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Associate Editor
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Emory University President
Claire E. Sterk

Senior Vice President of Communications and Public Affairs
Jerry Lewis

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EMORY EVERYWHERE

Alumni News and Class Notes

ALUMNI INK

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TRIBUTE

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Kamal Mansour 68MR

Coda

Banning ‘Bossy’
New Beginnings

Autumn is always a time of new beginnings on a college campus, and Emory is no exception. As the fall semester got under way in August, first-year students arrived on our campuses full of optimism, expectation, and maybe just a little trepidation. Returning undergraduate, graduate, and professional students showed up ready to continue their exploration and growth. And faculty members—tenured, newly minted, or plucked from prestigious universities around the world—claimed classrooms, research labs, and offices. Even administrators and staff, who worked tirelessly through the summer to ensure a flawless fall start, found new resolve—fueled by the sheer energy and excitement of a new year.

One particular returning administrator and faculty member faced a uniquely daunting challenge. Last summer, following an intensive selection process, former Emory Provost and Executive Vice President for Academic Affairs Claire E. Sterk was tapped by the Board of Trustees to become Emory’s 20th president. It is a role she seems born to play, and she has spent the past few months ensuring not only a seamless transition but a bold and decisive start.

In this issue of Emory Magazine, contributing writer David Greenberg provides a glimpse into President Sterk’s formative years in the Netherlands, her family life, and the journey that led her to a brilliant career in academia—culminating in her being named the first female president of one of the world’s finest research universities.

A colleague once told me that a university president should be on the cover of his or her institution’s magazine only three times in their life—when they assume the presidency, when they leave office, and when they die. While we are delighted to feature President Sterk on the cover of this magazine, assuming there is any truth at all to that dictum, it is our sincere hope she will not appear there again for many years to come. Meanwhile, you can follow her in real time on Twitter at @PrezSterk.

Many of our alumni will have an opportunity to meet President Sterk or renew acquaintances with her in the coming months as she goes on the road to discuss her ideas and plans for Emory’s future. Look to her website, president.emory.edu, for updates in that regard.

A different, and decidedly unwelcome, sort of renewal is featured elsewhere in this issue. Despite incredible advances in the research, treatment, and prevention of HIV/AIDS—including extraordinary work by Emory researchers and physicians during the past three decades—recent research indicates a troubling resurgence of HIV infection rates in six Southern states, including Georgia. Emory scientists and clinicians continue unabated and are tackling the challenge as they always have—with rigor and from every angle. A new research project, funded by a $35.6 million grant from the National Institutes of Health, is spurring the development of an effective, lasting vaccine for HIV.

Emory professors, clinicians, and counselors are also hard at work addressing the multitude of issues facing veterans who suffer from posttraumatic stress disorder and traumatic brain injury. Through the Emory Veterans Program, profiled in this issue, individuals summon up the courage and bravery that distinguished them in combat to confront their anxieties and fears back at home. The outcomes are profound, and the concept of hero is redefined.

Jerry Lewis is senior vice president of Communications and Public Affairs.
Emory PhD student and artist Fahamu Pecou celebrates the unveiling of his first large-scale public art installation at the King Memorial MARTA Station in Atlanta. The massive, 70-foot-wide, 40-foot-tall mural is the first of four pieces he will create at MARTA stations around the city. The work is funded by a grant from the “Our Town” program of the National Endowment for the Arts, with additional support from the Georgia Council for the Arts.
A decade ago, there were few effective treatment options for patients with advanced melanoma or lung cancer. But new immunotherapy drugs that can unleash a patient’s own immune system are changing the outlook for treatment of the most difficult cancers.

An Emory scientist’s groundbreaking discoveries pointed the way to the new therapies, and clinical investigators at Emory’s Winship Cancer Institute have been involved in clinical trials of almost every immunotherapy drug approved by the US Food and Drug Administration (FDA).

When Danny Foshee was diagnosed with lung cancer in 2014, the disease was already too advanced for surgery. Foshee met with Suresh Ramalingam, Winship deputy director and director of medical oncology, and Rathi Pillai, the medical oncologist who would become Foshee’s primary Winship physician. After reviewing his case, they asked Foshee if he would like to be considered for a clinical trial that compared the effectiveness of traditional chemotherapy and a new immunotherapy treatment designed to strengthen the immune system’s ability to recognize and fight cancer cells.

To be eligible for the appropriate trial, Foshee needed to have one of three biomarkers on his tumor cells. Only days before the trial closed to new patients, he tested positive for high levels of PD-L1.

Producing the protein PD-L1 is one way cancer outsmarts the immune system. On noncancerous cells, PD-L1 signals the immune system not to attack. That can be very useful, for example, during pregnancy when PD-L1 plays an important role in immune system tolerance of the fetus. But when cancer cells produce PD-L1, its presence on the cells tricks the immune system into not recognizing an enemy that should be attacked. Patients with high levels of PD-L1 in tumor cells—and in the immune cells surrounding lung tumors—often do not respond as well to treatment.

Foshee’s high levels of PD-L1 made him eligible for a clinical trial studying nivolumab, a new drug that blocks PD-1, the receptor to which PD-L1 binds. Two months after immunotherapy began, his tumors had reduced in size by half. Ongoing scans show increasing shrinkage and no spread of cancer. His worst side effect has been some itching.

While the trial was ongoing, the FDA approved nivolumab for patients with metastatic, non-small cell lung cancer resistant to chemotherapy, which described Foshee. Ramalingam, a national leader in clinical trials for lung cancers, directed one of the two trials as well as several others at Winship.

Use of immunotherapy is likely to expand for lung cancer patients, says Ramalingam. Certain lung cancers are among the most responsive, equaled only by melanoma.

But while new drugs like nivolumab are game changers for patients like Foshee, there are many more patients for whom the drugs are not effective. Ramalingam’s goal is to develop biomarkers to predict which patients will respond to which drugs and what can be done to turn nonresponders into success stories.

Wally Curran, executive director of Winship Cancer Institute, says science has understood for years that the patient’s own immune system has the potential to control cancer. In the past decade, he says, “we have discovered how to unlock the patient’s own immune system, enabling T cells to identify cancer as a foreign agent—and we are doing it with less or no toxicity.”—Sylvia Wrobel
LEADERSHIP TRANSITIONS
INTERIM APPOINTMENTS ENSURE STEADY PROGRESS

As President Claire E. Sterk stepped into her new role this fall, she announced several other key positions that are in transition.

Stuart Zola, one of the nation’s leading neuroscientists, will serve as interim provost and executive vice president for academic affairs, the post previously held by Sterk. Zola currently serves as deputy associate chief of staff for research at the Atlanta Veterans Affairs Medical Center, enhancing relationships between the VA and Emory and other universities.

As director emeritus of Yerkes National Primate Research Center and professor emeritus of psychiatry and behavioral science in the Emory School of Medicine, he has extensive experience at Emory, including codirecting the Emory Alzheimer’s Disease Research Center.

Zola was elected as a fellow of the American Association for the Advancement of Sciences in 2009. During his emeritus career at Emory, he has continued to mentor graduate students and post-docs in psychiatry.

“Stuart Zola is an exemplary leader who brings deep understanding and a depth of experience to academic affairs at Emory,” Sterk says.

After 11 years as vice president for human resources, Peter Barnes has been tapped to serve as interim executive vice president for business and administration.

“Peter brings unique experience and knowledge to this interim role,” Sterk says, noting that he has “helped shape and implement important policies and practices that have made Emory distinctively excellent in our business operations and work culture.”

Barnes succeeds Mike Mandl, who left Emory in August to form his own company, Mandl & Co., which will also include Jack Tillman, who is stepping down as Emory’s associate vice president of corporate development.

Barnes joined Emory in November 2005 after serving as senior vice president and director of human resources for the University of North Carolina Health Care System. As vice president of human resources, Barnes has led Emory to be consistently recognized as a top university employer; in 2016, the University was awarded the Work-Life Seal of Distinction for the fifth consecutive year.

Almost two decades ago, Michael Elliott joined the Emory faculty as an English professor, drawn by the University’s strong commitment to both teaching and research. Now the Winship Distinguished Research Professor in English and American Studies is taking the helm of Emory College as interim dean.

In September, Robin Forman, who had served as dean of Emory College since 2010, became senior vice president and provost of Tulane University.

Emory sets new sustainability goals
Building on a decade of advances in creating an environmentally sustainable campus, Emory’s new Sustainability Vision and Strategic Plan is intended to amplify and strengthen the University’s role as an innovative leader in the field. The new plan is conceived to guide Emory for the next 10 years.

Trethewey receives prestigious fellowship
Former US Poet Laureate Natasha Trethewey, Robert W. Woodruff Professor of English and Creative Writing and director of the Creative Writing Program at Emory, has been awarded the 2016 Academy of American Poets Fellowship. The honor, which comes with a $25,000 stipend, is presented to one poet each year in recognition of distinguished poetic achievement.
Former US President Jimmy Carter delighted and enlightened members of the Emory community during the annual Carter Town Hall on September 14, marking the 35th year that first-year Emory students have had the opportunity to ask a president any question they choose and receive a direct answer.

Not surprisingly, a number of questions relating to the current presidential race surfaced during the evening. In response to a question on the tone of the election cycle, Carter held out hope that things are bound to get better.

“We just have to remember that our country is resilient. We have always had through history the ability, when we make serious mistakes like slavery, or the segregation years, or the failure to let women have the right to vote and so forth—we have always been able to correct our mistakes,” he said.

Carter went on to field questions on how the government should handle student loan debt, immigration, and mental health, as well as lighter queries, such as how much sleep he got as president.

“I always did the best I could,” he answered, “so I did not lose much sleep as president.”

Asked about the most useful piece of advice he’d ever been given, Carter promptly replied, “Tell the truth.”

Emory has been ranked 20th among the nation’s top universities in the new 2017 Best Colleges guidebook from US News & World Report.

“Emory is consistently recognized in national surveys for our world-class faculty, vibrant scholars, and diverse and rich academic environment,” says Stuart Zola, interim provost and executive vice president for academic affairs. “While external recognition is gratifying, our focus continues to be on providing the best possible experience for our students.”

In addition, Emory was listed as 17th among national universities offering the “best value” to students based on a combination of academic quality and the average level of need-based financial aid. The University was cited for its economic diversity, with 21 percent of its undergraduates receiving need-based Pell Grants, and among schools with the largest percentage of international undergraduates at 17 percent.

Emory also was ranked 11th among national universities that are the “best colleges for veterans.” Goizueta Business School, which is ranked separately from the University’s main undergraduate program based on a peer survey of deans and senior faculty, was 15th in the undergraduate business rankings.

Emory senior swimmer Andrew Wilson took home two national titles at the US Open Swimming Championships in Minneapolis. In the 200-meter breaststroke, Wilson set a new US Open meet record, and in the 100, he posted a personal-best mark of 59.51, which ranks as the third-fastest American time and the seventh-fastest in the world.
TIME FOR CHANGE?
WAIT FOR THE ‘BUT’
Alan Abramowitz, Alben W. Barkley Professor of Political Science, is one of the most respected presidential poll forecasters in the country. His “Time for Change” model has correctly and precisely predicted the popular vote winner within two percentage points or fewer since 1988.

In this fall’s election, his model predicts a narrow win for Donald Trump, based on a variety of factors. “The model is based on the assumption that the parties are going to nominate mainstream candidates who will be able to unite the party, and that the outcome will be similar to a generic vote, a generic presidential vote for a generic Democrat versus a generic Republican,” Abramowitz told Vox. “That’s usually a reasonable assumption and produces pretty accurate predictions.”

But Abramowitz believes his model is wrong this year. Trump is definitely not a typical, mainstream Republican candidate, and it’s debatable whether he has united the party. Reasonable assumptions just don’t work, says Abramowitz, and “It would not shock me if he ends up losing.”

MEDIAN VOTERS REBEL
In political science, there’s a widely accepted theory, called the Median Voter Theorem, which states that an outcome selected by majority rule will select the outcome preferred by the median voter. As a result, moderate candidates for president typically beat candidates considered ideologically extreme by voters.

That’s how US elections generally play out—but not this year. Andra Gillespie, associate professor of political science, told NPR that one of the most interesting things about this year’s election is that very few predicted Trump’s primary win over more moderate and established Republicans. So how did the political pollsters and academics miss that Trump was preferred by the median voter?

“I don’t think anyone thought that Donald Trump would appeal to the median GOP voter, much less the general election voter. But now we have to consider that. This will necessarily prompt how we measure voter attitudes, particularly how we identify the attitudes that influence vote choice,” Gillespie says.

ROLLERCOASTER POLLS
Presidential election polls have always vacillated, but seldom so wildly as during the 2016 race, and the media have covered every bump of the ride.

But these polls don’t paint an accurate picture of voter preferences, wrote Abramowitz with coauthor Norman Ornstein in The New York Times.

“The problem is that the polls that make the news are also the ones most likely to be wrong. And to folks like us, who know the polling game and can sort out real trends from normal perturbations, too many of this year’s polls, and their coverage, have been cringe-worthy,” Abramowitz wrote.

“Smart analysts are working to sort out distorting effects of questions and poll design. In the meantime, voters and analysts alike should beware of polls that show implausible, eye-catching results,” he added.

THE FIRST GENTLEMAN
Bill Clinton’s role as the first-ever male spouse for a US presidential candidate (and his possible role as the first husband to a president) is truly unique and very important, wrote Gillespie for The New York Times.

“It’s an interesting thing to think about,” Gillespie says. “Andra Gillespie, associate professor of political science, told NPR that one of the most interesting things about this year’s election is that very few predicted Trump’s primary win over more moderate and established Republicans. So how did the political pollsters and academics miss that Trump was preferred by the median voter?

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Every summer, hundreds of rising high school juniors and seniors move into Dobbs Hall on Emory’s main campus.

Participants in Emory’s Pre-College Program, now in its ninth year, come from across the country and around the world to take credit and noncredit courses, get a preview of college life, and gain an advantage in learning what colleges are looking for in an applicant.

For two to six weeks, high-school students take college classes taught by Emory faculty, eat in the dining halls, live together with current Emory students who serve as resident assistants, and experience campus life and the city. They also learn how best to prepare to apply to colleges and choose the one that is right for them, whether that is Emory or not, says Sally Gouzoules, associate dean for international and summer programs.

