forms and the Public Good: Madison on Political Leadership," in James Madison: The Theory and Practice of Republican Government, edited by Samuel Kernell (Stanford University Press, 2003).

EMORYVOICES

Did the presidential debates influence your thinking on the upcoming election?

I favored Kerry after the debate. Bush looked a little nervous.

Francine Montgomery
desktop consultant
Information Services



No. I think I'd already made up my mind.

Natalie Miller
freshman
Political Science



I am thoroughly convinced that President Bush should not be re-elected.

Anne Lynch '00C
Emory Alumna



Like everyone else, I thought Kerry did better in the first one. The second one was more even, but they didn't really influenced my thinking. The debate just reinforced my perceptions going in.

Sheldon Stansfield
processor
Office of Admission



They reinforced what I already felt, which is that Bush is not suited to be president. Especially in the first debate, he could not take negative criticism like someone in that office should be able to.

Justin Otto
economics librarian
Woodruff Library

EMORYPROFILE SUSAN GILBERT

Not sitting Down

By Eric Rangus

When Susan Gilbert earned her doctorate in economics at the University of Pennsylvania in 1981, she was one of four women in a graduating class of 46. At AT&T, her first job out of graduate school, she was the only female in her department. Business schools, Gilbert's current place of employment, long have been dominated by males.

The worlds in which Gilbert has chosen to immerse herself have historically not been open to those of her gender. And that has never been a problem.

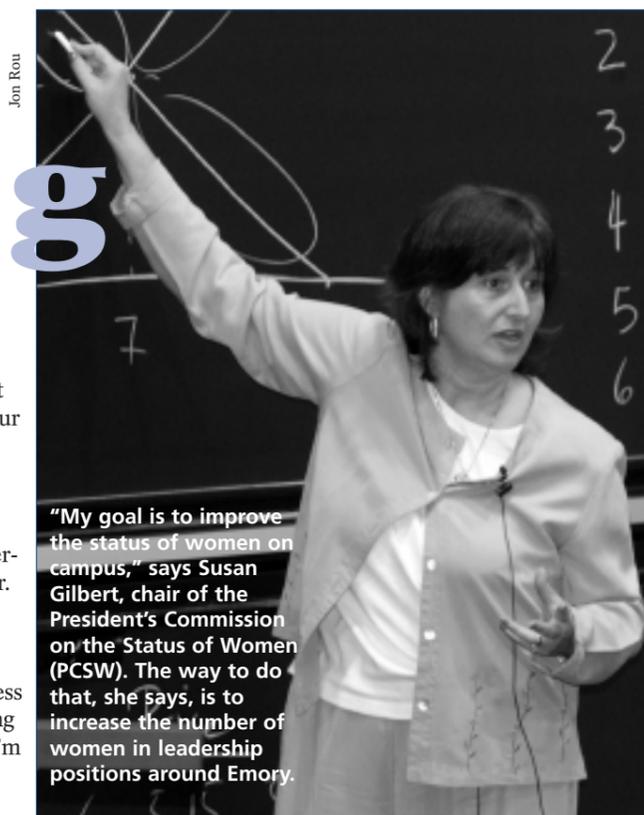
"I thought it was incredibly cool to be one of the few women in my graduate program," said Gilbert, associate professor in the practice of finance in the Goizueta Business School. "I didn't really appreciate the importance of having women as colleagues, mentors or role models. Now that I'm older, I recognize that more women in the workplace and especially women in senior positions could be valuable to young women just beginning their careers or those just learning about career possibilities."

That was one of the reasons she agreed to join the President's Commission on the Status of Women (PCSW), although she didn't expect to become active. She also remembered advice a fellow faculty member had offered upon hearing she had signed up: "Whatever you do, don't volunteer for anything."

That was 2001. Gilbert clearly did not take that advice. She started out on the faculty concerns committee and helped make it a force for action. This fall Gilbert took over as chair of the entire commission, a position she will hold for the rest of the academic year.

"My goal is to improve the status of women on campus," she said. "That means more women in leadership positions around the University. Each year we hear about executive searches for a number of positions. At the last University Senate meeting, it was announced that there are two deans' openings, two vice provosts and a vice president of marketing. That's five separate opportunities, and I would say we will have been ineffective if none of those are filled by women."

Gilbert doesn't shy away from leadership positions of her own. In addition to taking on responsibilities as 2004-05 council chair, this summer Gilbert was named associate dean and director of Goizueta's Evening MBA program. The program is aimed at degree seekers in their late 20s with about six years of work experience. Many haven't yet decided on a career track, want to make themselves more valuable to their companies, and would like to



"My goal is to improve the status of women on campus," says Susan Gilbert, chair of the President's Commission on the Status of Women (PCSW). The way to do that, she says, is to increase the number of women in leadership positions around Emory.

earn an MBA but don't want to give up their jobs.

Completing the 18 courses necessary for the degree takes 30-36 months. Gilbert has taught students in the program for several years, so she has an idea about what she wants to accomplish as its director. The program has about 200 students now, but Gilbert eventually wants to double its size. She has begun to expand student services and an external program review planned for next year, she said, which should provide some possible curricular innovations.

"I'd like to have a better sense of the professional development needs and aspirations of our students—both for those who want to be promoted within their companies as well as students who want to look outside their companies when they graduate," Gilbert said.

Regarding her own professional development, Gilbert came to Emory in perhaps the simplest of ways: she asked to teach here. After earning her doctorate in 1981, Gilbert got a job in the private sector—an atypical career move for a Ph.D. candidate from Penn. In 1988 she had been working at AT&T for seven years and was considering relocating to the Southeast. Coincidentally, Emory's economics department was interested in finding someone to teach the subject in a way that was relevant to business. So, the department took Gilbert up on her offer, named her a visiting professor in economics, and she began building a reputation at a top-notch teacher.

In 1991, Gilbert expanded her scope by teaching an economics course in the Goizueta Business School—that same year the economics department gave Gilbert her first

teaching award (she now has four). She started out teaching one class, then three, then five, and soon, Gilbert said, it didn't make any sense for her to be employed at Emory College while she was doing all her teaching in the business school, so she formally moved over.

Although Gilbert has several areas of specialization, her primary one is business economics. Over the past few years she has been stretching that expertise in a variety of ways, primarily to adapt to the changing makeup of her students.

"Students in the business school are a diverse population," said Gilbert, who estimated that about 30 percent of her students come from outside the United States. "I just didn't feel like I had enough international experience. You want to be able to teach from a global vantage point because today most large businesses are multinational."

Over the last three years, Gilbert has led four groups of MBA students on two-week trips overseas. The size of the groups ranged between 20 and 60, and they visited Southeast Asia, South America, and Central and Eastern Europe. The idea was to visit both developing and affluent nations on each trip so the students could get perspectives on the economic challenges facing each.

