**UNITY MONTH**

Lewis tackles wider aspects of community

**BY ERIC RANGUS**

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

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

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

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

Given that we have this opportunity, let’s consider: “We have to step back and ask what we mean by diversity.” Lewis said that Emory may have decent statistics as far as the number of minorities on campus, but if those minorities self-segregate, the community will suffer.

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

See DIAGLUE on page 10

Panel discusses enlightened aid to Africa

**BY MICHAEL TERRAZAS**

I attended a Nov. 9 panel discussion devoted to the subject is any indication, Emory’s involvement in things African is about to grow—in a big way. People lined both stairways last week and filled the back aisle of 206 White Hall, as President Jim Wagner headlined a slate of speakers who talked about Western efforts to help Africa and what will—and won’t—work in “Emory and the Future of Africa: Potentials, Possibilities, Partnerships,” co-sponsored by the Center for Health, Culture and Society (CHCS) and the Institute of African Studies.

Following his introduction by moderator Peter Brown, professor of anthropology and CHCS co-director, Wagner described his recent trip to the continent as President Jim Wagner looks on.

Wagner confessed he was a “fish” adage, with Bay professor Edna Bay as saying.

The Carter Center’s board of trustees—the Foege Fellowship, which Wagner described Ethiopian Prime Minister Meles Zenawi as an “enlightened leader,” adding that the country spends 23 percent of its national budget on education.

Wagner said one of the first things Zenawi did upon taking office was kick all nongovernmental organizations out of Ethiopia, vowing to let back in only those programs that contained a sustainable education component, rather than simply offering a handout. “I don’t want NGOs in Ethiopia who are going to keep my country on welfare,” Wagner paraphrased Zenawi as saying.

The speakers who followed Wagner were:

• Deborah McFarland, associate professor of global health in the Rollins School of Public Health and director of the Foege Fellowship Program, the Peace Corps Masters International Program and Rollins’ Global Field Experience program.

• Moses Katabarwa, an Ugandan epidemiologist for the Carter Center’s Global 2000 program.

• Jojo Mulunda, a fourth-year undergraduate in Emory College double-majoring in international studies and French, and a national of the Democratic Republic of Congo.

• Martha Carey, associate professor of the ILA and director of the Institute of African Studies.

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

“The help that Africa needs.”

See INFO TECH on page 10

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

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

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

Frequent Flyers accepting online applications

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

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

Further gifts can be earned by attending Emory varsity athletics events. For more information, contact athletics Marketing Coordinator Angie Duprey at 404-727-8124.

Happy Turkey Day

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

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

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

So suddenly the old Chinese proverb was no longer quite so simple or powerful. It had changed into: Give a man a fish and he eats for a day; teach him the best fishing technique, and then my imagination really got going. Maybe the man doesn’t even live near any fishable water. For all the proverb tells us, he could be living in a desert! What if plumbing is a man’s work in that man’s town, so he’s not going to fish even if the fishing teacher teaches him for weeks and months on end. What if, a year or so ago, another fishing teacher came along and taught the man’s neighbor to fish, and then that fishing teacher went home, leaving the neighbor enough money to have a boat built. But then the neighbor’s mother died, and he used all that money for a huge funeral and never got a boat at all, so now our man is hoping another fishing teacher will come along with money that he’ll give away—and goodness knows, it’s easier to have money given to you than to fish for it!

But maybe I was being too pessimistic. So I imagined other scenarios. What if a fishing teacher came along about 10 years ago and taught a wonderfully efficient way to fish, and our man fished and fished and fished? Soon he had so many fish that he couldn’t eat them all, so he decided to sell some. So he sold his fish to his neighbors, and carried fish to a village and sold them there, and he had his wife smoke fish to carry even further to trade. And he grew richer and richer, and he fished faster and faster, and Meanwhile, our fisherman had to pay off the cost of paving the airstrip, and still had bills to pay for the ice that a company from the fishing teacher’s country had provided.

Well, you get the picture. These musings may seem silly, but I created each one of them out of real scenarios that have happened in attempts to bring positive change to less developed areas. We at Emory want to go where many have gone before us but have made mistakes, and where recipients of help have had much time to catch on and become self-sustaining. I think that is the vision in the proverb tells us, he could be living in a desert! What if plumbing is a man’s work in that man’s town, so he’s not going to fish even if the fishing teacher teaches him for weeks and months on end. What if, a year or so ago, another fishing teacher came along and taught the man’s neighbor to fish, and then that fishing teacher went home, leaving the neighbor enough money to have a boat built. But then the neighbor’s mother died, and he used all that money for a huge funeral and never got a boat at all, so now our man is hoping another fishing teacher will come along with money that he’ll give away—and goodness knows, it’s easier to have money given to you than to fish for it!