“Students who have the opportunity to ‘test out’ Emory with the Pre-College Program have a dramatically increased likelihood of attending Emory if they are accepted,” says Sara Jackson Wade, associate director of summer school and pre-college programs.

This year, 375 participants in the program took classes including Biological Anthropology, examining the origins of humanity; A Guide to Election 2016 with Associate Professor of Political Science Andra Gillespie; Law and Litigation with Emory School of Law instructor Aaron Kirk; Psychology and Fiction with Charles Howard Candler Professor of Psychology Marshall Duke; Forensics: Violence and Crime with Associate Professor of Nursing Angela Amar; and Medical Images, Visualization, and 3D Modeling, among dozens of others.

Each afternoon the students attend “College 101” sessions designed to introduce them to the college application process, how to write a great application essay, how to select the right college, and what to expect once they arrive on a college campus. In September, College Choice ranked Emory’s Pre-College Program the best in the nation.

SON dean named national nursing fellow
Angela Amar, assistant dean of the School of Nursing, was made a fellow of the National League for Nursing’s Academy of Nursing Education. Her research on forensic nursing and mental health responses to trauma has been funded by the NIH, the Robert Wood Johnson Foundation, and the national institutes of mental health and nursing research.

Billops-Hatch exhibit open
The exhibit Still Raising Hell: The Art, Activism, and Archives of Camille Billops and James V. Hatch is on view at the Stuart A. Rose Manuscript, Archives, and Rare Book Library through May 2017, showcasing highlights from the extensive collection of two leading stewards of African American history.
A Dog’s Dilemma

WHAT REALLY MOTIVATES HUMANS’ BEST FRIEND?

Given the choice, many dogs prefer praise from their owners over food, suggests a study recently published in the journal *Social Cognitive and Affective Neuroscience*. The study is one of the first to combine brain-imaging data with behavioral experiments to explore canine reward preferences.

“We are trying to understand the basis of the dog-human bond and whether it’s mainly about food, or about the relationship itself,” says Gregory Berns, professor of psychology and lead author of the research. “Out of the 13 dogs that completed the study, we found that most of them either preferred praise from their owners over food, or they appeared to like both equally. Only two of the dogs were real chowhounds, showing a strong preference for the food.”

Dogs were at the center of the most famous experiments of classical conditioning, conducted by Ivan Pavlov in the early 1900s. Pavlov showed that if dogs are trained to associate a particular stimulus with food, the animals salivate in the mere presence of the stimulus, in anticipation of the food.

“One theory about dogs is that they are primarily Pavlovian machines: They just want food and their owners are simply the means to get it,” Berns says. “Another, more current, view of their behavior is that dogs value human contact in and of itself.”

Berns heads up the Dog Project in Emory’s Department of Psychology, which is researching evolutionary questions surrounding man’s best and oldest friend. The project was the first to train dogs to voluntarily enter a functional magnetic resonance imaging (fMRI) scanner and remain motionless during scanning, without restraint or sedation.

In previous research, the Dog Project identified the ventral caudate region of the canine brain as a reward center. It also showed how that region of a dog’s brain responds more strongly to the scents of familiar humans than to the scents of other humans, or even to those of familiar dogs.

The most recent study is based on two different experiments—the first using fMRI imaging, the second behavioral—that showed dogs respond more strongly to praise than to food.

“We found that the caudate response of each dog in the first experiment correlated with their choices in the second experiment,” Berns says. “Dogs are individuals and their neurological profiles fit the behavioral choices they make. Most of the dogs alternated between food and owner, but the dogs with the strongest neural response to praise chose to go to their owners 80 to 90 percent of the time. It shows the importance of social reward and praise to dogs. It may be analogous to how we humans feel when someone praises us.”

Carlos Museum opens redesigned African galleries
The African galleries at Emory’s Carlos Museum reopened in August with a flexible design that will enable the staff to refresh the objects on exhibit and show more of the collection over time. Amanda Hellman, curator of African art, created groupings around six different themes to “help visitors think about specific aspects of African art.”

New prize will fund undergraduate research
Young alumni led by Ben Leiner 14C and Naveed Amalfard 14B have created the Roark Prize at Emory College in honor of Emeritus Samuel Candler Dobbs Professor of American History James Roark. Beginning in 2017, the prize will provide funding for rising seniors pursuing an honors thesis who need to travel for their research.
Emory’s home state has the highest maternal mortality rate and the eighth-highest infant mortality rate in the US. Linda McCauley, dean of the Nell Hodgson Woodruff School of Nursing, and the dean of nursing at Valdosta State University (VSU) have combined forces to help change this dismal picture.

Many rural counties in central and south Georgia have few or no nurse-midwives. But in states with the highest percentage of nurse-midwives, these practitioners attend one in four births, building obstetric workforce capacity and improving outcomes.

Emory has trained nurse-midwives for almost 40 years, producing 350 graduates who comprise the majority of the 500-plus nurse-midwives now licensed in Georgia. It has the only accredited, on-the-ground nurse-midwifery program in the Southeast and is highly ranked nationally, with many students enrolled in the dual family nurse practitioner and midwifery program.

In fall 2014, VSU established its own seven-semester family nurse practitioner program. Now those graduates can pursue a postgraduate nurse-midwifery certificate through Emory. Enthusiasm for the proposed Rural Georgia Midwifery Education Project led to a $24,600 award from the March of Dimes in 2015 to implement it and an endorsement from the Georgia legislature through the Women’s Health Study Committee. Emory began offering the new postgraduate nurse-midwifery certification program this fall.

The hybrid distance education program will combine classroom instruction, led by Emory faculty who will travel regularly to Valdosta State, and online coursework, enabling VSU students to combine work and study.

“This innovative public-private partnership will expand the number of nurse-midwives in Georgia, increase access to care for women in rural areas with significant disparities of health care, and, most important, improve Georgia’s poor maternal and newborn health outcomes,” says MaryJane Lewitt, coordinator of Emory’s nurse-midwifery program.

The Emory community gathered in July and during the first days of the academic year to remember Faraaz Hossain and Abinta Kabir, students whose lives ended tragically this summer during a terror attack in Dhaka, Bangladesh.

Both Emory students were described as bright, warm and modest young leaders who served as shining examples to all who knew them. They also were close friends who shared a dream of returning to Dhaka after earning business degrees to help make life better for their families and the people there.

“There are no words to capture the loss, the confusion, the rage we feel that Faraaz and Abinta were taken from this world, from us, from their lives of limitless promise that each was living,” said Oxford College Dean Douglas Hicks. “And yet we press on now to share words, to remember them even in the face of unspeakable tragedy, and to express joy for the lives that Abinta and Faraaz did live.”

Kabir, 19, was a rising sophomore at Oxford College, raised in both Bangladesh and Miami, Florida. She had plans to major in economics and return to Bangladesh to start an NGO to serve underprivileged children, possibly by launching a school for girls.

Hossain, 20, was a junior from Dhaka—a fall 2015 graduate of Oxford who began his studies at Goizueta Business School in January. He also spoke of returning to Bangladesh after graduation, armed with the skills to make a difference.

Both students were visiting friends and family in Dhaka this summer, catching up at a popular cafe when armed militants stormed the restaurant. They were among 20 killed.

At the close of the Oxford service, President Claire E. Sterk noted that Kabir and Hossain crossed many borders in their lives.

“In their memory, let us take the love and emotion we feel around us out into the world,” she said. “Let us cross borders with the courage they showed in their lives. Let us embrace the people we hold dear to us and make the most of the time we have together. Let us pass in the light that Abinta and Faraaz left behind.”

MORE MIDWIVES, BETTER LIVES

EMORY REMEMBERS TWO STUDENTS SLAIN IN BANGLADESH

The Light Left Behind

HELPING THE TINIEST GEORGIANS

Students: Courtesy of Oxford College

Of Note

ABINTA KABIR AND FARAAZ HOSSAIN

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Helping the Tiniest Georgians

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For the second consecutive year, the nation’s premier scholarship for undergraduates studying math, natural sciences, and engineering has been awarded to an Emory College math major.

Ethan Alwaise (at right, on right) was named a 2016 Goldwater Scholar; Noam Kantor (at right, on left) was selected as a Goldwater Scholar in 2015. Both students are seniors focused on number theory, the branch of mathematics that works to discover interesting and unexpected relationships between different sorts of numbers and to prove that these relationships are true.

A Woodruff Scholar, Kantor began taking graduate mathematics courses as a sophomore and had the unusual honor of publishing a paper as an undergraduate, on shapes called elliptic curves, with Jeremy Rouse at Wake Forest University. Kantor will earn dual bachelor’s and master’s degrees in 2017 and intends to pursue a doctoral degree in math.

“I want to continue thinking about number theory and geometry,” says Kantor. “Elliptic curves are a great example of why I love math: they combine number theory and geometry, and they are very important in the modern tech world.”

Alwaise, a Prentice Miller Scholar, is also interested in number theory but plans to work in an area known as moonshine. The field is at the interface of pure mathematics and physics, says Ken Ono, the Asa Griggs Candler Professor of Mathematics and internationally recognized number theorist who has worked with Alwaise since his first year.

“Ethan is a very careful, methodical student,” Ono says. “He has very high personal standards, and this self-confidence will surely pay huge dividends in the future.”

Alwaise says the appeal of his work is finding the complex physics implications to the seemingly simple calculations.

“Questions in number theory are often very simple to state, but their proofs involve sophisticated machinery,” Alwaise says. “This hidden depth is one of my favorite aspects of the subject.”

Congress established the Goldwater Scholarship to honor the late US Senator Barry Goldwater, with the aim of identifying students of outstanding ability and promise, and encouraging them to pursue advanced study and research careers. Scholars receive up to $7,500 per year, until they earn their undergraduate degrees, to go toward the cost of tuition, fees, books, and room and board.

The STEM (Science, Technology, Engineering, and Mathematics) Pathways pre-orientation program is designed to give guidance and support for students who are the first generation in their families to attend college, or who are in identity groups that are underrepresented in technology, engineering, and mathematics (STEM) careers. The program, new this year, replaces and builds upon the legacy of two previous pre-college programs that boost both students and Emory.

The students gain a deeper understanding of the wide array of opportunities available within Emory College’s liberal arts curriculum, as well as developing a personal action plan for their academic careers, with sessions on study skills and developing a five-year plan.

Emory, meanwhile, continues to grow its diverse community of student scholars, many of whom will fill the one million new STEM jobs that the US Bureau of Labor Statistics forecasts by 2022—just two years after the students earn their undergraduate degrees.

“We know that going into these areas of study it will be very rigorous, so we want to break down as many barriers as possible, so all of our students are successful,” says Julie Loppacher, an associate director in the Office for Undergraduate Education who helped develop the program curriculum.

Proof Positive

EMORY MATH MAJORS EARN PREMIER SCHOLARSHIP—TWO YEARS RUNNING

“They’re both infectiously excited about mathematics, singularly capable and prodigious, and fantastically fun to have as students.”
—Assistant Professor David Zureck-Brown

NEW HORIZONS

Brain STEM:

NEW PROGRAM PUSHES SCIENCE, TECHNOLOGY FIELDS

For four days before orientation began, 60 first-year Emory College students met with professors, administrators, and mentors for an in-depth introduction to the science and technology fields they intend to pursue.
In a gesture rarely seen, especially in a serious-minded business book, Sandy Jap admits her vices—tennis, red wine, and Cape Cod summers—in the dust-jacket copy for Partnering with the Frenemy: A Framework for Managing Business Relationships, Minimizing Conflict, and Achieving Partnership Success. Not only can Jap be reassured that her vices are forgivable (if not enviable), the book’s virtues outweigh all else.

Jap, a professor of marketing at Goizueta Business School, which she joined in 2001 following six years at the Massachusetts Institute of Technology’s Sloan School of Management. A cofounder of the Emory Marketing Analytics Center in 2010, Jap’s expertise lies in business-to-business management, channels of distribution, and go-to-market strategies.

BEHIND FRENEMY LINES
Language observers might wish to know more about frenemy’s origins. A portmanteau word—born of the union of friend and enemy—it has been around since 1953. Indeed, in what perhaps was its inaugural use, the newspaper and radio gossip commentator Walter Winchell wrote an article that year titled, “Howz about Calling the Russians Our Frienemy?”

Jap identifies frenemization as “the tendency for partners who are initially non-competitive friends to become enemies over time.” Jap identifies the relational highs and lows of current players—Samsung and Google, Martha Stewart and Macy’s, Costco and Coca-Cola—as well as resonant past examples, including Best Buy and Apple, Nike and Foot Locker.

At base, there are two reasons why business relationships fail: first, success in a partnership can lead to a rebalancing of that relationship that “gives rise to resentment, contempt, and often direct competition,” says Jap. The second reason is based on relational factors.

DON’T MARRY; JUST LIVE TOGETHER
Businesses cannot call their mother, a high-priced divorce lawyer, or top therapist for advice. For anyone thinking that business partnerships partake of greater rationality and thereby survive better than personal relationships, Jap has disappointing news: “The failure rates of partnerships and alliances have hovered between 50 percent and 60 percent for a number of years”—a figure that exceeds the US divorce rate.

Tempting as it may be to cast business partnerships as marriages, Jap cautions against doing so, saying, “To liken a partnership to a marriage implies that longevity is an indicator of success. Instead, performance and payoffs are the real indicators of success.”

A unique combination of research rigor and an accessible style, Jap’s book has garnered wide praise. Mark Bergen, of the Carlson School of Management at University of Minnesota, crowns Jap “the Dr. Phil of business relationships”—full of “knowledgeable, brutally honest, insightful, exciting, and valuable advice for successful business partnerships.”

Though clearly puzzled by business schools’ failure to embrace teaching about building successful business relationships, Jap ends by predicting that “leadership talent in partnering and organizational collaboration will continue to be one of the most urgent needs in the days and years ahead.”

Reaching Their Potential
FULBRIGHT SCHOLARS SPAN DISCIPLINES, INTERESTS

Emory will send 13 students and recent graduates across the globe this year as part of the 2016 Fulbright US Student Program. “We had a very strong group of Fulbright applicants this year, and one of the largest,” says Megan Friddle, director of Emory’s National Scholarships and Fellowships Program, of the 43 Emory applicants for the honor.