"In a developed country, you would never think that a change in income would make much of a difference on paper goods such as tissues, napkins and even toilet paper," said Gilbert, who on her last trip to Southeast Asia visited both the affluent nation of Singapore and the much poorer countries of Thailand and Vietnam. "It's something those in wealthy nations consume on a regular basis in regular quantities. In a developing economy, if income rises to a certain level, there is suddenly demand for these paper products and it becomes a very attractive market."

Back on campus, female business students frequently come to Gilbert as a mentor. They remain a minority (31 percent), but their numbers are growing. Gilbert said the students feel simply having another woman to talk to is helpful. It's a viewpoint she understands herself.

"One of the greatest benefits the PCSW provides me is that it is a way to interact professionally with other women and to learn more about other parts of the University," Gilbert said. "Our daily work lives often are self-contained—we teach in our own buildings, our students are always here, our offices are here—and PCSW has opened up doors for me. I can appreciate what goes on in the rest of the University."

Joining the commission, is something Gilbert would recommend to any female faculty member, staff member or student. "It's an unbridled opportunity to discuss issues that matter to women," she said. "It can be more than that if you want to devote the time and try to improve the status of women on campus, but even if you don't have the time, it's wonderfully engaging and a great respite."

Gilbert has specific interest in the status of one woman on campus—her daughter Leslie. A junior in Emory College, Leslie could be following in her mom's footsteps as well—she is an economics major. She also is talking about attending graduate school, the same path her mother took. "I don't know if she'd admit to following in her mom's footsteps," Gilbert said. "But I'm very flattered and very proud."

FOCUS: COMMUNITY

Surveying the climate at Emory

The old joke about the weather is that everybody complains, but nobody does anything about it. And while that may be largely true, human discontent about the weather has led to such taken-for-granted features of our lives as watertight roofs, central heating and suitable clothing for every climate. We may not be able to control the weather, but we can sure decide how to live in it.

One of the things that surprised me about Emory during my first year as president was that, to some extent, this observation about the weather seemed stuck in people's minds as a commentary on our community. Particularly when it came to issues like diversity, racial dialogue and understanding among persons of different ethnicities, there seemed to be an underlying tension that went back many years. It's not that these issues had not been addressed, or that nothing had been done about them. But the tension flares up periodically nevertheless, and the result is an articulation of the sense that the climate has never changed—and that no one is working to change it.

It's clear that many people have worked very hard for a long time to make Emory a richly diverse place—to change not only the way we live in the weather, but even the weather itself. The numbers show that. We need only to walk across the campus, look around our classrooms, and take note of student leadership in every arena to know that Emory is a preferred destination for African American and Asian American students, as well as for a growing number of Hispanic students. Among our peer universities, Emory has the largest percentage of African American faculty members.

Still, numbers alone do not make a community. In the past year we have reflected in these pages about "the practice of community" and have undertaken initiatives that help to shape us as a community. We have collaborated on a vision statement for our community, as well as on a Code of Ethics, on strategic planning and on far-reaching discussions about transportation and campus management. These efforts draw us together in common ownership of our destiny, common discourse about our beliefs and what we value.

Has the weather changed? And, if it has not changed, what more we can do about it?

As we continue through this academic year, and particularly as we strive

toward our goal of being a diverse and ethically engaged community, it is important to take stock of what we think, collectively, about the Emory climate—to gauge the weather. I want to invite and encourage your participation in this climate survey.

Beginning in late November, all employees (faculty and staff) will be asked to complete a confidential survey on the campus climate for diversity. This is a new undertaking for Emory, so to ensure the confidentiality and accuracy of the information gathered, the University has engaged an independent consultant, Kevin Nolan of Atlanta SurveyNet. Kevin has more than 18 years of experience conducting workplace surveys for such corporations as the Southern Company, Georgia Power and Lockheed Martin.

The particular survey Kevin will conduct for Emory was developed by him in close cooperation with the President's Commission on Race and Ethnicity (PCORE), formerly the President's Commission on the Status of Minorities. PCORE has worked hard to develop a guideline for the survey that encompasses the very broad range of areas and interests that make up Emory. The survey was developed on the basis of a wealth of research about diversity as well as the years of wisdom shared by both Kevin Nolan and PCORE members. I am grateful to PCORE for its initiative and perseverance in ensuring that this survey comes to fruition.

All responses to the survey will be kept in strictest confidence; no one at Emory will see the raw data or the responses, which will be sent directly to the consultant. He then will analyze the responses and prepare a report for the University, as well as reports about each school and division. The reports will include the top five positive attributes of Emory's climate, the five most negative attributes and recommendations for follow-up opportunities.

More communications about the survey will be forthcoming over the next several weeks. A similar survey is being conducted among Emory students as part of a national effort in which our Division of Campus Life is playing a key role.

It is important that each of us at Emory have an opportunity to express our thoughts. Without these candid perspectives, we cannot accurately gauge the weather and determine what we can do about it.

Jim Wagner is president of the University.

FOCUS: CARTERCENTER

Center urges acceptance of Venezuela vote

Venezuelan President Hugo Chavez won an August recall referendum to complete his term, but reconciling his supporters and opponents remains a goal after two years of contentious relations mediated by the Carter Center and the Organization of American States (OAS).

"The referendum was an important step in the democratic process," said Jennifer McCoy, director of the center's Americas Program. "Now the larger, more serious issue that the government and opposition need to address is how to work together for the benefit of Venezuela."

"The government should reach out to its opponents to create a national vision for the country and ensure all Venezuelans feel represented," McCoy continued. "More immediately, both sides must work toward restoring public confidence and trust in the electoral process."

The referendum—the world's first recall vote of a president—culminated a process put in motion in November 2003, when Chavez's opponents began collecting a new set of signatures to petition for the recall. Over a period of 10 months, the center and the OAS observed the signature collections, the National Electoral Council's signature validation process, the signature verifications and the referendum.

"Though the vote was secret and free—verified through several post-referendum checks by the center and the OAS," McCoy said, "the opposition's claims of fraud, intimidation tactics by government supporters and opaque decisions by the National Electoral Council (CNE) eroded faith in the recall outcome."

As the polls closed on Aug. 15, Carter Center and OAS observers conducted a "quick count" of randomly selected polling sites to verify that the on-site vote tallies they saw matched those transmitted from the electronic voting machines to CNE headquarters. The quick count matched the CNE's results, which indicated almost 60 percent of voters cast their ballots to keep Chavez in power, and showed no manipulation of the data transmission or tabulation. A third check (recounting a sample of paper ballots that print after each vote) also did not show any fraud.

Before observers, including former President Jimmy Carter, arrived for the referendum, the center's office in Venezuela's capital of Caracas observed trial runs of the voting machines conducted by the CNE and met with the political forces, technical directors of all components of the automated voting processes, the media, the armed forces and other key groups.

After the referendum result was announced overnight by the CNE, Carter and OAS Secretary General César Gaviria held a press conference to announce their findings and to urge a peaceful acceptance of the results by both sides. They also called for reconciliation talks between the government and opposition.

