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 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 opportunity to seek greater fulfillment of its potential than we’ve ever had,” Wagner said.

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 Jim Kim, College Council President Aman 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 date 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 relating 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 wars were 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 Caufied 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,” Caufied 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,” Caufied said, “were despicable but convenient bullwarks 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 (political 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 relating 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 4:30–5:30 p.m. and on Oct. 27 from 4:30–5:30 p.m. and again from 6:30–8 p.m. All meetings will cover the same material and will be held in William H. Cobb Hall. For more information about CPU4, visit www.fm.emory.edu/campusplan.
**Correction**

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

---

**Emory Report**

**Editor:**
Michael Terrazas  
**Senior Editor:**
Eric Rangus  
**Staff Writer:**
Katherine Baust  
**Photography Director:**
Jon Rou

---

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

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

Natalie Miller
freshman
Political Science

---

**Roundtable to discuss manuscript writing**

The Provost’s Program in Manuscript Development hosts an annual roundtable discussion, “From Dissertation To Book,” Thursday, Oct. 28, at 4 p.m. in 123 Candler Library.

---

**Do character matter in politics?**

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 their country. We know that for many this decision will simply reflect underlying partisan loyalties; in other words, their vote for Democrats and Republicans for Congress and the presidency may be motivated by a variety of factors, such as economic issues, local matters, and the personal qualities of the candidates. Yet for those who see the political process as more than a numbers game, the character and qualities of political leaders are of central importance. This is especially true in a presidential election year, when the pundits are predicting that the character of the candidates will have a significant bearing on the outcome of the election. After all, the candidates will be brought to us on television, where visual presentation matters much more than the actual substance of the candidates’ policies.

Randall Strahan

---

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

---

**EMORY REPORT (USPS705-789) is published and distributed free to staff and faculty of Emory University. Weekly during the academic year, semimonthly May-August. The Office of University Communications, 1627 N. Decatur Road, Atlanta, GA 30322. Periodicals postage is paid at Atlanta, GA. Postmaster: Send address changes to Emory Report, c/o Development Services, 795 Gateswood, Atlanta, 30322.**

---

**Was incorrect.**

Emory’s voting policy, visit time off for voting. To view policy does not provide paid Nov. 2, either before or after be moderated by CNN Thomas Patterson from History Center at 130 West Oct. 26, at the Atlanta “Presidential Elections in an Atlanta History Center Election 2004 panel at attend. For more information, and faculty are welcome to attend. For more information, call 404-727-6692.

---

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

Anne Lynch
00C Emera Alumna

---

**They reinforced what I already felt, which is that Bush is not suited to be president.**

Especially in the last debate, he didn’t even take negative criticism like someone in that office should be able to. Justin Otto
""
COMMUNITY

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 48. 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, have been dominated by males.

The worlds in which Gilbert has come to cherish her self have historically not been open to those of her gender. And that has never been a problem.

“That was one of the reasons she agreed to join the President’s Commission on the Status of Women, a body Gilbert co-chaired to focus on improving the status of women on campus.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to 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.”

“She also wanted to see more women in the classrooms, helping to make it a force for action.”

“My goal is to improve the status of women on campus,” she said. “That means more women in leadership positions around Emory.”

“Susan Gilbert, chair of the President’s Commission on the Status of Women, shared that in an interview with Emory Report. “That’s five separate opportunities, and I would say we will have been ineffective if none of those are filled up.”

“My goal is to improve the status of women on the campus,” she said. “That means more women in leadership positions around Emory.”

Her first goal was to improve the status of women on campus, and that meant increasing their representation in leadership positions around Emory. She wanted to see more women in top leadership positions, both as students and as faculty members. She also wanted to see more women in the classrooms, helping to make it a force for action.
Center urges acceptance of Venezuela vote

Venezuelan President Hugo Chavez won an August 2004 referendum to extend his mandate, but reconciliation with 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 Cartín McCoy, director of the center’s Americas Program. “Now the larger, more serious issue 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 collection process, the signature verifications and the referendum itself.

“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 and other forms of government and opposition 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 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 ballots—a result that keeps Chavez in power, although it knew how manipulation of the data transmission or tabulation. A third check, requesting a sample of paper ballots that print after each vote, also did not show any fraud.