Named for the late Sen. J. William Fulbright, the Fulbright Program is the flagship international educational exchange program sponsored by the US government. Designed to increase understanding between Americans and the people of other countries, it offers students the opportunity to conduct research, study, and teach in more than 140 countries. Recipients of Fulbright grants are selected on the basis of academic or professional achievement, as well as demonstrated leadership potential in their fields.

Emory’s finalists, who are among about 8,000 selected each year, fall into two programs: teaching and research. Five of the finalists selected study in Emory’s graduate programs, including four from the Laney School of Graduate Studies and one from the School of Medicine.

All of the graduate students will conduct research as part of their Fulbright year, some of which will contribute to their dissertations, says Jay Hughes, assistant program director for fellowships at Laney. The scholars’ academic interests range from Buddhist tradition to health care in Turkey.

“These scholars’ work highlights the importance of humanistic-based inquiry to understanding and engaging global challenges,” Hughes says.
GOT IT COVERED: EMORY IN THE NEWS

Ancient remedies, modern-day crisis
Emory ethnobotanist Cassandra Quave was featured in The New York Times Magazine in September for her leading research in botanical medicine. Quave has turned to plant-based remedies to develop “promising candidates for a new generation of drugs that might help resolve one of the greatest threats to public health today: an increasing number of disease-causing bacteria are rapidly evolving immunity to every existing anti-biotic.” According to the article, the widespread emergence of resistant bacteria already claims 700,000 lives a year, and experts conservatively predict that by 2050, they will kill 10 million annually—one person every three seconds. “We’re standing on the precipice of a post-antibiotic era,” Quave says. “We just haven’t fallen off yet.”

Dinosaur tracker
Anthony Martin, Emory palaeontologist and professor of environmental studies, was featured on Radio Australia in September in a report celebrating the continent’s rich abundance of dinosaur tracks, which yield new findings nearly every week. Martin was part of a team that discovered Australia’s oldest known bird tracks, estimated to be 105 million years old. He said the tracks have been beautifully preserved. “The tracks show a beautiful mark caused by the back toe dragging in the sand, which indicates the bird was flapping its wing and coming in for a soft landing,” he said. “Discoveries like these help us better understand avian evolution.”

Rich and alone
Wealthy people tend to spend more time alone and less time socializing with family and neighbors, according to a study from Emily Bianchi, assistant professor at Emory’s Goizueta Business School, published in the journal Social Psychological & Personality Science in May. Bianchi says the reason may lie with social support networks. Because the wealthy have money for anything they might need, they are less likely to rely on neighbors or friends for help and therefore have less incentive to stay connected. The study was covered by The Washington Post, NPR, The Atlantic and New York Magazine.

Carol Anderson’s White Rage
In August 2014, Carol Anderson, Samuel Candler Dobbs Professor of African American Studies at Emory, wrote an editorial for The Washington Post about public perception of protests and looting after the police shooting of Michael Brown in Ferguson, Missouri. She called Ferguson “the latest outbreak of white rage,” the result of white backlash against African American advancement. The piece was one of The Washington Post’s most-read articles of the year and drew more than 5,000 online comments. A literary agent contacted Anderson and encouraged her to expand her piece into a book. White Rage: The Unspoken Truth of Our Racial Divide was reviewed by The New York Times (Editor’s Choice review), The Washington Post, The Boston Globe and The Globe and Mail (UK).

Letters Brought to Life
THE CORRESPONDENCE OF SAMUEL BECKETT HAS BEEN A LESSON FOR EMORY GRADUATE STUDENTS

The fourth and final volume of The Letters of Samuel Beckett was published this fall, marking a milestone for a sweeping research endeavor that has been humming quietly along at Emory for more than 25 years. Beckett authorized the publication of his voluminous correspondence in 1985, and managing editor Lois More Overbeck was asked to join the project that same year. The Letters of Samuel Beckett project became affiliated with the Laney Graduate School of Emory in 1990, the year after Beckett died. At Emory, several generations of graduate students—more than 100 altogether—have been involved in the research and editing process, providing a foundation for their future teaching and scholarship and making the project, says Overbeck, a new model for humanities research. According to a review of Volume 1 in The New York Times, “Reading it is far from homework: the Beckett we meet in these piquant letters, most written when he was in his late 20s and early 30s, is rude, mordantly witty and scatological, yet often (and this is perhaps the biggest surprise) affectionate and wholehearted.” There will be an exhibit celebrating the Beckett project in Emory’s Rose Library, opening November 1 and running through January 12, 2017.
Malaria Math

USING BIG DATA TO STUDY MALARIAL RESISTANCE

Even after decades of scientific inquiry and medical advances, malaria remains a stubborn adversary for researchers. Emory scientists are pursuing a novel approach that could lead to host-directed therapies for the disease—that is, interventions to help people already infected with malaria to function as normally as possible by strengthening their physiological response rather than targeting the parasite.

“We want to come up with ways to make the host feel better, to relieve the disease symptoms at least temporarily,” says Mary Galinski, principal investigator and professor of medicine and infectious diseases at Emory’s School of Medicine, the Emory Vaccine Center, and Yerkes National Primate Research Center.

Malaria, the most widespread human parasitic disease, is caused by a parasite delivered via the bite of a female Anopheles mosquito. But not everyone hosting the parasite gets sick—and it is that phenomenon that’s attracting interest at Emory.

Supported by a three-year Defense Advanced Research Projects Agency (DARPA) contract, the Emory research team is collaborating with scientists from the Georgia Institute of Technology, the University of Georgia, and several national and international institutions. The researchers are focusing not solely on the immune system, but also on other physiological mechanisms that produce malarial resilience.

“We know individuals can build up an immunity to fight the disease,” says Galinski. “But if they travel to another environment and don’t have a sustained immune response, they can still get very sick. DARPA wanted us to go beyond the immune system to examine what other kinds of physiological responses are going on.”

Host-directed therapies aimed at non-immune processes would be valuable in the many areas of the world where symptomatic individuals are unable to quickly receive parasite-killing drugs or when there are no alternatives. In addition, an increasing variety of parasite strains are becoming drug resistant.

One potential benefit of the project is that it could lead to more effective drugs as well as improved malaria intervention strategies. Another is that host-directed therapies may be applicable beyond malaria, since loss of host resilience in the face of various infectious agents often relates to the same core set of physiological pathways escaping normal control.

“The reality is that if you don’t have a sustained program to fight it, it can bounce back, potentially worse than it was before.”

“Examples of host-directed therapies include modulation of host danger molecules, fever signaling, and undue destruction of uninfected red blood cells—all of which play a role in triggering acute host symptoms in response to malaria infection,” says coprincipal investigator Rabindra Tirouvanziam, assistant professor in Emory’s Department of Pediatrics.

Researchers begin by identifying the complex physiological, biochemical, and pathogenic factors associated with resilience. Drawing on his expertise in physiology and immunology, Tirouvanziam defines core pathways most likely to impact host resilience. These pathways are then matched with existing assay methods, leading to the introduction of novel platforms, such as real-time physiological assessments by telemetry, to provide a unique window into how acute symptoms develop in malaria-infected hosts.

The telemetric assessments are accomplished by compiling biometric data from two species of nonhuman primates, which share with humans a susceptibility to a particular malaria parasite used for the study. The telemetry continues after the primates are infected with malaria parasites, and researchers look for changes in the baseline parameters, Galinski says. The telemetry data is then correlated with clinical and other information drawn from systems biology work performed at Emory with human and nonhuman primates.

The huge datasets generated by the research will be used to build mathematical models to compare and contrast different infection scenarios that will identify particular host features associated with resilience. The end result will be a comprehensive picture of physiological responses in infected tissues, which researchers expect will point the way toward development of new antimalarial therapies and drugs.

“Malaria is a very complicated disease,” Galinski says, “and while you might get glimpses of promise and hope in certain metrics like the number of cases declining somewhere, the reality is that if you don’t have a sustained program to fight it, it can bounce back, potentially worse than it was before.”—Gary Goettling
Emory Healthcare has partnered with Stratus Healthcare to improve the delivery and quality of health care in Georgia.

The affiliation—which supports Stratus Healthcare’s 21 hospitals and approximately 1,500 physicians with Emory Healthcare’s extensive specialized medical services and educational strengths—creates the largest alliance of health care providers in the Southeastern United States and will enhance telemedicine, clinical research participation, knowledge transfer and education, workforce planning, and enhanced clinical service offerings for both systems.

“Our focus in establishing this innovative partnership is to build strong institution-to-institution affiliations with hospitals and physicians across Georgia in order to benefit an even greater number of Georgians with complex health care needs,” said Jonathan S. Lewin, MD, Emory’s Executive Vice President of Health Affairs and CEO of Emory Healthcare.

**New ALS Gene Found**

An international consortium of researchers from Project MinE, the largest-ever study of inherited amyotrophic lateral sclerosis (ALS), has identified a new ALS gene, named NEK1.

Researchers and ALS associations from 15 countries, including Jonathan Glass, director of the Emory ALS Center and professor of neurology and pathology at the School of Medicine, collaborated on this genome-wide association study.

In an article published in July in Nature Genetics, the researchers identified a total of six genetic regions that were found to increase the risk of ALS.

While 10 percent of ALS is genetic, the other 90 percent of cases are considered sporadic. But it’s very likely that genetics contribute, directly or indirectly, to a much larger percentage of ALS cases.

By mapping the full DNA profiles of 1,861 individuals and combining this with a “snapshot” of genetic data from the other participants, researchers were able to find six regions where genetic variations increase the risk of ALS. Three of the regions were already known.

Funding for the US portion of the genetic research program came from the ALS Association through donations raised during the ALS Ice Bucket Challenge.

“This is an important discovery and provides a new target for development of future treatments,” Glass says.

**Emory Hospitals among the Best**

For the fifth year in a row, US News & World Report has ranked Emory University Hospital the No. 1 hospital in both Georgia and metro Atlanta in its 2016–2017 Best Hospitals Guide. Emory University Hospital includes Emory University Orthopaedics & Spine Hospital and Emory University Hospital at Wesley Woods.

Emory Saint Joseph’s Hospital increased its ranking to 2nd in Georgia and 2nd in metro Atlanta. Emory University Hospital Midtown increased its ranking to 9th in Georgia and remained 5th in metro Atlanta. Emory University Hospital ranked nationally in six specialties.

For more on the rankings, access health.usnews.com/best-hospitals.
“With track and field, I felt that old drive and spirit that I had known before. I knew I wanted to finish what I started.”

The Art of Adaptation

CASSIE MITCHELL 04G 09PHD, RESEARCH PROFESSOR AND PARALYMPIC MEDALIST

THE ACT OF flinging a weighted plate across a field requires strategy, specialized hardware, and significant physical effort. But Mitchell 04G 09PhD knows a thing or two about finding a way to conquer her goals.

In response to the obstacles she faces as a quadriplegic with visual impairment, she has become a master in the art of adaptation, both on and off the playing field.

As an internationally decorated wheelchair sprinter and field athlete in the T51 class, Mitchell competed in the 2016 Paralympic Games in Rio de Janeiro, winning a silver medal in the Women’s F51-52 Discus and a bronze medal in the Women’s F51 Club Throw. After originally being named to the USA Paralympic Track and Field Team, Mitchell learned that she also had been added to the USA Paralympic Swim Team, due to a reallocation of Russian slots. According to Mitchell, she was one of only three athletes at the 2016 Paralympic games to compete in two different sports.

This was Mitchell’s second trip to the international competition. During the past four years, she’s become a world-record holder in the women’s shot put, as well as the T51 100-meter, 200-meter, and 400-meter races. She also holds several American records.

In her role as a research professor in biomedical engineering at the Wallace H. Coulter Department of Biomedical Engineering, a partnership between Georgia Tech and Emory, Mitchell has built a career around problem-solving—analytical skills that have also helped her assess the very biomechanics of her movements in competition.

But the perseverance that fuels her? That’s always been there—a driving force as essential to Mitchell as breathing.

This spring, with the promise of the qualifying trials looming just a few months off, Mitchell received challenging news. The fluctuating blood counts and mysterious lung issues that had dogged her throughout months of heavy training were actually signs of chronic myeloid leukemia, a form of cancer based in certain blood-forming cells of the bone marrow.

For Mitchell, who has spent a lifetime adapting to health hurdles, the news meant yet one more critical adjustment. Working with Vamsi Kota, assistant professor and hematologist at Emory’s Winship Cancer Institute, she elected to balance her ongoing athletic training with her cancer care.

“I told Dr. Kota that it was his job to tell me if I was pushing myself too far,” Mitchell says. “I think most doctors would have been like, ‘Are you kidding me? You still want to train?’ But he got it, he understood what I wanted, and he expedited the treatment.”

Years ago, when an autoimmune disorder, Devic’s disease, derailed Mitchell’s ambitions as an athlete, she rediscovered her love of sport as a wheelchair competitor. She has met this latest setback with the same fierce determination.

“With track and field, I felt that old drive and spirit that I had known before,” she says. “I knew I wanted to finish what I started.”
JOSEPH BECK’S FIRST published novel, My Father and Atticus Finch, is equal parts memoir, tribute, racial commentary, legal analysis, family history, and love song to the South he grew up in.

With all that weight behind it, you might assume it’s been a long time coming. You’d be right. As an intellectual property lawyer with the firm Kilpatrick Townsend, he has argued landmark copyright cases for clients including the family of Martin Luther King Jr. and rap artist OutKast. But always, in the back of his mind, was the figure of his father. Born and raised in rural Alabama, Foster Beck, also an attorney, argued a historic case when he was hand-picked to defend a black man who was accused of raping a white woman—not an enviable task in the 1930s deep South. As the years passed, Joe Beck became more and more curious about the parallels between his father’s case and the one at the heart of Harper Lee’s famous 1960 novel.

“From the time I was in high school, whenever I mentioned my father’s case, people said, ‘Oh, that’s To Kill a Mockingbird,’ ” Beck says. “So it was always there.”