"There needs to be good-faith acceptance of the results by both winners and losers, and some degree of reconciliation," Carter said. "When distrust or disharmony is deep—as it is in Venezuela—it is necessary to establish a continuing dialogue between the government and the opposition leaders."

Away from Caracas politics, in small communities across Venezuela, Carter Center trainers continue to teach media-tion skills necessary for various sectors of society to coexist.

Kay Torrance is assistant director for public information at the Carter Center.

THEATEREMORY

TE founds Sister City Project to develop new playwrights

BY MICHAEL TERRAZAS & DEB HAMMACHER

Though Theater Emory's (TE) Oct. 18 reception in the Schwartz Center theater lab was billed as "An Evening with David Kranes," the event was a celebration of more than just the former artistic director of the Sundance Playwrights Lab who has been a frequent collaborator with TE over the past decade.

Aside from formally announcing the birth of the Sister City Playwrights exchange, a national effort to foster young playwrights in seven cities from coast to coast, those gathered in the theater lab also were asked to raise a symbolic glass to the space itself, which is physical evidence of the thinking behind the founding of Sister City.

In welcoming an audience of perhaps 75 artists, faculty, alumni, friends and other theater patrons, TE Artistic Producing Director Vinnie Murphy shared some background behind the lab's creation. During discussions about Emory's planned performing arts center in the mid-1990s, Murphy said, TE and the Department of Theater Studies volunteered to give up their wish for a fully functional theater space so that the center could contain a concert hall. What the theater folks got instead was the black-box theater lab—perfect for the development of new plays, something with which TE has been intimately involved since before Murphy's arrival.

Through his work with Sundance, Kranes built a reputation for finding innovative ways to develop new work, and in his remarks he gave eight "bullet points" he's learned about nurturing plays through their often lengthy gestational period.

"The playwright is more important than the play," Kranes said. "You have to think in terms of lifetimes more than opening nights."

Kranes also stressed the need to operate under a "laboratory paradigm" rather than one more attuned to production; developing a play is analogous, he said, to work done in more traditional laboratories, which seldom face



Kay Hinton

David Kranes (left), former artistic director of the Sundance Playwrights Lab, was honored at an Oct. 18 reception in which Theater Emory (TE) announced a seven-city, collaborative program to foster new and emerging playwrights. TE Artistic Producing Director Vinnie Murphy (right) says the goal is to help artists leap to the national stage.

the same deadline pressures as a company rehearsing for an upcoming production. "No real laboratory would ever think about developing a cure for a particular disease by April 7 at 10 p.m.," Kranes said.

Following Kranes' remarks, the event featured a panel discussion on "What Helps Most in Play Development?" by representatives from the nine participating theater companies in Sister City.

"The idea behind Sister City Playwrights is to help catapult regional artists to the national level," Murphy said. "There are regional playwrights who are locked into a region and never get out; the goal is to have a national network to help these artists make that leap."

The network (established in Atlanta, Boston, Chicago, Minneapolis, New York, San Francisco and Seattle) will work to coordinate residencies, co-commission new work, and help funders, critics and the public better understand and support the process of creating new theater work. Theater Emory will guide and fund the program during the next two years.

The project also will advocate for a co-sponsored series of "barebones" productions, minimally produced readings of worthy new plays done outside the critical and commercial realm, so playwrights have the opportunity to see a new work in draft form.

TE has done this for years through its biennial Brave New Works series, and the company's 2004-05 season is focusing exclusively on development of new plays.

The model for Sister City, Murphy said, was the Naomi Wallace Festival produced by TE and 12 Atlanta theaters in September 2001. Six full productions and six staged readings of Wallace's plays were produced across the city, including world premieres of pieces that portrayed the world from an Arab's point of view days after 9/11.

The critical mass of companies coming together to share and celebrate a Southern writer never before produced in Atlanta allowed the public, critics, media and arts community to view a body of work together. Wallace resuscitated two of her earlier (and abandoned) works and got help from the Georgia Shakespeare Festival in developing *The Inland Sea* before its London premiere. She also appeared on the cover of *American Theater* magazine.

Finally, the Oct. 18 event celebrated the publication of three new scripts commissioned by TE: *American Wake*, by theater studies Associate Professor Tim McDonough; *Dating & Mating in Modern Times*, by Elizabeth Wong; and *Leap*, by Emory alumna Lauren Gunderson, '03C. TE has produced all three plays.

UNIVERSITY GOVERNANCE

LGBT seeking campus support to defeat Amendment 1

At the latest meeting of the President's Commission on the LGBT Concerns, on Tuesday, Oct. 19th, in 400 Administration, members discussed the Emory LGBT community's efforts to educate the campus on the consequences of the proposed constitutional amendment to recognize marriage in Georgia as a union only between a man and a woman.

A panel discussion on same-sex marriage and Amendment 1 will be held in room 1D of Gambrell Hall on Oct. 28 at 6:30 p.m. One of the panelists will be ex officio commission member Saralyn Chesnut, director of the Office of LGBT Life. Also mentioned was the speech by state Rep. Karla Drenner on the steps of Candler Library, Oct. 11. Drenner is the only openly gay member of the Georgia Legislature. Members encouraged each other to engage in grassroots efforts such as hanging flyers both on and off campus.

Chair Cathi Wentworth said she sent a letter earlier this month to several administrators asking them to support the commission in its efforts to defeat the amendment. Wentworth said Sharon Strocchia, president of the University Senate and one of the people receiving the letter, invited her to speak at the next Senate meeting, Oct. 26.

In other business, the commission will promote its November meeting as open to the campus. All president's commissions' meetings are open to the Emory community although this is not always advertised. LGBT's annual meet-

ing at Oxford, for instance, is open and visitors are common, while meetings on the Atlanta campus are rarely attended by the wider community.

Not only will the November LGBT meeting be publicized on the Emory web, but Wentworth said she will personally invite leaders from other campus LGBT groups such as Emory Pride and Sacred Worth.

Regarding administrative issues, the commission unanimously voted to amend its bylaws—primarily regarding its structure, term limitations and attendance requirements. Treasurer Rebeca Quintana distributed a draft budget plan. This is the first year the commission has worked from a formal budget, and a proposal was made that funding processes be guided by seven budget categories. Also included was the average money spent in each category over the last three years. Members agreed to review the material.

In other discussion, members expressed concern about the lack of knowledge across campus about transgender issues. Simply choosing which restroom to use in an on-campus residence hall can be an issue, said Andy Wilson of Campus Life. The next LGBT meeting will be held Nov. 16 at 5:15 p.m. in 400 Administration.—Eric Rangus

If you have a question or comment for LGBT, e-mail Wentworth at cwentwo@learnlink.emory.edu.