Before observers, including former President Jimmy Carter, observed 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 automation processes, the armed forces and other key groups.

After the referendum result was announced overnight, 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, which Chavez refused to hold.

The government 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 now, it is essential to establish a continuing dialogue between the government and the opposition.”

The center urged acceptance of the results by both opposition and government to foster a national vision for the country, and ensure all Venezuelans feel represented.

LGBT seeking campus support to defeat Amendment 1

The referring secretary of 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 automation processes, the armed forces and other key groups. After the referendum result was announced overnight, 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, which Chavez refused to hold.

The government 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 now, it is essential to establish a continuing dialogue between the government and the opposition.”

The center urged acceptance of the results by both opposition and government to foster a national vision for the country, and ensure all Venezuelans feel represented.

LGBT seeking campus support to defeat Amendment 1

A t the latest meeting of the President’s Commission on the LGBT Concerns, on Tuesday, Oct. 19th, in 400 Administration, members discussed the consequences of the proposed constitutional amendment to recognize marriage in Georgia as a union only between a man and a woman.

The commission, which examines LGBT concerns such as rights, representation and acceptance, has already cleared one major hurdle: The 2004–05 legislative session 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 works by emerging playwrights that portrayed the range of her work from a single point of view days before 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.

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 cold reality check for writer and director Kranes. “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 now, it is essential to establish a continuing dialogue between the government and the opposition.”

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 works by emerging playwrights that portrayed the range of her work from a single point of view days before 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.

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 works by emerging playwrights that portrayed the range of her work from a single point of view days before 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.
Employees anxious, unsure about new FLSA regulations

BY PAIGE PARVIN

Concern, confusion and uncertainty took hold around a discussion 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 center to discuss the FLSA, which will be required to report their salaried or exempt status. Those who are salaried will be required to report their status to the process of determining whether overtime for work in excess of 40 hours per week must be paid. Approximately 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 those positions, 85 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 employees were upset by the prospect of moving from a salaried position to being paid hourly. Many employees received a survey from HR asking them to describe their work—part of the process in which they will be paid hourly, which will require them to work overtime.

Nonexempt positions will be required to report their hours worked, which is a new and electronic method. 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 they were being asked to do it in a short time. "It's demoralizing," said Stuart Turner, production manager for University Communications.

"My hours are very flexible—I've just not worked exactly 8 to 5. I hate outlining a time sheet."—Stacey Paschal

Governmental & Community Affairs

Several employees at the lunch, several employees at the lunch, who attended by about 100 people of all associations with Oxford; faculty, staff, Board of trustees members and 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 of looking at that of the environmental assessment, likely involving a steering committee comprised of the same groups—faculty, staff, students, administrators—will lead to the development of an action plan.

"All of those people," McNeill said, "will be key to the success of the implementation of this plan." The 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. "I would like that will be useful long after the plan is completed next June.

"Whatever is clear to me is how organic this thing is; it arises directly from faculty and students," said Ray, "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. " We don't want to box ourselves in, we need to expand what we're doing 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 Emory University School of Medicine, Aetna, North Carolina’s Lineberger Cancer Institute and the Rollins School of Public Health at Emory will study the best way to 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.

Published 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.

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 University of Miami 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 some mammals.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to provide a complete 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 second major change occurred in the origin of the superfamily Delphinidae (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, Marino said. “Our results show that not 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,” she 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.”

Study details dolphin brain evolution for first time

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.

The only data previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.

“A description of the pattern of encephalization in toothed whales has enormous potential to yield new insights into odontocete evolution,” said Marino and her colleagues. “Many studies of fossil dolphins have been conducted in the last several years, but the fossil data are primarily limited to the crania. This subset was added to bridge the gap between fossil and living species.”

The data only previously available were a small handful of fossils that provide a very limited record. Marino and her colleagues spent four years tracking down fossils from the Smithsonian Institution and other museums, scanning and measuring data of 66 fossil crania. This subset was added to bridge the gap between fossil and living species.
Breast Imaging Center brings easy mammograms to campus

BY ERIC RANGUS

I wasn’t that long ago that a woman had to wait months for her mammogram appoint-
ment. Even diagnostic appoint-
ments, scheduled after a breast abnormality is found, in the ini-
tial screening, were massively backed up.