Beck wrote to Lee, who responded that she did not recall the case. But as he dug into his research—including written family history and letters, court records, and newspaper accounts—Beck marveled at the similarities. He also began to understand what the case had cost his father. After the Charles White case, Foster Beck’s trial law practice dried up and he went to work for the army, writing deeds and doing other legal work. As a young man, Joe Beck didn’t think much about it, but writing the book allowed him to meet the father he never fully knew. “I read those court transcripts, and I thought, poor Daddy,” Beck says. “He didn’t want to be working for the army, he wanted to be in court.”

With years of courtroom experience himself, Beck says, “If I could talk to him now, I would talk to him about this case.”
In the Zone
A COUPLE FINDS INSPIRATION IN THE AFTERMATH OF THE CHernobyl DISASTER

WHAT BEGAN AS a one-time trip to photograph the Chernobyl Exclusion Zone in Ukraine has evolved into a long-term project for Elizabeth Hanson 95C and her husband, Philip Grossman. The couple has amassed tens of thousands of photographs and more than 60 hours of video footage of the 1,000-square-mile zone. Their work was recently exhibited at the United Nations for the 30th anniversary of the catastrophic nuclear accident. They also are creating a documentary on what has happened to the zone since the disaster.

“A once-in-a-lifetime opportunity has turned into a lifetime journey,” Hanson says.

“Eventually, these places will be completely closed,” Grossman says. “We have to pay attention to it now.”

This fall, they will travel to Belarus—whose border is less than 13 miles from the ruined nuclear site—to document areas within the 834-square-mile Polesie State Radiation Ecological Reserve, an area where journalists have not been allowed before.

Grossman was working as an information technology engineer and pursuing photography in his spare time when Hanson encouraged him to pursue his art in earnest. It was around the 25th anniversary of the Chernobyl disaster, and Grossman seized an opportunity to travel to the exclusion zone to take photographs.

So far, the couple has self-funded their project, continuing their full-time jobs—Hanson as a principal designer at Westbrook Interiors and Grossman as the director of enterprise solution architecture for Imagine Communications.

On the last day of their most recent trip, they got married in the Russian Orthodox Church, St. Michaels, in the abandoned village of Krasne, about five miles from the Chernobyl complex.

“Chernobyl was like the third person in our relationship. It is a place that is special to us, so it just made sense,” Hanson says.

“Chernobyl was like the third person in our relationship. It is a place that is special to us, so it just made sense.”
FOR DAVID BRAY 01C 06MPH 08PhD, the call to lead global change came early.

During his first year of high school in Alexandria, Virginia, Bray created a project for the International Science and Engineering Fair that led to a job with the federal government, working on prototype technologies that were years ahead of their time.

“My project was a series of computer simulations. The first could model plate tectonics movement. We could run it backward all the way to Pangaea to demonstrate that the model was accurate, then run it forward to guess what the world would look like in two or three million years,” Bray explains. “The next year I modeled oil spills in the Gulf of Mexico and later did a simulation of the Chesapeake Bay.”

After winning state and international awards for his projects, a 15-year-old Bray was offered a job doing computer simulations with the Department of Energy at a high-energy electron beam accelerator facility. He went on to do work for the Institute for Defense Analyses, where he helped to develop civilian uses for satellite technology, including space-based forest fire forecasting prototypes; and for the National Institutes of Health and the Centers for Disease Control and Prevention (CDC)—all before finishing high school.

An an undergraduate Emory Scholar, Bray traveled to South Africa for a journalism internship, which led to 18 months of volunteering abroad as a health advocate on HIV/AIDS and as a Habitat for Humanity crew lead in more than a dozen countries. By the time he graduated in 2001, Bray had already joined the CDC’s Bioterrorism Preparedness and Response Program, and in August he began a part-time MPH program at Rollins School of Public Health.

After tragedy struck on September 11, 2001, he served as IT chief for the CDC’s bioterrorism response team.

“Little did I know that five years after my graduation from Emory, my time at the CDC would convince me to pursue a PhD at Goizueta Business School, focused on how to improve global response to disruptive events,” Bray told graduating Emory Scholars in a 2013 speech.

At Goizueta, Bray worked with Professor Benn Konsynski, who served as his dissertation adviser and remains a mentor and friend. Konsynski describes Bray as "always advocating for positive change, transformation, and adaption," adding that he “intentionally picks some of the hardest places to transform because they’re also the most meaningful if they changed and adapted for the challenges of the new era.”

Bray now serves as senior executive and chief information officer with the US Federal Communications Commission. He also is one of 121 women and men under 40 chosen as a 2016 Young Global Leader by the World Economic Forum, a five-year fellowship given to “bold, action-oriented, and entrepreneurial individuals committed to shaping a better future and improving the state of the world.”

For Bray, the fellowship is another opportunity to do what he loves—make a positive difference. “Technology is changing our world exponentially,” he says. “That in itself is neither good nor bad; it’s how we choose to use it that determines good or bad outcomes. How do the United States and other representative democratic republics improve the business of running nations over the next 10 to 15 years?”

Whatever the solutions, it’s likely that Bray will continue to lead the way.
To build anything well, you need a strong foundation. And a woman’s wardrobe is no exception, according to entrepreneurs and friends Alexandria Sutty 07C and Rae Wynn-Grant 07C.

The women are cofounders of Buff You Intimates, a new lingerie company that manufactures skin-tone-matching lingerie in a variety of hues to reflect the diversity of its clientele.

“We are shaking up the industry by giving women what they want,” Wynn-Grant says. “A perfect match.” Buff You Intimates was born after a frustrating shopping trip when the friends were searching for undergarments for a special event. After trudging through a succession of department stores, retailers, and even a few independent vendors, Wynn-Grant came up empty handed, while Sutty found plenty of options to match her fair skin.

“It was clear that retailers and manufacturers had a close-minded, ‘one nude fits all’ mentality,” Sutty says. Frustration led to invention, and the two brainstormed their concept for a new approach to women’s lingerie.

They offer a range of undergarments in four skin tones—ginger, a cool yellow; hazel, a sun-kissed beige; amber, a warm honey tone; and mahogany, a rich cocoa shade.

“Our business was founded in response to a very real need amongst our circle of educated, diverse, and ambitious friends. With careers in areas from finance to fine arts, we know that our appearance matters, and we want our personalities to show through—not our underwear,” says Wynn-Grant, a conservation scientist at the American Museum of Natural History in New York. Sutty is an engagement manager at Zuora, a subscription-management software company in California.

After raising the capital to launch the business through a successful crowdfunding campaign in September 2015, the partners launched their retail website at buffyouintimates.com in May and will ship their first products this fall.

“Millions of women out there want something better and more tailored to their own skin tones,” Sutty says. “Our lingerie will quickly become the professional woman’s armor. It’s a confidence builder that takes the worry out of getting dressed.”

The young company also has partnered with Women in Need (Win), New York City’s largest nonprofit organization serving homeless families with housing, programs, and services to help them break the cycle of homelessness. As part of their launch, Buff You Intimates will donate one undergarment to Win for every Buff You item purchased.

When they chose the company name Buff You Intimates, Sutty and Wynn-Grant considered the meanings of the word buff.

“To be buff is to be empowered. To be buff is to shine. To be buff is to be strong. And to be buff is to bare it all,” Wynn-Grant says. “So we ask: Are you buff enough?”
DOLLAR SHAVE CLUB cofounder and CEO Mike Dubin ’01C built his company on laughs. The company’s viral videos use humor to drive consumers from drugstore aisles to the internet for razor blades and other grooming products.

In July, consumer products giant Unilever announced its purchase of Dollar Shave Club for $1 billion.

“It was a flight we didn’t want to miss,” Dubin told The Los Angeles Times.

According to the report, the company will maintain its autonomy and gain resources to expand beyond its current markets of the United States, Canada, and Australia.

“Dollar Shave Club is an innovative and disruptive male grooming brand with incredibly deep connections to its diverse and highly engaged consumers,” said Kees Kruythoff, president of Unilever North America, in a press statement.

Dubin was the keynote speaker at the first Emory Entrepreneurship Summit, organized and hosted by Goizueta Business School. He outlined the company vision, which goes beyond affordable mail-order razors.

“You might think of us as the company that ships affordable razors on the internet, but that is not what we do,” Dubin said at the summit. “We actually help the world be better for guys by solving their problems.

“Most people think shaving kind of sucks. It’s not very fun. Our thing is ‘let’s make that as fun as possible, as painless as possible.’ In the same way that Starbucks took a ritual and built a culture around it, we want to build a culture around shaving.”

Embracing that larger picture started early. While at Emory, Dubin took an early version of a course taught by Joey Reiman, who is considered the father of ideation, in the business school. The undergraduate program has subsequently produced countless students who have developed a keen understanding of the connection between business purpose and world needs by taking a version of the same class.

“Most people think shaving kind of sucks. It’s not very fun. Our thing is ‘let’s make that as fun as possible, as painless as possible.’”

SHARP WIT: Mike Dubin used humor and quality, affordable products to lure a loyal following to his revolutionary Dollar Shave Club subscription service.
greater
expectations

Interview by David Greenberg
GREENBERG: Claire, you’ve just completed your first week as the new president of Emory University. How did that feel?

STERK: It felt amazing. When I woke up that morning, I was like a kid on the first day of school. It felt different driving to campus, walking into the building, and sitting in my office. There was much excitement. I received flowers and best wishes as well as several requests for action—ranging from improving Emory’s rankings to a request for new furniture in a staff member’s office, and everything in between. It also felt wonderfully welcoming. And I thank everyone for helping to make that so.

GREENBERG: On Move-In Day, how did it feel to interact with new students and parents as president?

STERK: It was an honor. There is a real parallel among us. We’re all starting something new. We don’t know yet what the core people and experiences will be in our lives here, but beginnings are always exciting. We all need to take care of ourselves as we walk in these new paths—blend curiosity, rest, and humor in with the nervousness.

GREENBERG: As president, what motivates you?

STERK: I am motivated by the charge of helping Emory rise to an even higher level of excellence. At the most basic level, I want to help Emory fulfill its ambitions. Because of the great efforts of so many over the years, the position of president of Emory has growing influence. The challenge is to use it wisely and boldly.

Emory has come a long way. But I think every student, faculty, staff member, alum, and supporter expects more. This is the most exciting and challenging dynamic of my job. Can I help this great institution expand its impact and prominence?

The essence of Emory is to advance knowledge and opportunity and to make our community and our world a better place. That we share such grand goals is inspiring, and it motivates me to lead. I feel supported and am ready to deliver.

GREENBERG: As the first female president at Emory, can you talk about what that means to you and what you think that means to the University?

STERK: I’m honored to be Emory’s first female president. So many students, faculty, and staff have said how proud they are to have a female president. My new role conveys a sense of hope to people. I want to honor the opportunity I get in this role and give this part of my job the respect and attention it deserves.

GREENBERG: How will you make this presidency your own?

STERK: I plan to build on what Emory already is. I’m a social scientist, so I’m always interested in understanding people, how social contexts impact what we do, and how we see ourselves. That interest certainly extends to this culture. What does it mean to be part of the Emory community?

There are so many parts of Emory and different activities we do. In some places, we’re ahead of other people or organizations. Other areas have potential that, with a little creativity, could really grow. For example, we have a fantastic business school. And we have a renowned health care system. I’d like to look at intersections of areas and make new, distinct programs. Emory’s extensive research agenda will make this an easy assignment.
GREENBERG: You mentioned getting a sense of next steps for the University. What are some of those?

STERK: To stay competitive, we need to invest to achieve our goals. We don't yet have all the resources to be able to do what we need to do. We need to establish more endowed, named professorships; build a cadre of Emory storytellers; and focus on development, mainly through fundraising. We need to shape a vision, determine our strategic priorities, and match them to a campaign.

GREENBERG: The Presidential Selection Committee indicated early on that they were seeking a president who would be externally focused, nationally and internationally, but especially in Atlanta. How can Emory be more connected to Atlanta and the region?

STERK: Emory must tell its story so that others will learn about where we lead. Emory's much more engaged with Atlanta than we acknowledge. If we're not able to verbalize or capture that engagement internally, then why would we expect the rest of the world to know about it?

GREENBERG: What started you along the academic path?

STERK: In high school, I had a boyfriend whose whole family was academic. That's where I first learned about the world of academia and what it could offer. They showed me a vision I never would have gotten from my family, as none of us had this kind of experience.

GREENBERG: You grew up in the Netherlands. What was it like?

STERK: It was great. When I was growing up, I got to meet people from all over. It's a small country. If you travel two hours by car or train, you are in a different country and you have to speak a different language. So, I was exposed to different cultures and languages as a child.

Looking back, I can see how it really shaped me in many ways. For example, all my life, even in the Netherlands, I have had to deal with accents. My parents came from two different parts of the country. You might wonder how that is relevant in such a small place. But there's quite a divide between the urban area, where my mother came from, and the rest of the country. My parents ended up living in the south, where my father was raised. That was a major change for my mother. She never learned, nor did she want to speak, the local dialect, the local accent. So, as a child, every conversation I had with my parents I had in two languages. I would speak to my mom in prim-and-proper Dutch and then turn around and tell my dad the same thing in his dialect. In elementary and high school, I had an accent. Now, when I go back with Kirk, my husband, and my stepdaughters, we add English—a third language—to the mix.
One might say that Kirk W. Elifson has been preparing all his life to become the first First Gentleman of Emory University. Scholar, teacher, fundraiser, board chair, mentor, US Army veteran, expert witness, and facilitator are all roles familiar to the research professor at Emory’s Rollins School of Public Health.

A longtime mentor of graduate students in sociology and public health, Elifson recently has become more engaged with undergraduates. He serves, for example, on the selection committees for the Rhodes, Marshall, Franklin, and other University scholar programs, and he mentors high-risk undergraduates.

In light of Emory’s recent ranking as 11th in the nation in numbers of veterans enrolled, Elifson hopes to bring his experiences as a captain in combat intelligence in Vietnam to support veterans on campus. He is helping organize a campuswide committee to promote the academic experiences of military vets at Emory.

His background already is coming in handy for Emory MBA students. With retired Lieutenant General and Goizueta Business School Associate Dean Ken Keen and several other veteran colleagues, he participated as a mentor when teams of aspiring business leaders were put through an obstacle course at Ft. Benning. (Think about crossing a body of water in teams of five without ever touching the water.)