CAMPUSNEWS

Employees anxious, unsure about new FLSA regulations

BY PAIGE PARVIN

Concern, confusion and frustration set the tone of an informal group discussion about the Fair Labor Standards Act (FLSA), Oct. 7. A dozen Emory employees came to the first of three brown bag lunches hosted by the staff concerns committee of the President's Commission on the Status of Women (PCSW), which planned the gatherings as a forum for employees to air their concerns.

About 850 jobs at Emory are affected by recent changes to the FLSA, a federal regulation that mandates which kinds of jobs must be eligible for overtime pay. Of these positions, 86 percent are held by women.

Although the FLSA is intended to promote fairness by making sure employees are paid for all hours worked and paid overtime for work in excess of 40 hours per week, most of those at the lunch meeting were upset by the prospect of moving from a salaried position to being paid hourly. Many had received a survey from HR asking them to describe their work—part of the process of determining which jobs will remain exempt, or salaried, and which will become nonexempt.

Nonexempt positions will be required to report their hours through timesheets and electronic methods. Human Resources is working with an outside consultant to help with

its compliance efforts.

Several employees at the lunch expressed confusion about the classification process and how vacation and sick time will factor into work hours.

"It's demeaning," said

very flexible—I've never just worked exactly 8 to 5. I hate filling out a time sheet."

Stuart Turner, production manager for University Publications and the only male employee at the lunch, was one

"My hours are very flexible—I've never just worked exactly 8 to 5. I hate filling out a time sheet."

—Stacey Paschal

Governmental & Community Affairs

Loretta Anderson, administrative assistant in the Department of Middle Eastern and South Asian Studies. "You can go through all the 'D' words—demeaning, demoralizing, degrading and depressing."

"It just seems like a really inexact science to try and quantify what we do in such a short time," added Joy Wasson, administrative assistant in the religion department.

Many said they are accustomed to working more than 40 hours a week when their jobs require it. But they also appreciate the flexibility and sense of professionalism afforded by a salaried position.

Stacey Paschal, administrative assistant in the Office of Governmental and Community Affairs, said, "I work overtime sometimes. I do it because it's my job. I don't complain and I don't mind. But my hours are

of several attendees who said he is concerned that positions will be misunderstood, possibly undervalued and therefore compensated less because of time restrictions. As a staff member with a high level of responsibility who sometimes has to work unusual hours due to print schedules, he said, "I can't say, on a Friday morning, I only have one hour to work today and then I have to go home."

Susan Carini, executive director of University Publications and chair of PCSW's staff concerns committee, said that to her knowledge no provision has been made for departments to receive additional funds so they can pay overtime.

Two more open brown bag lunches to discuss the FLSA will be held Nov. 10 and Dec. 8 in the Center for Women on the third floor of Cox Hall.

CAMPUSNEWS

'Crisis in Sudan' panel to discuss situation in Darfur

BY ELAINE JUSTICE

Four leading voices in the effort to raise awareness of the crisis in the Darfur region of Sudan will speak at a public panel discussion on "Crisis in the Sudan" at 7 p.m. on Wednesday, Oct. 27, in WHSCAB auditorium.

The discussion is one of a series of initiatives under way on the Emory campus to bring attention to the ongoing crisis in Sudan's Darfur region. The Sudan working group is a coalition of student groups, academic departments and administrative offices that are cooperatively sponsoring programming and conducting outreach and education to bring public attention and help to the region.

Panelists for the Oct. 26 event include Jerry Fowler, staff director, Committee on Conscience, U.S. Holocaust Memorial Museum; Deborah Scroggins, journalist and author; Basia Tomczyk, epidemiologist, CDC international emergency and refugee health branch; and Michael Rewald, senior advisor for rights-based programming, CARE.

Fowler works to carry out the Committee on Conscience's mandate "to alert the national conscience, influence policymakers and stimulate worldwide action to confront and work to halt acts of genocide or related crimes against humanity."

In January 2004, the committee issued a "Genocide Warning" regarding Darfur, and in May Fowler visited Sudanese refugee camps in Chad to obtain first-hand accounts of the situation. His publications include the essay, "Out of That Darkness: Preventing Genocide in the 21st Century," forthcoming in the second edition of *Century of Genocide: Eyewitness Accounts and Critical Views*.

Scroggins, a writer and journalist from Atlanta, is a former political and foreign affairs reporter for the *Atlanta Journal-Constitution* and the winner of six national journalism awards for her reporting from the Sudan and the Middle East. She is the author of *Emma's War: An Aid Worker, Radical Islam and the Politics of Oil—A True Story of Love and Death in Sudan*. The book is about the late aid worker Emma McCune and Rick Machar, the

Sudanese warlord she married.

Tomczyk recently led a team conducting a health survey in northeastern Chad. She said Sudanese children in Chad are experiencing a major nutritional crisis similar to those seen in Ethiopia in 1999 and the Democratic Republic of Congo in 2000. She also said public health intervention in the region now would save children's lives.

Rewald has been involved in the field of international relief and development since 1981, having worked in Papua New Guinea, Ethiopia and Bangladesh. He has worked with CARE for the past 14 years in a variety of positions in country offices as well as at the organization's headquarters in Atlanta. As CARE's senior advisor for rights-based programming, Rewald leads the organization's efforts to align its relief and development work with international human rights principles and standards.

The panel discussion is free and open to the public. For more information, contact Mary Jo Duncanson at 404-727-2536 or mary.jo.duncanson@emory.edu.

FOCUS: STRATEGIC PLANNING

Making Oxford a better version of itself

Faced with the task of researching, deliberating and then producing an environmental assessment of their institution as part of Emory's strategic planning process, the leadership of Oxford College considered the task at hand and asked one question: How?

"One of the things that came alive to us during this process was that we didn't have any systematic way of collecting the data," said Kent Linville, Oxford dean of academic affairs. "That became painfully apparent as we had to rummage around and, in ad hoc ways, figure out how to get the information and press people into service over and above their normal jobs."

The product of those efforts, however, was more than worthwhile. Preparing the assessment yielded benefits that go beyond the bullet points and conclusions printed throughout the 43-page document; the very process itself drew together individuals who, even on a small campus like Oxford, don't interact as much as they'd like. It's also highlighted the need for an institutional research capacity that will allow Oxford to measure—in a way it's never done before—its impact on students.

"This has generated the best data we've ever had," said Oxford Dean Dana Greene. "And it educates a kind of leadership in the college, particularly among the faculty, to think about broader issues of how we relate not only to the University but to higher education in general. For a place that historically has been so remote and isolated, that kind of leadership is essential."

"It created a community-wide reflection about where we are and where we ought to go to make Oxford a better version of itself," Linville said. "Nothing like that has happened at this level of generality since I've been here—and I came with the dirt."

To accomplish its work, the college formed a steering committee co-directed by Linville and Kitty McNeill, director of the Oxford Library, and started by holding an open meeting in January that was attended by about 100 people of all associations with Oxford: faculty, staff, students, Board of Counselors members, emeriti faculty. The event was moderated by an outside facilitator, Martha Talbott, who continued to work with the steering committee throughout its efforts.