Fortunately, because of increased awareness of the dan-
gers of breast cancer—something one in eight women will experi-
ence 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, diagnostic and screening mammograms can be scheduled in two or three days. For diagno-
sis, the time frame is often one day.

“Imagining 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. “Emory’s 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 dis-
ease at its earliest stages through screening mammography. The Breast Imaging Center is doing its part to make a process easier.”

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

The center also is distributing a new brochure about breast exams detailing what they can expect from a screening mammogra-
phy. “We should be educating breast x-rays women over 40 should have each year—and a diagnostic mammog-
raphy—which is performed if an abnormality is found during the initial screening.”

“There are certain circum-
stances, 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 see-
ing these women at that age, usu-
ally around 30.” D’Orsi added that all women between the ages of 20-39 should still have clinical breast exams every three years 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 exams are per-
formed 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. “If the majority of 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. “Technology advances such as digital imaging are playing an increasing role in routine breast cancer detection. Rather than being printed on traditional x-ray film, images are taken digitally, which allows physicians to manipu-
late them. The technology is so advanced that some cancers 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 in this regard. As with D’Orsi’s, five radiologists work at the center performing mammograms at least half the time. Beyond the core staff, oncologists, pathol-
ogists and surgeons are affiliated with the center, and they fill a variety of roles along the contin-
um. In all, Emory’s Breast Cancer Program boasts more than two dozen doctors.

The Breast Imaging Center is one of the most active groups in the country with regard to mammography research. Its cur-
rent research efforts, which include a new study on stereo-
scopic, three-dimensional breast imaging, have already been written that a study in the amount 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 the country, our center 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 cer-
tain 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.”

The Breast Imaging Center is part of the Breast Cancer Program. “We want our Emory family to come here,” he said, adding that while Emory faculty and staff make up a cer-
tain 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.”

Returning to his central goal of making Emory a destination university, Wagner sketched out 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 recog-
nition for staff; visibility and financial accessibility for stu-
dents.

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 up-
front and honest with his an-
swers.

“We talk about attract, attract, attract, but retention is also a measure of what it means to be a destination university,” he said, add-
ing to a question about inter-
nal promotions for staff. “We’re not doing as we should when we find that our staff cannot grow and develop and move up the ladder.”

FOCUS: FACILITIES/ADMINISTRATION

Online guide explains services to campus

H ave 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 depart-
ment or administrative unit how to go about acquiring these services. Now this information is readily available through the Facilities Management (website www.fmi.
edu) by clicking on the “Guide to Services” link.

“FM has 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 along with the basic education and general budget allocation—in contrast to those services they must pay for out of their annual operating budget.”

That is what the “Guide To Services” provides. Early in September, FM posted the guide in draft form on its website, and the executive 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 main-
tenance. Another was to describe more fully “maintenance parking” and how often it occurs; yet another was to explain who maintains access-control systems on campus. After receiv-
ing 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 sec-
tion explains what constitutes billable and non-billable serv-
ces. Within this section, readers can choose among five differ-
ent 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 cus-
tomer request form available at www.fmi.edu/ forms/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 proce-
dures very well.

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

Within the maintenance and operations section, customers will find information on carpentry services, plumbing, recy-
cling, 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 possible to the campus. The section 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.edu.

Debbie Moyer is director of resource planning for Facilities Management.
**PERFORMING ARTS**

**MONDAY, OCT. 25**

**Play**

*La Sera Padrona (The Maid as Mistress)*. The New Trinity Baroque, performing; Pedrag Gosta, director. 8 p.m. Allen Church, Oxford campus. Free. 404-778-8389.

**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.

**VISUAL ARTS**

*Crisis in the South* 7 p.m. WHSCAB Auditorium. Free. 404-727-2536.

**Panel discussion**

“Greek Symposium?” 7 p.m. Carlos Museum Reception Hall. Free. 404-727-4291.

**Panel discussion**


**SUNDAY, DEC. 26**

**Panel discussion**


**For online event information, visit www.go.emory.edu/events**

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