His many multiyear NIH research studies mean that Elifson is no stranger to big data. His training as a medical sociologist and statistician at Vanderbilt University, where he served as president of the graduate and professional students’ association (with postdoctoral work in quantitative skills under his belt), and three popular editions of a statistics textbook make him comfortable in bringing numbers to bear on research studies as well as strategic University decisions. His scientific, numbers-informed approach to argument also has made him a frequent expert in high-profile federal cases such as the Medgar Evers murder trial in Mississippi, the 16th Street bombing in Birmingham, and the Eric Rudolph Olympic bombing in Atlanta.

“I’ll do everything I can to support my partner in fulfilling her mission to move Emory forward and enhance the University’s reputation and position.”

Much of Elifson’s scholarship, like Sterk’s, has focused on the disproportionate impact of the HIV epidemic on the lives of vulnerable groups in Atlanta. He currently serves on the board of Hope Atlanta, a nonprofit group that provides long-term solutions to homelessness with an emphasis on homeless veterans. Typical of his teaching and mentoring style, he has involved his students in working with and learning from community-based organizations.

Elifson believes that he and Sterk are strong partners to “further Emory’s reputation and recognition around the world.” Between the two of them, they speak several languages. They have a global perspective that starts in the local community, and they have put years of effort into community causes. Elifson has served as president of the Olmsted Linear Park Alliance—a public-private partnership that has restored and maintains the Atlanta historic park designed by Frederick Law Olmsted—and as the development chair of the Hambidge Center for Arts and Sciences, which offers a residency program for talented individuals to explore their creative voices.

Elifson describes himself as “an intellectual, blue-collar hybrid.” He is as comfortable at international academic conferences as he is digging in the garden or taking up hammer and nails. That duality comes naturally through his lineage: his grandfather was a top-notch carpenter, his father the owner of a garage, and his mother possessed of a master’s degree in Latin. As with other life knowledge, Elifson will bring hands-on skills from his native Midwest—where he lived in Illinois, Michigan, and Wisconsin—to Lullwater, the president’s house and surrounding preserve. Drawing on board experience with the Georgia Native Plant Association, he’s consulting with Emory horticulturists to bring in more native plants to add color and texture to the grounds. “I’m thinking aquatic ferns for the pond,” he says.

With the demands on the time and attention of Emory’s first couple, Elifson will cut down on research and teaching during this academic year. “We need to spend this time wisely on behalf of Emory,” he says. “I’ll do everything I can to support my partner in fulfilling her mission to move Emory forward and enhance the University’s reputation and position.”
GREENBERG: What were your parents like? What did they do for a living?

STERK: We lived in the community where my father grew up, a coal miners’ town, which for my mother was a major change. I remember how we would all grieve when the coal trains stopped because it meant that there had been an accident in the mines. The whole community would share the sorrow, the sense of loss. That community shaped me. The closing of the mines was good for the health of the people but also resulted in a crumbling of the local infrastructure.

My father was an adolescent during World War II, so he never got to finish high school. The war interrupted his education. He apprenticed to become a house painter and did that for a long time. He always looked for opportunities to enhance our income. Then, when I was about 10 years old, one of his friends told him about a janitor’s position opening up at what later became my high school. He got that job and held it for the rest of his life. He was so proud of it.

My mother stopped working once I was born. Her education was also impacted by World War II, so he never got to finish high school. The war interrupted his education. He apprenticed to become a house painter and did that for a long time. He always looked for opportunities to enhance our income. Then, when I was about 10 years old, one of his friends told him about a janitor’s position opening up at what later became my high school. He got that job and held it for the rest of his life. He was so proud of it.

My mother stopped working once I was born. Her education was also impacted by World War II. She found jobs taking care of young children for wealthy families in Amsterdam and eventually ended up working for an orphanage, which she loved. It was really hard for her to stop working when I was born, but she did stay involved with the orphanage. My mother often brought home eight to 10 young women from the orphanage to stay with us over the weekends and holidays.

She also became very active in volunteer work and as a community activist. She would always take us with her and make us work. She focused on any cause you could think of—something global, local, a health issue like asthma, which was really big in the coal mining community. So, that’s where I learned a lot about giving back to the community.

GREENBERG: Tell me about your schooling.

STERK: When I was 18 years old, I started college and moved with a good friend to an apartment in Amsterdam. It was a challenging experience—a new city, independence, and freedom. After four years, I moved to the University of Utrecht. I studied urban and medical sociology there. I got my doctorandus degree at the University of Utrecht and from there moved to Erasmus University in Rotterdam, where I got my PhD.

It was at Erasmus University where I met an American professor—Charles Kaplan. He worked on an emerging addiction institute at Erasmus, and our shared interest in research on drug use and addiction resulted in great collaboration. He motivated me to explore academia in the United States.

GREENBERG: What happened after you first visited the United States?

STERK: This was in the mid-1980s, and while I was in the US, the media was full of coverage about the AIDS epidemic. The crack cocaine epidemic also happened around that time. After an intense summer, I went back to Amsterdam and my position at Erasmus.

I had done some work in the Netherlands looking at hepatitis C and injection drug use, which is not that different from injection drug use and HIV/AIDS. I had also done a lot of work with sex workers and sexuality. So, I came back to New York City to work on a project that the CDC had funded on sex workers and HIV.

My claim to fame back then was in seeing the connection between crack cocaine use and sexual behaviors that put people at risk for HIV. I had a letter in The Lancet, one of the British medical journals, laying out the connection. Six months later, there were hundreds of articles about the connection between crack cocaine and HIV infection.
My first job in Atlanta was a two-year appointment as a visiting scientist at the CDC. Following that, I moved to Georgia State University to help build the graduate program in medical anthropology and, later on, to direct the Center for Applied Research in Anthropology. I received federal funding to investigate how sexually transmitted diseases and other health issues impacted homeless men in Atlanta.

Four years later, in 1995, when Emory got its first building for the Rollins School of Public Health, I took a position there as acting director in the Women and Children’s Center and associate professor in the Department of Behavioral Science and Health Education.

GREENBERG: Turning to Emory constituencies, what makes the students here so special?

STERK: One is that they decided to come to Emory. Whether they verbalize it or not, they see the value of the liberal arts. Emory requires students to get grounding in the liberal arts regardless of the degree they pursue. This training teaches them to be critical thinkers and to analyze—skills that will benefit them wherever they go in life.

The level of students who apply is remarkable. Their commitments to meaningful extracurricular activities are phenomenal. Even though they are still very young, they’ve already made contributions that resulted in powerful differences. I am so proud of them.

GREENBERG: Among issues of interest to our alumni is the value of their Emory degree, both as they find first jobs and as their careers advance. How will an Emory degree continue to gain value?

STERK: Are there Emory alumni who believe that their degree does not provide the value that they hoped it would? Are alumni disappointed when people have not heard of Emory? Highlighting Emory’s impact will increase the value of the degree.

I also will look at new opportunities for Emory to engage alumni in different ways. We can reach our graduates not only through the school from which they got their degree but also through some cross-Emory activities.

GREENBERG: Research universities are judged in large part by the quality of their faculty members. Emory has a truly vibrant faculty. How can Emory continue to increase its stature and remain competitive?

STERK: It means that we must recruit and retain stellar faculty, but we also need to focus on graduate and professional students and the shifting roles of professions.

An Emory undergraduate experience focuses on their career trajectory, their ongoing personal growth, and what their lives as a whole look like.

It is about Emory shaping the next generation of leaders. It’s the long-range results that will keep us competitive and support our stature.

Emory’s priority is to invest in the academic mission of the institution. It means that we need to make some tough choices about where we are going to invest now and in the future.

GREENBERG: How will you measure your success?

STERK: I will measure success by looking at internal as well as external characteristics. Internally, we should know what we do, why we do it, and how it helps the world.

Externally, the larger world should recognize the value of a research university that has the liberal arts throughout it; the value of our translational research, especially in areas such as drug discovery; clinical trials; new ways of delivering health care; and interprofessional education.

In short, will Emory be recognized in areas in which we lead? It’s time to tell the full story about what we do regionally and globally.
THE HIV PARADOX

A vaccine and better long-term treatment for HIV seem closer than ever before, but rates among gay men in the South remain troubling.

By Tony Rehagen
Photography by Kay Hinton
was July of 2015, the year he turned 29, when Daniel Driffin decided it was time to come out.

Driffin had openly declared that he was gay as a high schooler in Rochester, New York. After he went off to study biology at Morris College in small Sumter, South Carolina, he dedicated himself to HIV awareness, prevention, and care for gay black men.

Still, when he contracted human immunodeficiency virus in 2008, Driffin didn’t feel comfortable telling anyone about his disease. He knew well the stigma HIV and AIDS carries, especially among Southern blacks, many of whom have been steeped in the religious conviction that being gay is a sin and that the disease is a scarlet letter.

“Living in South Carolina at that time, I didn’t have the positive gay community to pull strength from,” he says. “Until you feel safe, you’re hindered in the process of coming out to be your true self.”

Driffin eventually found that strength and security after he moved to Atlanta to work with a community organization providing rapid testing to young, gay black men in 2010. And last summer, after five years of living and working in Fulton County, Driffin and two friends opened up about their own HIV status. Driffin now cochairs the Fulton County Task Force on HIV/AIDS alongside Wendy Armstrong, professor of infectious diseases at Emory’s School of Medicine.

“Atlanta is one of the largest cities in the South,” says Driffin. “People who can’t be themselves in their own little towns flock to Atlanta. Here, you’re one of many instead of one of a few. You’re able to be yourself.”

Yet, Driffin says that even in a large, relatively gay-friendly Southern city like Atlanta, a deeply rooted shame prevents many black gay men from admitting they have HIV. He wasn’t surprised this past May when researchers at Rollins School of Public Health published a study in the journal *JMIR Public Health and Surveillance* finding that while about 15 percent of gay and bisexual men in the US have HIV, the rates of infected men who have sex with men (MSM) in some Southern cities are twice as high as the national average.

Although the South is generally known as a hot zone for HIV/AIDS, the Emory study, led by Eli Rosenberg, assistant professor of epidemiology at Rollins, was the first to break down HIV rates for MSM by state, county, and metropolitan area.

“People who can’t be themselves in their own little towns flock to Atlanta.”

—Daniel Driffin
Six US states exceeded the national average of MSM diagnosed with HIV in 2012—and all of them were in the South.

“The US Census does not capture MSM or gay men, so we couldn’t calculate the rates,” says Rosenberg. “The CDC had produced a national number [of infected MSM], but there was no subnational number. Everything below that was darkness. When we wanted to look at states and counties, we were at a loss.”

Rosenberg’s team’s solution was to collect data from the Centers for Disease Control and Prevention (CDC) on nationwide HIV infection and divide those numbers by MSM population estimates from another recently published Emory study.

The results were staggering. According to Rosenberg’s research, six US states exceeded the national average of MSM diagnosed with HIV in 2012—and all of them were in the South. Of the top 25 metros in terms of prevalence, 21 were south of the Ohio River. And the frequency surpassed 25 percent in five of those cities—Jackson, Mississippi (39.5 percent); Columbia, South Carolina (29.6); El Paso, Texas (28.5); Augusta, Georgia (26.5); and Baton Rouge, Louisiana (25.4).

And while Atlanta, which includes Sandy Springs and Roswell, scored a relatively low 16.4 percent of MSM with HIV, Rosenberg is quick to offer perspective, saying that although the rate is 10 percent higher in Augusta, the Atlanta metro area has 18 times more cases—its percentage is diluted by all of the outlying counties lumped into the region. A closer look reveals that Atlanta metro counties show a significant uptick in prevalence—with Clayton County at 49 percent, DeKalb at 24 percent, and Fulton at 22 percent.

With a more detailed picture of where gay and bisexual men are being diagnosed with HIV, experts and advocates are asking: Why the high concentration in the South?

Although Rosenberg’s study is purely epidemiological—based on available surveillance data—he says that the research naturally leads to some educated guesses about the reasons behind the trend. It could be that the South is, by and large, poorer and more rural, with worse transit and less access to adequate testing or care than in other parts of the country. Then there is the cultural and religious bias that abounds in the region—the stigma attached to homosexuality, HIV/AIDS, and—Driffin would add—being black.

The next step, Rosenberg says, is to incorporate other data resources that would break the map down further—by age, education, poverty, and race.

Carlos del Rio, the Hubert Professor of Global Health and Medicine specializing in infectious diseases and codirector of the Emory Center for AIDS Research (CFAR), says Rosenberg is on the right track.

“It is clear that the major drivers of HIV infection are poverty, unemployment, lack of education and health insurance,” del Rio says. “Addressing HIV in the South requires us also to address the social determinants of health. If you add stigma, discrimination, and racism, you have a perfect milieu for high HIV rates.”

CLOSER TO A CURE?

While Rosenberg and his team are pinpointing where HIV is striking hardest so that they can better target prevention and treatment, other Emory researchers are making strides toward improving that treatment—and moving closer to a cure.
Less than a month after the Rollins epidemiology study was released, the National Institutes of Health (NIH) announced that it was awarding a five-year, $35.6 million grant to the Emory Consortium for Innovative AIDS Research in Nonhuman Primates (CIAR-NHP). The consortium is a collaboration of scientists and investigators from an array of disciplines—from immunology to pathology to biostatistics—who've come together with the common goal of developing an effective, lasting vaccine for HIV.

“It’s an indication of the quality of research that is going on here,” says Eric Hunter, professor of pathology at the School of Medicine and the Emory Vaccine Center and the grant’s coprincipal investigator. “We have to be tackling this from multiple angles. This grant is going to give us the resources to really explore approaches that are going to move the vaccine field forward, because it involves multiple investigators from multiple viewpoints.”

“The type of research we’re doing is expensive in terms of animals and people,” adds Guido Silvestri, professor of pathology and laboratory medicine and division chief of microbiology and immunology at Emory’s Yerkes National Primate Research Center. “You’re not going to cure AIDS with a team of three people. When you have this type of support from NIH, this type of funding, you have some freedom.”

The grant's other coprincipal, Rama Rao Amara, professor of microbiology and immunology and a researcher at Yerkes, says the team will focus on the twofold goal of cultivating a vaccine that will prevent HIV and finding a long-term cure for people who are already infected.