Using feedback from the public meeting, the committee drafted a vision statement that echoes many of the themes found in Emory's overall vision statement but is tailored to Oxford's particular strengths:

Oxford, attracting people to a place in the heart of Emory; a community, diverse, caring for humanity, nature and one another; driven by inquiry and dedicated to excellence in undergraduate liberal arts education; a college, providing a peerless and transformative learning environment, renowned for the leadership, service, achievement and support of its graduates.

This statement guided the steering committee's work as it assessed Oxford's strengths and weaknesses, identifying areas in which the college does particularly well, along with those where it could improve. Not surprisingly, the completed environmental assessment highlights Oxford's achievement in the scholarship of teaching and learning. The college long has prided itself on the excellence of its teaching, but in recent years Oxford faculty and administrators have capitalized on this strength by focusing a scholarly eye on the classroom.

Other strengths include the diversity of Oxford's student body; a high level of community and collegiality among students, faculty, staff and administrators; and leadership opportunities for first- and second-year students that, at traditional four-year institutions, are primarily available to upperclassmen.

Most of Oxford's identified weaknesses are tied to inadequate staffing or funding; library and information technology resources, in particular, need boosts to keep up with changing standards and increased demand. Administrative personnel in many areas are stretched thin, the report says, hindering a range of programs and services.

Along with Emory's eight other schools, Oxford's next task is to move beyond the environmental assessment into the process of developing goals, initiatives and annual tactics. College planners also will identify measures and targets, both short- and long-term, to gauge achievement of Oxford's vision. McNeill said the process for the next phase will look very much like that of the environmental assessment, likely involving a steering committee comprised of the same groups—faculty, staff, students, administrators—who made up the first one.

"All of those people," McNeill said, "will be key to the success of the implementation of this plan."

Academic planning as a whole, Greene added, is something Emory's schools have not done as well as they could (and, perhaps, should) in the past, but the strategic planning process is changing that, creating structures that will be useful long after the plan is completed next June.

"What's clear to me is how organic this thing is; it arises directly from the mission of Oxford," Greene said. "Our principal goal is to provide this transformative learning environment, and everything follows from that, so it has a certain power because it is so coherent and organic. What's paramount is our attempt to document more fully what we're doing here, so we can become a resource and model for other institutions as they reflect upon their teaching and learning environments.—Michael Terrazas

For more information about Emory's strategic planning process, visit www.admin.emory.edu/StrategicPlan/.

SCHOLARSHIP&RESEARCH

Emory, UNC hope to increase colorectal screening

BY HOLLY KORSCHUN

More than half of all adults over 50 do not adhere to health guidelines that recommend periodic colon cancer screening, despite the fact that early detection and intervention can significantly reduce illness and death from the disease.

Using a \$2.5 million CDC grant, a team of researchers at the Rollins School of Public Health and the University of North Carolina's Lineberger Cancer Center, along with Aetna, one of the nation's largest health insurers, hope to change those habits and increase screening for colorectal cancer.

Colorectal cancer (CRC) is the second most common cause of cancer mortality in the United States, with the estimated number of deaths exceeding 57,000 each year. The U.S. Preventive Services Task Force recommends all asymptomatic adults age 50 and older be screened periodically through FOBT (fecal occult blood test), flexible sigmoidoscopy, colonoscopy or double contrast barium enema.

Two key predictors of whether individuals get screened for colorectal cancer

are receiving a physician recommendation for screening and having health insurance. Previous studies have indicated that community- and clinic-based behavioral interventions can increase colorectal cancer screening. The Emory and UNC research team will conduct a randomized trial of members enrolled in an Aetna health plan who receive primary care through physician group practices in Georgia and North Carolina, to determine whether these same behavioral interventions can be effective in increasing CRC screening in health plan members.

The study will test a program that combines videotape-based decision aid and "academic detailing," which involves working closely with physician practices to prepare them for increased patient demand for CRC screening. Some of the practices and their members (ages 52-75) will receive this program, and others will receive the routine reminders that Aetna sends to members who are overdue for screening. The study will continue for up to two years in still-unscreened participants. The main outcome will be whether the participants receive one of the recommend-

ed methods of CRC screening.

"This study has the potential to save lives and increase longevity in health plan participants," said Karen Glanz, professor of behavioral sciences and health education, a Georgia Cancer Coalition Distinguished Research Scholar, and principal investigator of the project.

"Not only will it help us establish systems to increase screening that will fulfill recommended requirements," Glanz continued, "but it also will help us forge collaborative relationships between public health and health care researchers and the affected communities of health plans and health care providers.

"The project also will improve our understanding of how screening promotion interventions work in both white and black populations," Glanz continued.

Other investigators on the team include Tracy Scott from the Rollins school and Michael Pignone and Barbara Rimer from the UNC Lineberger Cancer Center. The research is being conducted as a collaborative partnership with Aetna's Southeast region through the Emory Center on Health Outcomes and Quality,



Kay Hinton

Public health Professor Karen Glanz is principal investigator of a study looking for ways to encourage more people to be screened for colorectal cancer, the second most deadly cancer in the United States, killing more than 57,000 people each year.

a multidisciplinary health care research group formed to measure and evaluate the quality of health care.

"Aetna is pleased to work with two leading research institutions in this effort to increase the number of members who

receive this critical preventive screening service," said Charles Cutler, head of national quality management for Aetna. "Our Southeast region quality and medical economics teams look forward to beginning this important work."

Study details dolphin brain evolution for first time



Kay Hinton

Lori Marino from neuroscience and behavioral biology worked with two colleagues from Duke University and the Cranbrook Institute of Science on a study that measured when and why dolphins developed a relative brain size second only to humans. It's the first time the fossil record of dolphins and their ancestors has been analyzed this way.

BY BEVERLY CLARK

The intelligence and cognitive capabilities of dolphins and their aquatic cousins have long fascinated the public and the scientific community, but the questions of how and why they have such large brains have mostly gone unanswered.

In the first comprehensive analysis of its kind, a new study maps how brain size has changed in dolphins and their relatives over the past 47 million years, and helps to provide

some answers to how the species evolved in relation to humans. The study, which will appear in the December issue of *Anatomical Record*, was done by Emory psychologist Lori Marino, senior lecturer in neuroscience and behavioral biology, and colleagues Daniel McShea from Duke University and Mark Uhen from the Cranbrook Institute of Science.

The study investigates the fossil record of the toothed whales (dolphins, porpoises, belugas and narwhals) from the order Cetacea and suborder

Odontoceti. Many modern toothed whale species (odontocetes) have extremely high encephalization levels, meaning they have brains significantly larger than expected for their body size and second only to those of modern humans.

"A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution, whether there are shared features with hominoid brain evolution, and more generally how large brains evolve," Marino said.