The task begins at the Emory Vaccine Center and Yerkes, where researchers are working with simian immunodeficiency virus (SIV), HIV’s nonhuman primate cousin, and other SIV/HIV hybrids to simulate the virus in people. In his 16 years at Emory, Amara has worked closely with former fellow faculty member Harriet Robinson on the groundbreaking HIV vaccine that uses human proteins to boost the body’s output of T cells, which attack and kill the virus. That inoculation, shown to be 60 to 70 percent effective, is now in the early stages of human clinical trials.

Meanwhile, Amara and his colleagues have moved on to look at an oral vaccination using a probiotic found in dairy designed to prevent infection at the point of exposure—a key distinction, especially for gay men who contract the disease through intercourse.
“The MSM population is the major population affected,” says Amara. “They need to have a response in the rectum. Most of the vaccines we use are delivered by veins, which doesn’t induce a strong immune response in the rectum. The way to do it is through the oral route.”

Amara says that one of the major obstacles in delivering an HIV vaccine through the mouth has been trouble getting the dose past the acid bath in the stomach en route to the rectum. “This vaccine is designed to survive that acidic environment,” he says. Preliminary studies of this oral vaccine have produced promising results in mice, and Amara is working toward the next phase of testing on primates.

The consortium is gearing up to tackle other challenges in effective HIV vaccination. These include balancing immune cells and CD4 T cells, also known as T-helper cells, which the virus tends to target; finding a way to help protective antibodies live longer and be more effective; packing new immunogens into the vaccines that can direct the antibody response at specific parts of the virus; and finding other methods of activating killer T cells at the points of the virus’s entry.

“There is a small window of opportunity for vaccines early on after exposure,” says Amara. “Initial infection is initiated by a few cells. Transmission efficiency of HIV is very poor—only one in 100 to 500 mucusosal exposures result in transmission. HIV is very inefficient, and after it infects, it is believed that the initial infection only occurs in a few cells. If you can have immune responses at the point of entry, you have a high chance of success.”

Beyond the immunization and rapid response, Amara and the research team will also be looking into long-term treatment for people already chronically infected. Currently there are drugs that can control HIV, but they are unable to chase it completely from the body. That’s because the virus hides on immune cells that are dormant. When a patient is temporarily taken off of medication, due to side effects or lower levels of HIV, those cells jump out of their reservoirs and multiply rapidly.

“So these people have to be on drugs for the rest of their lives,” says Amara. “We started to look at how we could reduce or eliminate the reservoirs and how we could kick the virus out of those reservoirs.”

This particular strategy has become known by the catchy nickname “kick and kill.” One idea is to block the molecule PD-1, which hinders immune response. The result of this approach is twofold: It makes “killer” CD8 cells stronger, and could possibly stimulate the immune cells where HIV dwells, effectively jarring, or “kicking,” the virus out of hiding and into the open where it can be killed by antiretroviral therapy and killer cells.

“Kick and kill” has been tested on SIV-infected monkeys, and results showed promise—a quicker suppression of the virus and more active T cells to attack it. But the realization of that early promise is probably still years of trials, testing, and retesting away.

“Vaccine development is a slow process,” says Hunter, who also is codirector of the Emory Center for AIDS Research and a Georgia Research Alliance Eminent Scholar. “We know that the development of a vaccine is not going to happen in the next five years. Even at the most optimistic, we’re still talking seven to 10 years before they become widely available. That’s why we have to move forward with a more effective prevention message in the affected communities.”

**WORD ON THE STREET**

With a brighter spotlight illuminating the areas where HIV is most affecting gay men in the South, what’s happening on the prevention and awareness front?

In Atlanta, faculty from Rollins and the Emory School of Medicine are dedicated to finding the answer as part of the Fulton County Task Force on HIV/AIDS. Wendy Armstrong, professor of medicine specializing in infectious diseases, now cochairs the organization created by the Fulton County Board of Commissioners in 2014 to call attention to the Southeastern health crisis that Rosenberg’s study would later zoom in on. The county alone was seeing 5,700 infected patients each year, among the highest of any county in the country. And that number was growing. As a result, the board created the task force to make recommendations on improving access to treatment and prevention.

“Our mission was to develop a blueprint to combat AIDS in Fulton County,” says Armstrong, who was elected cochair of the task force alongside Driffin. Released last year, Phase I of the task force set forth four broad goals: A reduction in HIV infections, better access to care and improved outcomes for infected patients, elimination of disparities in care, and a more coordinated response to the entire epidemic.

This June, the task force rolled out Phase II—a bold, aggressive action plan built around a list of 10 priorities. They include eliminating the stigma attached to HIV in hospitals, places of worship, schools, the media, and government; eliminating barriers to care and medication; providing free, routine HIV testing in all health care settings and jails, as well as free and confidential screening for those at highest risk; providing pre- and post-prophylaxis for those not infected, condoms and lubricants for everyone, and syringe exchange and services for drug users; requiring accurate HIV and sexual health education in schools; and better access to housing, mental health services, and insurance for people with HIV.

Armstrong says Phase III, due to roll out this December, will include more details on cost and implementation. The common thread stitching together all of these priorities is “access,” a challenge that Armstrong says is not unique to Fulton County.

“HIV originally impacted the white, gay, male population,” she says. “They organized quickly into education and advocacy groups. They’ve done an impressive job of working on HIV in their own communities. Now the epidemic has moved into a population less well organized, without a voice.”

That silent population isn’t identified only by race. Armstrong points out that if you overlay a map of HIV concentration onto those showing hot zones for poverty and poor access to education and health care, the patterns are quick to emerge.
“It all overlays over the Southeast,” she says. “And these are people for whom HIV is not necessarily the top priority. They’re more worried about where they going to live, where they’re going to get their next meal.”

Armstrong adds that while Fulton County mirrors much of the Southeast when it comes to risk factors, a big difference is the level of support the HIV community is getting from its board of commissioners. “They’ve been very proactive about saying there is a problem,” she says. “I can’t emphasize enough how important that’s been. And they have shown a willingness to talk about some pretty politically unpopular things, like sex ed in schools and syringe exchange.”

Thanks largely to that support, Armstrong says she sees early progress in an increase in local media coverage and politicians’ willingness to talk about the subject, and she hopes that will spur neighboring counties to follow suit and eventually create a model for counties and local governments across the region. They are already drawing interest from Georgia and the city of Atlanta.

Zooming out for a more global view, Emory’s del Rio, CFAR codirector, was invited to speak at the Joint United Nations Programme on HIV/AIDS (UNAIDS) in June. He addressed the leadership meeting of “90-90-90 and Human Resources for Health,” the ambitious plan developed by UNAIDS targeting that by 2020, 90 percent of all people living with HIV will know their HIV status; 90 percent of all people with diagnosed HIV infection will receive sustained antiretroviral therapy; and 90 percent of all people receiving antiretroviral therapy will have viral suppression.

“I am an optimist, and I am fortunate to have seen amazing developments in HIV during my lifetime,” del Rio says. “We discovered the virus, developed diagnostic tests, developed effective drugs, and launched the most successful public health program in the history of mankind, the federal President’s Emergency Plan for AIDS Relief. We have had tremendous scientific developments that put us in a position now to make a difference in the epidemic and maybe end AIDS by 2030.

“But I am also a realist, and I see donor fatigue around HIV/AIDS, competing priorities, and a more complicated funding environment. Our biggest challenge as a society is clear—we must strive for a world where there is no one living in extreme poverty, where access to education and health is a right, and where human rights are respected. If we do that, not only will we end AIDS, but many of the major scourges we suffer.”
That month marked 11 years since Barnes was discharged from the US Marines, and more than a dozen since he stepped on the airplane that would bring him home after nearly a year on the front lines of the war in Iraq. Yet each rifle crack that day brought the memories closer. “My anxiety just started getting higher and higher,” says Barnes, who finally took a break for dinner with his wife, Crystal, and his mother-in-law. “When we came back, I was fine. I went back out on the porch cutting wood, and shots start getting fired again. I don’t remember anything after that.”

Some time later the women noticed he was gone from the porch and began to search for him. “Crystal and her mom found me in the barn. I had kicked the door in, I had my .45, and I was clearing rooms,” Barnes says, referring to the military close-quarters combat practice of checking the interior rooms of buildings for threats. “I don’t remember any of it. The first thing I remember after being on the porch was her mom touching me on the shoulder and saying, ‘Matt, give me the gun.’”

Though he had suffered symptoms of posttraumatic stress disorder (PTSD) since before leaving Iraq and had been discharged from the marines for drug use little more than a year after returning from overseas, Barnes had never sought treatment. During years of nightmares and unpredictable mood swings; substance abuse; violent arguments with two ex-spouses; and avoidance of social situations, friends, and family, he chalked it all up to stress and bad relationships. “I didn’t think I had an issue, I just thought I was an asshole,” Barnes says candidly.

After the incident in the barn, Barnes’s family encouraged him to seek help for what they were sure was PTSD, but he wasn’t sure where to go. On a visit to the Wounded Warrior Project’s website a few days later, Barnes saw a link for the Warrior Care Network, an initiative launched in June 2015 to meet the needs of thousands of post–9/11 veterans suffering from PTSD and traumatic brain injury regardless of geographic location or ability to pay. “It was by pure miracle I saw that link,” says Barnes, who applied to the program and was referred to the Emory Veterans Program (EVP), one of four national centers that are part of the Warrior Care Network.
MILITARY FOLKS ARE TRAINED IN AVOIDANCE, IN EMOTIONAL DETACHMENT AND DISENGAGEMENT, AND WHEN THEY GET INTO THIS TREATMENT, THEY ARE ASKED TO CONFRONT THE THINGS THEY MOST WANT TO AVOID.

—BARBARA ROTHBAUM
Barbara Rothbaum, director of the Emory Veterans Program, has been treating people with PTSD since shortly after the condition became an official diagnosis recognized by the American Psychiatric Association in 1980. As professor of psychiatry and behavioral science at Emory School of Medicine and director of Emory’s Trauma and Anxiety Recovery Program, she has pioneered the application of virtual reality exposure therapy to the treatment of such disorders since joining the Emory faculty in 1990.

Her work and Emory’s innovative programs in treating PTSD led to Emory’s selection for the Warrior Care Network, and the EVP opened its doors in September 2015. In February, they began piloting a two-week intensive outpatient program that asks patients to commit to an exhaustive schedule addressing their psychological and physical health, and helping them build coping and relationship skills to handle stressful situations at home and in the world.

During the two-week program, veterans from around the country stay at a nearby hotel and spend carefully scheduled days filled with therapy, education, family and relationship counseling, sleep disorder management, yoga, and other activities designed to help them regain control over their thoughts, emotions, and lives.

They also connect veterans to outside programs. Barnes is working with the Emory Law Volunteer Clinic for Veterans, which assists veterans with legal issues, including claims for service-connected disability and applications for discharge upgrade and record correction for those diagnosed with PTSD and traumatic brain injury.

More than 200 veterans have been served through the program since September, with about 27 participating in intensive outpatient treatment since February. Once they complete the program, Emory’s staff coordinates with a team in the vet’s home community to ensure proper follow-up care.

“Military folks are trained in avoidance, in emotional detachment and disengagement, and when you get into this treatment, they are asked to confront the things they most want to avoid,” Rothbaum says. “When you get into the hard parts, it takes a lot of courage, a lot of bravery to continue even when you are scared. We’ve seen difficult cases with patients I’m not sure would have made it through treatment if we only saw them one or two times a week.”

One hallmark of Emory’s program is two-part prolonged exposure therapy. The first, called imaginal exposure, requires the veteran to spend time with a therapist recalling, repeatedly and in exacting detail, their most traumatic experiences. Although it sounds agonizing, Rothbaum says this repeated exposure to the distressing memory is proven to reduce its traumatic effect. In the second part, called in vivo or “real life” therapy, veterans are taken out and exposed to environmental stressors they would otherwise avoid.

“Some of these veterans can’t even go to a store like a Wal-Mart without behaving as if they were pulling guard duty,” Rothbaum says. “When veterans undergo military training, they are taught to always be on a heightened state of alert, but no one untrains them. We want to change their brains, their bodies, and their memories in two weeks.”

Barnes started the outpatient program on April 18, still wary of whether he could benefit. That first day began with an orientation and meetings with doctors, counselors, and finally, prolonged exposure therapy with clinical psychologist Liza Zwiebach.

“You’ve got to sit there and recount this experience while they are probing you for details you’ve never told anybody,” Barnes says. “The first couple of times I ran through it, I was fine, it was just like muscle memory. By the fourth or fifth time I was in tears. I could barely get through it. I thought Liza was the devil for the first few days.”

Youthful and down-to-earth, Zwiebach is the antithesis of demonic, but she understands how difficult the task is that she sets before her patients, and how critical.

“Most veterans don’t have just one traumatic event they’ve experienced, but we identify one memory that is staying with
them and that is what we focus on,” she says. “The idea is to wear out the memory.”

The daily 90-minute sessions are recorded and participants are required to take the recordings back to their rooms at night to listen to as “homework.”

“The patient tends to get a new perspective on the events when they work through the memory in a way they haven’t been able to before,” Zwiebach says. “Sometimes people with PTSD blame themselves for certain events and, through this process, they gain a new understanding of what happened.”

Another key component of the program is the employment of veteran outreach coordinators, all combat veterans themselves, which provides a sense of connection and level of comfort to program participants.

The leader of the outreach staff is retired US Army Command Sergeant Major Gretchen Evans, a 27-year Airborne Infantry veteran who saw combat in Grenada, Panama, Central America, Bosnia, Somalia, Iraq, and Afghanistan with the 82nd Airborne Division. In 2006, a close encounter with a rocket at a forward operating base in Afghanistan took away her hearing and her military career. After four years of bitterness and isolation, she sought treatment for her own PTSD and traumatic brain injury.

The opportunity to work with veterans has given Evans back her career-long purpose—taking care of soldiers.