To investigate how the large brains of odontocetes changed over time, Marino and her colleagues quantified and averaged estimates of brain and body size for fossil cetacean species using computed tomography, and analyzed these data along with those for modern odontocetes.

The only data previously available were a small handful of fossils that provided a very limited record. Marino and her colleagues spent four years tracking down fossils at the Smithsonian Institution and other museums, scanning and measuring a total of 66 fossil crania. This subset was added to brain and body weight data from 144 modern cetacean specimens for a total sample of 210 specimens representing 37 families and 62 species.

Their work produced the first description and statistical

tests of changes in brain size relative to body size in cetaceans over 47 million years. They found that encephalization level increased significantly in two critical phases.

The first increase occurred with the origin of odontocetes from the ancestral group Archaeoceti nearly 39 million years ago, and was accompanied both by an increase in brain size and a decrease in body size. This occurred, Marino said, with the emergence of the first cetaceans to possess echolocation, the high-frequency, perceptual-communicative system used by modern dolphins and other odontocetes. The second major change occurred in the origin of the superfamily Delphinoidea (oceanic dolphins, porpoises, belugas and narwhals) about 15 million years ago. Both increases probably relate to changes in social ecology (the animals' social lifestyle) as well, Marino added.

In addition to their large brains, odontocetes have demonstrated behavioral faculties previously ascribed only to humans and, to some extent, great apes. These include mirror self-recognition, comprehension of symbol-based communication systems and abstract concepts, and the learning and intergenerational transmission of cultural behaviors.

Despite cognitive commonalities, the odontocete evolutionary pathway has proceeded under a very different set of independent circumstances from that of primates, Marino explained; the highly expanded brain size and behavioral abilities of odontocetes are, in a sense, convergently shared with humans.

"Dolphin brains are four to five times larger for their body size when compared to another animal of similar size," she said. "In humans, the measure is seven times larger—not a huge difference. Essentially, the brains of primates and cetaceans arrived at the same cognitive space while evolving along quite different paths. What the data say to me is that we, as humans, are not that special. Although we are highly encephalized, it's not by much or for that long compared with odontocetes."

Marino and her colleagues add that the observation that there is a single remaining human lineage "pruned down from a bushier tree" has led to a popular view that several species of highly encephalized animals cannot co-exist at the same time.

"However," they wrote, "our results show that not only do multiple highly encephalized delphinoids coexist in similar and overlapping environments today, but this situation arose as early as 20 million years ago and has persisted for at least 15 million years."

HEALTHSCIENCES

Breast Imaging Center brings easy mammograms to campus

BY ERIC RANGUS

It wasn't that long ago that a woman had to wait months for a mammogram appointment. Even diagnostic appointments, scheduled after a breast abnormality was found in the initial screening, were massively backed up.

Fortunately, because of increased awareness of the dangers of breast cancer—something one in eight women will experience in their lifetimes—and a vastly improved system of care, those long waits are a thing of the past. At Emory's Breast Imaging Center, a part of the Winship Cancer Institute (WCI), screening mammograms can be scheduled in two or three days. For diagnostic exams, the time often is one day.

"Imagine being told there is something wrong, but you can't get an appointment for three months; that's just not right," said Carl D'Orsi, assistant professor of radiology and director of the Breast Imaging Center.

October is National Breast Cancer Awareness Month; the campaign, now in its 19th year, is dedicated to educating women about breast cancer, especially the importance of detecting the disease in its earliest stages through screening mammography. The Breast Imaging Center is doing its part to make that process easier.

In tandem with Breast Cancer Awareness Month, the center created a phone number, 404-778-PINK (7465), for scheduling mammograms. In addition to scheduling appointments, anyone who calls with breast health questions can be routed quickly in the right direction.

The center also is distributing a new brochure to all its patients detailing what they can expect from a screening mammography—the standard breast x-rays women over 40 should have each year—and a diagnostic mammography—which is performed if an abnormality is found during the initial screening.

"There are certain circumstances, such as multiple relatives with pre-menopausal malignancy, when mammograms should be started earlier," D'Orsi said.

"We look at the ages where these malignancies begin and start seeing these women at that age, usually around 30." D'Orsi added that all women between the ages of 20–39 should still have clinical breast exams every three years



Carl D'Orsi (foreground) and Toncred Styblo review patient mammograms at the Winship Cancer Institute's Breast Imaging Center. October is National Breast Cancer Awareness Month, and the center has created a new phone number (404-778-PINK) to help women make appointments for screening mammograms.

and that self exams also are important.

The center sees between 12,000–15,000 women a year. There often is a slight increase each October because of the breast-health promotion, but D'Orsi said most women are knowledgeable of the importance of mammograms, and stay aware throughout the year.

All the screenings are performed at the center's facility in the 1525 building. Diagnostic mammograms are performed at the center's Winship location on the first floor of the institute. Fortunately, most patients never get that far.

D'Orsi said between 10–12 percent of the center's patients receive diagnostic mammograms and most are dismissed following it. Only about 1 percent of the center's patients require a biopsy, which could then lead to future surgery if cancer is detected.

Technological advances such as digital imaging are playing increasingly prominent roles in cancer detection. Rather than being printed on traditional x-ray film, images are taken digitally, which allows physicians to manipulate them. The technology is so advanced that in some cases lumps as small as 3–4 millimeters can be found. The center also is moving into magnetic resonance imaging (MRI).

"The power of MRI is that you are getting physiological information," D'Orsi said. "With [traditional] mammograms, you only get anatomical information. There is a mass, but you don't know anything about its blood supply."

The center is at the forefront with state-of-the-art clinical care

as well. Including D'Orsi, five radiologists work at the center performing mammograms at least half the time. Beyond the core staff, oncologists, pathologists and surgeons are affiliated with the center, and they fill a variety of roles along the continuum. In all, Emory's Breast Cancer Program boasts more than two dozen doctors.

"We want to make care seamless for patients," said Toncred Styblo, associate professor of surgery in the Division of Surgical Oncology, a specialist in breast disease and a member of the Breast Cancer Program. "We all have special expertise and we try to work together to make sure patients see a team taking care of them."

The Breast Imaging Center is one of the most active groups in the country with regard to mammography research. Its current grant-funded projects, which include a new study on stereoscopic, three-dimensional breast imaging, number upwards of \$3 million. D'Orsi said proposals have already been written that could triple that amount.

While the importance of mammography is well known across campus and around the country, D'Orsi still has an important message for the Emory community: "We want our Emory family to come here," he said, adding that while Emory faculty and staff make up a certain percent of center patients, it could be larger. "We want to treat our women. That's part of the reason why created the new phone number. We want to make it easier for Emory employees to come here and take advantage of our facilities."

like mere competitive excellence—they're fine, they're fun—[but] one can be a winner and exhibit competitive excellence yet still fall short of contributing excellence.