“There are two things that can happen on the battlefield when a soldier is wounded; either they are captured by the enemy or they die on the battlefield. That is why we have the motto of no soldier left behind. It is the same when these veterans come home and they’ve got invisible wounds. They are still on that battlefield, and they are wounded. They will either die of those wounds—through substance abuse, alcohol, suicide—or they are captured by the enemy—an unhealthy lifestyle, addiction, homelessness,” Evans says.

“There are more than 2.5 million post-9/11 veterans. If we don’t take care of them now, in 20 years we are going to see people in uniform homeless under bridges, the heroes of the longest war in history with high unemployment rates, high substance-abuse rates, high suicide rates,” Evans says. “Someone needs to help them. If not me, then who?”

One of Evans’s staff of veteran outreach coordinators is former US Navy corpsman Deramichaelous Daniels, known as DeeMike to his colleagues and patients of the program. Daniels enlisted after 9/11 and grappled with his own PTSD after returning to the US, then to civilian life.

“There is no road map for how to be reinserted in civilian life,” says Daniels, who refers to himself as “the boots on the ground” for the program, answering telephone calls from veterans or concerned family members any time, day or night. During the program, he shares meals with the veterans, accompanies them on outings, and spends downtime with them on evenings and weekends when their time isn’t occupied and their minds wander.

“I can’t help with their mental health, but we can talk about life and they can open up and share experiences with me. If I reach one person, I might save a life. If I can do that, I’m good, I’ve made a difference.”

At a graduation ceremony held at the end of each program session, veterans receive an organizational coin designed by the staff—similar to challenge coins awarded in the military to prove membership—to signify their success.

For Barnes, the program gave him a chance to regain control of a life warped by the aftermath of his war experiences. Part of his motivation was the impending birth of his son, Nikalus, who was born July 15.

“My daughter, Abby, is almost 12, and she’s grown up seeing Daddy like this. I don’t want my son growing up seeing me like that. I want him to be a better man than I am,” Barnes says. “Going through the program is the best decision I’ve ever made.”
Time to Lead

INCOMING EAB PRESIDENT TO FOCUS ON ALUMNI ENGAGEMENT, CAMPUS INITIATIVES

Kim Chenevey ’02OX 04B, vice president and financial adviser with global investment banking and asset management firm William Blair, took over as president of the Emory Alumni Board (EAB) on September 1.

An Atlanta resident, Chenevey joined the EAB in 2011 and served as chair of the Miller-Ward Alumni House Committee. She also has served on the Oxford College Alumni Board and is an active volunteer with the Alumni Admission Network.

“I am thrilled to lead the Emory Alumni Board at the same time that Emory is poised to move into a new era. As alumni, we are bound to Emory through memories and nostalgia, but we also are deeply invested in its continued growth and success. The EAB will work this year to support Emory’s new president, Claire Sterk, and the initiatives that she is spearheading,” Chenevey says.

“In addition to strengthening connections between campus and the community, we also will work to advance campus entrepreneurship endeavors. It is a very exciting time for Emory, and I am honored to be involved,” she adds.

New EAB members beginning two-year terms include: Malcolm Bruni ’92C, Darrah Brustein ’06C, Uriel Castaneda ’08C, Michael DiSanto ’84C, Nicole Faurot ’06C, Mary Ellen Gordon ’04B, Vickie Stipick Hunter ’06OX ’08C, Theron Jones ’94C, Guhyun Kwon ’06T, Dolly Meese ’05B, Quentin Pirkle ’70C ’77M ’77MR, and Chad VanDenBerg ’96MPH.

EAB Scholarship Supports Student Leaders

Student leaders from across disciplines are the 2016–2017 recipients of the Emory Alumni Board Leadership Scholarship.

Roe Montague ’16OX, a junior international studies and environmental science major, spearheaded a student-led initiative that resulted in the Oxford Inclusive Curriculum Initiative, a more inclusive, diverse, and sustainable academic curriculum. She was president of Oxford’s Black Student Alliance and Oxford Pride and is a prison advocacy coordinator for the Roots Action Education Fund.

Amy Van Pelt ’13OX ’15C, a first-year MPH candidate in global health at Rollins School of Public Health, has been highly involved at Emory, devoting more than 1,260 hours of service locally and internationally in her efforts to serve vulnerable individuals in difficult situations. As a Volunteer Oxford coordinator, she helped establish a relationship between the college and an after-school program for Latino immigrants. As director of Volunteer to El Refugio, a hospitality house for detainees, and tutoring of local Spanish speakers.

Caiwei Huang, a senior political science and interdisciplinary studies major, is researching the role of subnational government in decarbonizing China’s energy sector as part of a Center for Study of Law, Politics, and Economics Fellowship. She is a research assistant in the Department of Political Science, a volunteer for the China Program at The Carter Center, and vice president of Emory’s East Asia Collective.

Luis Velasquez is pursuing a master’s degree at Candler School of Theology. A native of El Salvador, his experience as an immigrant helped convince him “that theological education is vital for migrant communities because their faith is what helps them thrive in the midst of insecurity and fear.” He teaches ESL programs, classes on computer basics and GED, and Sunday school at two local churches, and he is active in the Mi Familia Center in Canton, a nonprofit organization serving migrant families.
Dinner with 12 Strangers
October 12–14, 2016
Atlanta metro area

Through Dinner with 12 Strangers (D12), Emory alumni, faculty, and staff in the Atlanta area open their homes to students for small dinner parties or host the students at local restaurants. At every D12 event, students and hosts may begin an evening as strangers and leave as friends. Each event offers students the opportunity to network with Emory alumni, ask questions about life after college, and interact with professors and staff beyond the classroom. For information visit alumni.emory.edu/events/dinner-with-12-strangers.

Emory Cares International Service Day
November 12, 2016
Global

Emory Cares International Service Day unites alumni, students, staff, faculty, parents, and friends to give back to their local communities. By bringing together diverse members of Emory’s community with a common goal of service, Emory Cares strengthens the bond with each other and the University and increases Emory’s visibility around the world. In 2015, Emory Cares projects took place in 70 domestic and 15 international cities. For information visit alumni.emory.edu/events/emory-cares.

International Student Thanksgiving Dinners
November 20–27, 2016
Atlanta metro area

Join the Office of International Student Life and the EAA in the fifth-annual Emory Thanksgiving Dinner Program, which matches international students with Emory alumni, faculty, staff, and affiliates for a meal on Thanksgiving Day or during the week of Thanksgiving. The hosts graciously open up their homes and share the tradition of American Thanksgiving with Emory international students. For information, visit oisl.emory.edu/events/programs_and_events/Thanksgiving.

Virtual Stacks

Enhance your career by tapping into the wealth of information in Emory’s libraries and research databases. You’ll find unlimited research potential through EBSCOhost, offering the latest full-text information in many areas of academic, business, and health fields to meet virtually any research need. Alumni must be registered members of the online community, a comprehensive suite of online services available exclusively to Emory alumni, to access these resources. Oxford Biblical Studies Online is also available.

Start exploring today: alumni.emory.edu/research

Making Career Connections

The Emory Entrepreneurs Network (EEN), a career affinity group of the Emory Alumni Association, hosts monthly networking breakfasts with special guest speakers.

Christy Ware 16B works in hybrid cloud solutions and integration software for an industry leader. She points out, “I’m relatively new to Atlanta, and attending these EEN events allows me to leverage my Emory network to mingle with other entrepreneurs and new business connections.”

EAA Career Services News and Events: alumni.emory.edu/careers

Build Community with Emory

Build your Emory network today by joining the Emory Online Community and tap into the power of more than 137,000 alumni living and working around the world. You’ll be able to scan (or post) classifieds, search for online groups, and share a class note.

Online Community: alumni.emory.edu/community

Don’t miss out on event invitations and Emory news. Update your information at alumni.emory.edu/updateinfo.
WORKING IT: MEDICINE

Peter Ehrenkranz 02M 02MPH is a senior program officer for HIV treatment with the Bill & Melinda Gates Foundation, the fifth-largest funder of HIV initiatives globally. Previously, he served with the Centers for Disease Control and Prevention as the HIV care and treatment team lead and then country director in Swaziland, where he brought county and central ministry health leaders together to present progress on key indicators, share ideas about best practices, and increase accountability among all parties for delivering health care. At the Gates Foundation, he is expanding these peer networks to other countries to boost access to and quality of HIV prevention and treatment.

WORKING IT: LAW

Jeff Bjork 98L is a partner in Sidley Austin’s Los Angeles office in the corporate reorganization and bankruptcy practice. Bjork has experience in large-scale cross-border restructurings and insolvencies involving the United States, Canada, and Europe and has advised clients in distressed situations across industries, including gaming/hospitality, print and film media, real estate, manufacturing, automotive, and retail. He also represents bond insurers and other stakeholders in municipal debt restructurings. Bjork has been recognized by the IFLR 1000 as a Best Lawyer in America for bankruptcy/insolvency. He was included in the International Who’s Who for Restructuring & Insolvency Lawyers and the Legal 500 for municipal bankruptcy. He is a Chambers USA (2011–2015) leading bankruptcy lawyer, a Law360 Rising Star, and a Turnaround and Workouts Outstanding Young Restructuring Lawyer for 2011.

WORKING IT: BUSINESS

In his new role as vice president of Labor Relations for Alaska Airlines, Greg Mays 05WEMBA is responsible for leading Collective Bargaining Agreement (CBA) management, contract management, leading CBA negotiations on behalf of the company, and overseeing the proposed merger with Virgin America. Prior to this role, Mays was vice president of maintenance and engineering at Alaska Airlines. In previous roles, he worked in a variety of operations leadership positions at Delta Air Lines. Mays began his career at the Boeing Company as a design and test engineer.

WORKING IT: GRAD SCHOOL

Shawn Desai 08PhD is a licensed attorney in Georgia and a registered patent attorney with the US Patent and Trademark Office. Desai obtained a law degree from the University of Georgia School of Law and a PhD in chemistry from Emory. At Emory, his doctoral research focused on engineering control of gene expression in bacteria using RNA small-molecule interactions. Today, Desai is chief technology officer at Aeon Clinical Laboratories, one of the fastest growing clinical labs in the United States.
Tech Teacher

MAKING EDUCATION AFFORDABLE IN AFRICA

Mick Larson 08C has a long-term vision to create a collection of open source systems that can help young people living in the slums of Nairobi take the journey from technical illiteracy to excelling as technical professionals and entrepreneurs. But the nonprofit activist and entrepreneur knows literacy and numeracy skills are the first steps on this journey.

Larson is cofounder of the Tunapanda Institute (TI), a nonprofit organization in East Africa that “grows human dignity by teaching technology, design, and business skills that enable people to earn an income and engage in creative self-expression.”

In Kenya, as in many places in the world, secondary and tertiary education are out of reach for a large percentage of the population, and in many low-income communities, the internet (especially video learning content) is still unaffordable for most people. TI has set up computer labs and training centers in both urban and rural environments and is simultaneously developing low-cost software and content that can allow people to learn important and employable skills as easily and cheaply as possible.

A pre-med major at Emory, Larson took a year off after graduation to travel instead of going directly into medical school. He found a job as an English teacher in a small Korean town on the outskirts of Seoul and quickly realized that teaching was extremely rewarding and engaging.

“I also developed a serious travel addiction. Over the next several years I taught high school science in Thailand and then found a job at a college in Saudi Arabia. Throughout my travels I started seriously thinking about the challenges that face education on a global scale,” Larson says. “There’s also so much going on in the world of technology that can be used to create solutions. It’s an extremely interesting and important challenge, and I wanted to see if I could help to make a dent.”

Larson is focused on expanding the organization’s capacity to reach more students. Since TI’s founding in early 2015, the number of student applications has increased to the point that the school only has capacity to accept less than 10 percent of applicants.

“It shows that the demand for the type of program we offer is high and very valuable to the local communities,” Larson says. “We’re in the process of digitizing our curriculum and building a software platform that can help to provide our content to a much wider audience at a much lower cost. It will be exciting to find distribution channels to help as many people as possible get access to what we teach at the school.”

WORKING IT: COLLEGE

Dorien McGee 01OX 03C wears many hats in her career as a Senior Petroleum Geologist with ExxonMobil Corporation, the largest publicly traded international oil and gas company. Through her numerous roles within ExxonMobil, McGee focuses on her passion for finding practical and conscientious solutions to complex problems. She is currently assigned to ExxonMobil Production Company as lead geoscientist for two producing reservoirs and exploration prospects at the Sakhalin-1 asset, Far-East Russia. McGee earned a bachelor’s degree in environmental studies from Emory, a master’s degree in geology from the University of North Carolina–Wilmington, and a PhD in geology from the University of South Florida.

WORKING IT: PUBLIC HEALTH

Matthew S. Biggerstaff, 01OX 03C 06MPH (global environmental health) serves on the Epidemiologic Research and Support Team in the Influenza Division. In 2006, immediately following graduation, Biggerstaff joined the CDC in the Enteric Diseases Epidemiology Branch, where he played key roles in significant foodborne disease outbreak investigations, including a multistate outbreak of E. coli infections that led to one of the largest recalls of ground beef in the US. Moving to the Influenza Division in 2009, Biggerstaff was detailed as a deputy of the Epidemiology Team during the H1N1 influenza pandemic. He codveloped the Pandemic Severity Assessment Framework, an original and innovative tool to assess the severity of influenza pandemics in the US.

WORKING IT: NURSING

In 1963, Gail Stroud 65OX 68N hopped on her bike and pedaled almost a mile to Button Gwinnett Hospital (now Gwinnett Medical Center) in Lawrenceville, Georgia, to interview for a summer job as a nursing assistant. She loved it so much she switched her college major from law to nursing. After graduating from Emory, Stroud became the first BSN nurse in the Gwinnett system, where she has worked for more than 50 years on behalf of patients and the community. Stroud’s aunt, who worked as a nurse at Emory University Hospital when it was called Wesley Memorial Hospital, urged her to study nursing. “I’m glad she spoke up,” says Stroud, who received a Georgia Hospital Heroes Award from the Georgia Hospital Association in 2015. Stroud continues to practice part time as a clinical occupational health nurse.
At Atlanta Hot Glass, artists carefully roll globs of molten glass over iridescent mounds of glass chips, then twirl them in glowing furnaces on the way to creating delicate ornaments, vases, and other art pieces.

The state-of-art glass blowing studio and the thousands of dollars of equipment it contains belong to Susan Chin 88C and her cousin and business partner, Brian Wong Shui. But Chin isn’t an artist; she’s a transmission analyst with Georgia Power, where she facilitates multimillion dollar capital projects in the company’s project management group.

The insular nature of Chin’s work, even among the 10,000 employees in the bustling Georgia Power high-rise in Midtown Atlanta, left Chin craving an outlet that would give her a sense of connection to the city she came back to after stints in Alabama and California as she built her career.

“I wanted the connection art brings. I know there are more people like me who want to be involved in the arts, but they don’t know how to get into it or people who are looking for a space where they can go and be creative,” says Chin.

Chin and Wong Shui first opened a small private glass blowing studio in 2006 and leased excess capacity to local artists to create their own pieces. Over time they outgrew the space, and Chin saw the potential for a unique opportunity.

“Most places let artists rent space to make their own art, but we wanted to say to the artists, ‘You can run your business within our business.’ That way they can earn money and make a living off of their art,” says Chin, who thought this structure would allow both the studio and the artists to be successful. “Glassblowing is a difficult art to make a living at. The capital expenditure is terribly expensive and very few artists can afford their own studio.”

Chin and Wong Shui purchased and renovated a 5,000-square-foot space in the Scottsdale section of DeKalb County, opening in 2013. Six artists are core clients, and they share the space to create their own art, give classes, and run educational demonstrations and programs for students from grade school through college.

“I love the idea of having the opportunity to teach science through art,” says Chin, who earned a bachelor’s degree in chemistry from Emory, then went on to earn a master’s degree from the environmental engineering program at Georgia Institute of Technology. “Thermodynamics, chemistry, and physics—we focus on all of that with the students.”

Two Emory alumni have been chosen as finalists for the Partnership for Public Service’s Samuel J. Heyman Service to America Medals program. John Pallister 74C, chief of the Volcano Disaster Assistance Program at the US Geological Survey, and Carrie Stokes 88C, chief geographer and director at the US Agency for International Development (USAID), are among 32 finalists for the award.

The Partnership for Public Service is a nonprofit, nonpartisan organization based in Washington, D.C., that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works. The Heyman Medals, known as the “Sammies” and regarded as the “Oscars” of government service, are a highly respected honor with a rigorous selection process.

Pallister is being recognized for strengthening volcano readiness and warning systems worldwide, which has helped countries forecast eruptions, save lives, and reduce economic losses. Stokes is being recognized for helping USAID make better decisions about its economic and humanitarian assistance in developing countries by championing the use of satellite data and geographic information to combat poverty, disease, and natural disasters.

Created in response to the disastrous eruption of the Nevado del Ruiz volcano in Colombia in 1985 that killed more than 23,000 people, the Volcano Disaster Assistance Program has been working with countries ever since to prevent such calamitous loss of life. Led by Pallister for the past 10 years, the small but highly skilled team has helped developing countries build their technical and intellectual capacity and set up volcano early-warning systems.

Stokes’s efforts to champion the use of satellite data and other geographic information have contributed to the response to the migration of thousands of unaccompanied children from Central America, the earthquake in Nepal, and the prevention of malaria in Mozambique. Her belief in the value of geospatial technology to help solve problems led to the creation in 2011 of the GeoCenter within USAID, which is institutionalizing the use of geospatial tools and analysis in support of international development.

In support of USAID’s long-term vision to end extreme poverty, Stokes’s team developed a method to analyze the drivers of human vulnerability and display the spatial variation across a country. This helps the agency target areas of greatest need to maximize the impact of its programs.

The team looks at multiple threats to livelihoods, such as shocks to health, agriculture, food prices, weather, and natural disasters. They also analyze contributing factors such as age, gender, ethnicity, and education levels of households, and the team maps the results. Stokes’s work has influenced international development in Africa, Asia, Latin America, the Caribbean, the Middle East, and Eastern Europe.
SOCIAL POLITICS:
In the summer of 1982, Daniel Dobbs, a 21-year-old Harvard graduate and South Alabama native, is working to change the political tide in his home state by supporting the campaign of a young progressive candidate. He also hopes to win the approval of his upper-crust girlfriend’s family and mentor while untangling his complicated personal life, meeting his parents’ expectations, and deciding the course of his future. In All the Governor’s Men, author Katherine Clark 87G 92PhD presents a darkly comic follow-up to The Headmaster’s Darlings, and the second in the Mountain Brook series.

GROWING WISER:
Older Americans and the Economic Pie seeks to examine issues of aging and retirement and help make plans for creative living as one grows older. In this book, Roy H. Ryan 54T gives attention to ethical and political aspects of aging, answering questions including “Are older Americans getting too much of the economic pie?,” “How can we create a sense of fairness across generational lines?,” and “How can we grow old gracefully?” Ryan also is coauthor of Old Testament Stories: What Do They Say Today? and New Testament Stories: What Do They Say Today?

LIBERTY AND JUSTICE:
In the pages of For Whom It Stands, author Michelle Joan Wilkinson 97G 01PhD presents diverse stories of the American flag with a wide-angle perspective in which we all can see ourselves reflected in the national fabric. Essays trace the flag’s historical import and its manifestations in contemporary culture, with a focus on the role of art and artists in ensuring that the flag remains a living symbol. Wilkinson, a curator at the new Smithsonian National Museum of African American History and Culture that opened in September, also is author of Material Girls: Contemporary Black Women Artists.

CH-CH-CH-CH-CHANGES:
While most change-management books present case studies about what happened at other companies, Mastering the Challenges of Leading Change is based on experiences James Dallas 94B has had while managing more than two dozen transformational and turnaround initiatives, acquisition integrations, and service centers of excellence. By relating personal lessons learned, how they were subsequently applied, and how one can benefit from them, Dallas provides a unique firsthand perspective on successful agents of change.

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Beloved Teacher

SURGEON DEDICATED HIS CAREER TO EMORY

Retired Emory professor, cardiothoracic surgeon, and dedicated alumnus Kamal Mansour 68MR died June 6, 2016.

Mansour (pictured above) first came to Emory in 1966 as chief resident in cardiothoracic surgery at Emory University Hospital. During the next 38 years, he became a renowned expert in tracheal resection and reconstruction, major chest wall resections, correction of chest wall deformities, and esophageal replacement.

An international pioneer in his discipline, Mansour shared his passion for medicine with thousands of Emory students, faculty, and patients as a chief resident, professor, and mentor. His devotion to teaching and medicine earned him the nickname “The Professor” from Emory residents and the University’s highest alumni honor, the Emory Medal, in 2008. In 2011 he was named one of Emory University’s 175 Makers of History on the occasion of the University’s 175th anniversary.

Robert Guyton, chief of cardiothoracic surgery at Emory University Hospital and director of the Thoracic Surgery Residency Program at Emory School of Medicine, worked with Mansour since joining the Emory faculty in 1980. At Mansour’s memorial service at Cannon Chapel, Guyton enumerated the many gifts Mansour brought to the department, both personally and professionally.

“For years there was a cartoon on the door of our echo laboratory at Emory University Hospital, as you walked out. It said ‘All who pass through this portal bring joy, some by coming in, some by going out.’ When I think of this, I think of Kamal Mansour,” Guyton said. “When he walked into a room he brought joy consistently, every time. His attitude, his joy in teaching, his joy seeing his patients, his joy in his profession, his joy as an educator was not only evident, it was absolutely infectious.

“He is one of those few people who truly find joy in the happiness of others. He loved his residents, because of what he knew that he could give them. He could give them skills, he could give them judgment, and he could make them fearless,” Guyton added. “Not as fearless as he was, but at least giving them the confidence to tackle the tough cases.”

A native of Cairo, Egypt, he received his medical degree from Ein Shams University and began practicing in Ajloun, Jordan, and Gaza before coming to the US. For more than a decade, Mansour returned to Egypt several times a year to train Egyptian and other Middle Eastern doctors on new techniques and to perform major procedures that were beyond the expertise of local physicians. Among his many honors was the Shield of Medicine, an honor bestowed by Egypt to the top 10 Egyptian doctors in the world.

After his retirement in 2004, Mansour and his wife, Cleo Mansour, made a gift to establish the Kamal A. Mansour Professorship of Thoracic Surgery to honor Emory and encourage young surgeons in the field.

Emory thoracic surgeon Omar Lattouf 77C 77G 80M 85MR 88MR met Mansour as a third-year medical student.

“He allowed me to scrub with him in the operating room on his various cases, simple and complex. Some of the steps I learned from him have stayed with me to this day,” Lattouf says. “When I think of Kamal, I see the smile that never departed his face. Always cheerful, always confident, always radiating with enthusiasm and energy. He was full of warmth, knowledge, and energy. I will miss him.”

Survivors include his wife and his daughter, Sylvia Mansour Naguib 79C.

Devoted Friend

CAROL FOX SHARED HER HUSBAND’S LOVE OF EMORY

Carol Lewis Fox, wife of the late William H. “Bill” Fox, died unexpectedly May 12, 2016.

Born in Little Rock, Arkansas, Carol Fox (shown at right with her husband) graduated from Southern Methodist University in Dallas, Texas, where she and her husband met as students. The couple was married in 1966 and moved to Georgia in 1971 for Bill Fox to pursue a PhD at Emory’s Candler School of Theology, the beginning of their deep and longstanding relationships with Emory and Atlanta.

Carol Fox was a dedicated second grade teacher at Christ the King School for many years, and more recently, a tutor at the International Community School in Decatur. From the start of her husband’s career at Emory in 1974 until his retirement in 2005, Fox was an indispensable ally in her husband’s work, and he often referred to her as the “unsung hero” of his accomplishments at Emory.

The Bill and Carol Fox Center for Humanistic Inquiry at Emory is named in honor of the couple in tribute to their long and devoted service. As beloved as Bill Fox was at Emory, Carol Fox was his inseparable counterpart, says Martine Watson Brownley, professor of English and founding director of the Fox Center.

“What Bill would tell you is that he couldn’t do what he did without her, and that was true. She was very kind and thoughtful, and she and Bill were very humble. They were just down-to-earth people, and they meant so much to so many people at Emory.”

Marjorie Nunn 61C, who worked with Bill Fox as an administrator for the Robert T. Jones, Jr. Scholarship program, came to know Carol Fox well during those years.

“Carol was just was so like Bill, a real people person, very genuine and very loyal,” Nunn says. “They were totally devoted to each other; Carol went to every Emory event with Bill and was such a supporter for Emory.”

In 2010, the Foxes established a bequest that will benefit six areas on campus close to their hearts. Half of the gift will go to the Fox Center, while the rest will be divided equally among the Laney Graduate School, the Division of Campus Life, the Robert W. Woodruff Library, the Michael C. Carlos Museum, and the Emory Alumni Scholarship Fund.
Banning ‘Bossy'
BY MELISSA WILLIAMS

Do female leaders get penalized for being “too” assertive?

The answer is definitely yes, according to our research. But there are big exceptions to that rule that give women plenty of leeway to take charge.

It isn’t hard to find claims that people react differently to women than men in leadership roles. Supporters of Hillary Clinton’s presidential campaign argue that calls for her to smile more, or “yell” less, are evidence that she is held to a different standard than her arguably grumpier (male) opponents. A #banbossy campaign by Facebook Chief Operating Officer Sheryl Sandberg sought to eradicate a word that is said to be as inappropriate, as out of bounds for women. Yet when people see a woman stand tall and speak loudly, they tend not to consciously label such behaviors as dominance—so they may not trigger outmoded reactions about how women “ought” to behave.

Our research suggests, therefore, that women should feel free to drape an arm over the adjacent chair, to touch a colleague's arm when speaking, or to lean in—literally. They shouldn’t hesitate to speak first, and loudly, and even to interrupt when it's needed. Our data suggest that these behaviors will be interpreted as warmth and engagement—not assertiveness—even while they increase one's stature and influence over others.

Other research suggests that assertiveness penalties may be less likely when women ask for resources on others’ behalf—a raise for one’s assistant, say, or a deadline extension for one’s team—compared with when they make requests on their own behalf. So, if a subordinate needs something, women leaders shouldn’t hesitate to push hard.

ACTION WITHOUT WORDS

Significantly, in our analysis, assertive behavior didn’t lead women to be seen as less competent than men. Rather, the costs were limited to interpersonal qualities, such as likability or warmth. But of course, in business, being liked can be just as critical to success as being respected. “Difficult” people are unlikely to be invited to join projects, teams, or boards. So, for women leaders, being disliked for being assertive can carry real career costs, not just social ones.

Nonverbal behaviors clearly enhance influence. People are more likely to follow the lead of a person who maintains eye contact with them while he or she speaks, compared with a person who doesn’t.

So why aren’t women penalized for using them? Because these behaviors work on a largely nonconscious level.

Think about the last time you watched a particularly motivating presentation. It’s probably hard now to identify exactly why you found the speaker persuasive, dynamic, or charismatic. Mostly we are left with the unsatisfying conclusion that “it was just something about him.” Or her.

Research suggests that the process of figuring out who's on top in a group of people is so rapid and automatic that it often happens outside conscious awareness. We suspect that this fact works in women's favor.

When people see a woman asking for something, they may interpret her act of dominance as inappropriate, as out of bounds for women. Yet when people see a woman stand tall and speak loudly, they tend not to consciously label such behaviors as dominance—so they may not trigger outmoded reactions about how women “ought” to behave.

For example, according to a recent analysis of Super Bowl commercials, some of the advertisements were aimed at women but not men.

Differently to women than men in leadership roles, aspiring women leaders will have at least a few tools available. Think of nonverbal dominance as a side door to achieving influence at work.

Melissa Williams is assistant professor at Goizueta Business School. This essay originally appeared in The Washington Post.

By Melissa Williams
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ALTERNATIVE-FUEL VEHICLES: Emory junior Meggie Stewart snapped this photo, titled Commuter Lot, as she entered the outdoor market of the Moroccan city of Merzouga while on a study abroad trip last summer. “When I asked one of the student guides about it, he said simply, ‘parking lot,’ ” says Stewart, who learned that many Moroccan shop owners “commute” to work on donkeys. One of five first-place winners of the 2016 Study Abroad Photo Contest, Stewart won in the category “Cultural Comparison.”