"Individual interactions between friends and colleagues represent opportunities for mentorship," he continued. "They are opportunities to change each other not just through one-upsmanship, even if it is just by example."

Wagner said the community can practice this type of con-

tributing excellence by recognizing the differences between vocation and mere activity or employment, specifically the call to community versus simple coexistence; or valuable instead of lucrative research; professionalism instead of adequacy in staff roles; craftsmanship vs. superficial expediency in facilities; and wellness in health rather than mere survival in health care.

Returning to his central goal of making Emory a destination university, Wagner sketched out

FOCUS: FACILITIESMANAGEMENT

Online guide explains FM services to campus

Have you ever needed to have a new key made for your office? A light bulb replaced, or a bookcase moved? If so, you probably had to ask someone in your department or administrative unit how to go about acquiring these services. Now this information is readily available online through the Facilities Management (FM) website (www.fm.emory.edu) by clicking on the "Guide to Services" link.

"[FM] has had this information available on our website for several years," said Bob McMains, director of maintenance operations. "However our customers wanted something that was easily accessible and more condensed: a simple reference guide describing the types of services we provide through the basic education and general budget allocation—in contrast to those services they must pay for out of their annual operating budgets."

That is what the "Guide To Services" provides. Early in September, FM posted the guide in draft form on its website, then asked Emory's business officers, including representatives from the hospitals and clinics, to review the information and make recommendations on topics they thought were missing or needed clarification.

One idea was to explain how FM prioritizes work requests, either as emergencies, urgent, routine or preventive maintenance. Another was to describe more fully "maintenance painting" and how often it occurs; yet another was to explain who maintains access-control systems on campus. After receiving this very valuable input, FM incorporated the suggestions, and the online guide is now available in its final form.

The table of contents breaks the information into three main categories: (1) General Information, (2) Maintenance and Operations, and (3) Planning and Construction. The first section explains what constitutes billable and non-billable services. Within this section, readers can choose among five different ways to submit a work request; FM is a 24/7 operation, and customers can submit work requests at anytime.

The newest and most popular way is to use the online customer request form available at www.fm.emory.edu/form/CSForm.cfm. However, before submitting a work request, FM encourages individuals when feasible to touch base with the facility coordinators or contact persons within their respective buildings or departments. These individuals work with FM regularly and know the operating service procedures very well.

Another important part of general information is a description of how to access invoice and billing information online. Through the FM website, customers can click on invoices under the "Customer Information" header. They will be asked to sign in (using their network ID and password), then they can obtain service invoice information by invoice number or by account.

Within the maintenance and operations section, customers will find information on carpentry services, plumbing, recycling, staging and waste management, to name just a few. There also is a section about building services, which provides custodial services to the campus.

The project management, campus planning and interior design sections explain what is available to the campus for capital construction and small renovation projects. Campus planning ensures that buildings are designed for functionality, in accordance with campus design guidelines and all relevant building codes. Project management ensures that jobs are completed on time and on budget while protecting the University's interest.

It is FM's plan to update this guide at least twice per year, with major revisions in February and minor revisions in July. The division encourages all customers to review the guide and provide feedback. Please forward comments to FM's customer service department at csc@fmd.emory.edu.

Debbie Moyers is director of resource planning for Facilities Management.

STATE from page 1

nity to seek greater fulfillment of its potential and to consider going beyond traditional levels of expectation," Wagner said.

Saying there are "different levels of excellence," Wagner challenged the community to practice "contributing excellence," an idea he discussed at length. "Contributing excellence advances whatever it touches," he said. "It changes the way other people think and do things. Other kinds of excellence

what must take place for that hope to be realized: Strong recruiting packages are needed to attract new faculty members and professional development opportunities for current faculty; fair pay, benefits and recognition for staff; visibility and financial accessibility for students.

Wagner received a variety of questions from the audience ranging from how to promote award winners, partnerships with Fortune 500 companies, the role of the Board of

Trustees and employee development. He was upfront and honest with his answers.

"We talk about attract, attract, attract, but retention is also a measure of what it means to be a destination university," he said responding to a question about internal promotions for staff. "We are not doing as we should when we find that our staff cannot grow and develop and move up the ladder here."

For online event information, visit www.emory.edu/TODAY

Events for the Emory Community

PERFORMING ARTS

MONDAY, OCT. 25

Play

La Serva Padrona (The Maid as Mistress). The New Trinity Baroque, performing; Pedrag Gosta, director. 8 p.m. Allen Church, Oxford campus. Free. 770-784-8389.

TUESDAY, OCT. 26

Female Director film series

The Ladies Room. Mahnaz Afzali, director. 6:30 p.m. Harland Cinema, Dobbs Center. Free. 404-727-2000.

Flora Glenn Candler concert series

Thomas Hampson, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. \$48; \$36 group discount; \$5 students. 404-727-5050.

European Art cinema series

Solaris (Solyaris). Andrei Tarkovsky, director. 8 p.m. 206 White Hall. Free. 404-727-6761.

Crusades in Cinema film series

El Cid. Anthony Mann, director. 8 p.m. 101 White Hall. Free. 404-727-6354.

WEDNESDAY, OCT. 27

The Wonderful World of Color film series

A Woman is a Woman. Jean-Luc Godard, director. 7:30 p.m. 205 White Hall. Free. 404-727-6761.

FRIDAY, OCT. 29

From the Top concert

Christopher O'Riley, hosting. 8 p.m. Emerson Concert Hall, Schwartz Center. \$25; \$20 group discount; \$10 students. 404-727-5050.

SUNDAY, OCT. 31

Halloween Family Concert

11 a.m. Reception Hall, Carlos Museum. \$4; four free tickets for family-level members. 404-727-4291.

MONDAY, NOV. 1

Concert

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

VISUAL ARTS

Pitts Theology Library exhibit

"Catechisms of the 16th Century." Durham Reading Room, Pitts Theology Library. Free. 404-727-5088. **Runs through Dec. 15.**

Special Collections exhibit

"Highlights from the Raymond Danowski Poetry Library." Special Collections, Level 10, Woodruff Library. Free. 404-727-7620. **Runs through Oct. 30.**

Schatten Gallery exhibit

"Beneath the Banyan Tree:"

Ritual, Remembrance and Storytelling in Performed Indian Folk Arts." Schatten Gallery, Woodruff Library. Free. 404-727-6861. **Runs through Dec. 31.**

LECTURES

MONDAY, OCT. 25

Vascular biology seminar series

"Sensing the Environment: Redox Signaling in Response to Changes in Integrin-Mediated Cell Adhesion." Erica Werner, cell biology, presenting. 9 a.m. 317 Woodruff Research Building. Free. 404-727-3364.

Future Makers lecture series

"The Consequences of Uninsurance: Informing the Public Debate." Mary Sue Coleman, University of Michigan president, presenting. Panel discussion to follow. 4 p.m. Winship Ballroom, Dobbs Center. Free. 404-712-9266.

Film studies lecture

"On the French New Wave's Left Bank: Varda and Demy." Richard Neupert, University of Georgia, presenting. 4 p.m. 206 White Hall. Free. 404-727-6761.

History lecture

"Rembrandt's Jews." Steven Nadler, University of Wisconsin-Madison, presenting. 7 p.m. 205 White Hall. Free. 404-727-4465.

WEDNESDAY, OCT. 27

Women's Health and Wellness lecture series

"Let's Talk About Breast, Cervical and Ovarian Cancers." Roberta Kaplow, nursing, presenting. Noon. Conference Room, Women's Center. Free. 404-727-2000.

Women's studies lecture

"Weapons of Mass Obstruction: Enduring Secrets with Joan of Arc." Bonnie Wheeler, Southern Methodist University, presenting. 4 p.m. 207 White Hall. Free. 404-727-0096.

Chemistry lecture

"Glycosyltransferases Dedicated to the Maturation of Antibiotic Natural Products." Christopher Walsh, Harvard Medical School, presenting. 4 p.m. 360 Atwood. Free. 404-727-6585.

Foster C. Beck Lecture in Journalism and the Law

"Court, Country and Culture: The Supreme Court in a Divided America." Linda Greenhouse, *The New York Times*, presenting. 7:30 p.m. Tull Auditorium, Gambrell Hall. Free. 404-727-4221. **Registration required.**

THURSDAY, OCT. 28

Surgical Grand Rounds

"Administering Perioperative

Antimicrobials: Can We Do a Better Job?" Bruce Ribner, medicine, presenting. 7 a.m. Emory Hospital Auditorium. Free. 404-712-2196.

Medicine lecture

"Strategies for Improving Public Trust and Participation in Trials/Research." 8:30 a.m. WHSCAB Auditorium. Free. 404-727-6930.

Public health lecture

"What is the Drug User Community: Characteristics, Causes and Consequences for Public Health." Merrill Singer, Hispanic Health Council, presenting. 4 p.m. 860 Grace Crum Rollins Building. Free. 404-727-8686.

Environmental studies lecture

"Using Spatial Mapping to Address Children's Environmental Health Issues." Mary Lynn Miranda, Duke University, presenting. 4:30 p.m. 205 White Hall. Free. 404-727-6467.

FRIDAY, OCT. 29

Vann Seminar in Premodern History

"Marginal Martyrs: 'Letters of Communion' to the Excommunicated Diocese of Utrecht from Catholic Europe, 1719-1809." Dale van Kley, Ohio State University, presenting. 4 p.m. 323 Bowden Hall. Free. 404-727-4418.

Latin American studies lecture

"Alone Before God: The Religious Origins of Modernity in Mexico." Pamela Voekel, University of Georgia, presenting. 12:30 p.m. 200 White Hall. Free. 404-727-6562. **RSVP required.**

RELIGION

MONDAYS

Weekly Zen sitting meditation

Weekly Zen sitting meditation and instruction in the Soto Zen tradition. 4:30 p.m. Rustin Chapel, Cannon Chapel. Free. 404-727-5120. **Runs through Dec. 26.**

WEDNESDAYS

Zen meditation and instruction

4:30 p.m. Religious Life Apartment (HP01), Clairmont Campus. Free. 404-688-1299. **Runs through Dec. 15.**

TUESDAY, OCT. 26

Reformation Day at Emory

9 a.m.-9 p.m. Sanctuary, Cannon Chapel. Free. 404-727-4165.

Taizé service

6 p.m. Glenn Chapel. Free. 404-727-6225.

FRIDAY, OCT. 29

Walk the Labyrinth

Noon. Sanctuary, Cannon

Chapel. Free. 404-727-6225.

SUNDAY, OCT. 31

University worship

Mary Margaret Pazdan, Aquinas Institute of Theology, preaching. 11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6225.

SPECIAL

TUESDAYS

Chess club

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

WEDNESDAYS

Toastmasters @ Emory

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

THURSDAYS

Carlos Museum Thursday Evenings

Visit the Carlos Museum on Thursdays, when galleries are open for extended hours until 9 p.m. Free. 404-727-4282.

Runs through Dec. 31.

Chess club

6:30 p.m. 106 Bishop's Hall. Free. 404-778-4121.

MONDAY, OCT. 25

Dissertation abstracts database workshop

10:40 a.m. 310 Woodruff Library. Free. 404-712-2833.

School of Medicine palliative care conference

Timothy Quill, presenting. 1 p.m. WHSCAB Auditorium. Free. 404-778-1608.

TUESDAY, OCT. 26

Library tour

1 p.m. Woodruff Library. Free. 404-727-1153.

Google workshop

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

EndNote workshop

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

Panel discussion

"Presidential Elections in an Age of Uncertainty." Alan Abramowitz and Merle Black, political science, and Thomas Patterson, Harvard University, participating. Carol Costello, CNN, moderating. 7:30 p.m. Atlanta History Center; 130 West Paces Ferry Road, NW. \$5 AHC members; \$7 non-members; free with Emory ID. 404-727-7602. **Registration required.**

WEDNESDAY, OCT. 27

External resources workshop

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

Internet workshop

3 p.m. 310 Woodruff Library. Free. 404-727-0178.

Information security workshop

"Who's Looking at You?" Jay

Flanagan, ITD, presenting. 3 p.m. Classroom A, Cox Hall. Free. 404-727-4962.

Goizueta Business School Ph.D. open house

6:30 p.m. Goizueta Business School. Free. 404-727-6353.

Panel discussion

"Crisis in the Sudan." 7 p.m. WHSCAB Auditorium. Free. 404-727-2536.

Planetarium event

"Total Lunar Eclipse: Planetarium Drop In." 9 p.m.-midnight. E300 Math & Science Center. Free. 404-727-7862.

THURSDAY, OCT. 28

EndNote workshop

11:30 a.m. 310 Woodruff Library. Free. 404-727-0147.

Arts and culture panel discussion

"Greek Symposiums." 7 p.m. Carlos Museum Reception Hall. Free. 404-727-4291.

Panel discussion

"From Dissertation to Book: A Roundtable Discussion." Dianne Stewart, religion; Michael Leo Owens, political science, speaking. 4 p.m. 122 Candler Library. Free. 404-727-6692.

FRIDAY, OCT. 29

Government documents workshop

12:50 p.m. 310 Woodruff Library. Free. 404-727-0893.

MONDAY, NOV. 1

Bloodborne pathogen training

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

UNITY celebration kickoff

11:30 a.m. Coca-Cola Commons, Dobbs Center. Free. 404-727-6754.

Book reading and signing

"Beating Back the Devil: Front Lines with Disease Detectives." Maryn McKenna, *Atlanta Journal-Constitution*, presenting. 7 p.m. Rita Ann Rollins Room, Rollins School of Public Health. Free. 404-712-9266.

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