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The Advocate by Eric Rangus

The School of Law’s advocacy skills program, directed by Professor Paul Zwier, is central to law students’ learning how to work a courtroom. Every spring, Zwier coordinates the arrival of dozens of legal experts from around the country to take part. “Speaking very broadly, advocacy is representing a client before the powers that be—whether it’s court, jury, in a boardroom, in an administrative agency setting. It’s based on an adversarial model of decision-making, which says that before a decision-maker should too easily reach a decision, it’s important to explore vigorously and fully what each side has to say about it.”

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

Program was suffering from low morale. One of the top programs nationally for years, in the late 1990s some students began seeing it as a burden because of when it was held. Sandwiched around exam time and graduation each May, the 11-day program often interfered with students’ ability to get clerkships or other summer employment.

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

The students are broken into small groups of six to eight, and the vast majority travel to downtown law firms to learn on-site. Most prominent firms have their own mock courthouses. The law school does, too, but accommodating more authentic. How are you when you get angry or cynical or annoyed or frustrated? How do you communicate those emotions authentically?”

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

At the end of January, Zwier will be part of a team of lawyers traveling to Rwanda to help train the prosecutors in that country’s ongoing genocide trials. The trip has been organized by the National Institute for Trial Advocacy (NITA), an organization dedicated to training and mentoring lawyers, teaching trial advocacy and promoting justice through effective and ethical advocacy.

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

“One thing we’ll be looking at,” he said, is whether technology could play a role in these cases. For instance, many witnesses might be able to testify remotely, and Rwanda prosecutors have no experience in questioning someone who may not be in front of them. For these witnesses, simply appearing in the courtroom could endanger their lives. And that doesn’t even address the dangers faced by the judges and the attorneys who serve as NITA’s associate director of in-house training.

“It’s fun to have an Atlanta lawyer say, ‘This is how we do it,’” Zwier said. “A California lawyer may say something completely different. One Georgia judge may say he doesn’t allow lawyers to show exhibits during opening statements because they haven’t yet been entered into evidence. But in California, they love that because it offers a clear presentation of the case. It’s almost like a docu-drama. An attorney can show and tell what’s going to come through the run of witnesses.” What works in L.A. may not work in South Georgia.

Use of technology in the courtroom is an important emphasis of the course. So are presentation skills, which have more to do with being genuine than being a prize-winning orator.

“I like to talk to students about not trying to be like someone else,” he said. “Don’t be like Clarence Darrow or try to project in a way you think you ought to project. It’s more like peeling away the layers of professionalism to make yourself more authentic. How are you when you get angry or sad or annoyed or frustrated? How do you communicate those emotions authentically?”

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

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

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

Despite—or in many cases, because of—its difficulty, many law students have said that trial techniques is the best part of their law school experience. But, that hasn’t always been the case. Prior to Zwier’s arrival at Emory, the Trial Techniques Program was suffering from low participation. The critiques can be hard,” Zwier said. Few punches are pulled during the critiquing of student presentations. The intent is for the lawyer to be forward looking and strive for excellence, and the effect is to toughen them up for future court experiences—the court may have little time for teaching or to be concerned about whether the advocate’s feelings are hurt.

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Letter from the President
Emory University has started on a transformational journey to become a destination university, a place where courageous inquiry leads. What is courageous inquiry? Call it both a defining characteristic and an intellectual destination, and Emory’s recently adopted strategic plan is the road map that will guide us there. Nearly every path we take toward our vision will exhilarate us by its vistas, even as it challenges us with obstacles. Implementation of the strategic plan will both transform the campus and positively impact our community. There can be no doubt that Emory’s plan will enhance the metropolitan region and the state of Georgia. Through our research, education and health care, we will be building a better world for our children’s children.

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

James W. Wagner
President

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

The 2005 update has been prepared around four major themes:

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

Its development began by embracing the University’s vision statement: A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.

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

Emory’s plans for the future extend well beyond its borders in DeKalb County. The strategic plan calls for new efforts to embrace the globe, its needs and its citizens. In addition, universities need to address the problems of their time. In the past, research universities have responded by building schools of policy studies. Emory seeks a more nimble approach and is planning to create a policy initiatives institute that will enable it to assemble experts from around the world to work on real problems and develop solutions within a 2–5-year timeframe.

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

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

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

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

An aerial view of the Emory campus, circa 1949. Following World War II, accommodation of the automobile became more important, roadways became more prominent, and the University began to lose some of the architectural cohesion that characterized the origin of the Druid Hills campus.
The Math & Science Center, opened in 2002, exemplifies the post-1998 return to Emory’s original architecture—with a decidedly modern flair.

History of the Campus

The original Emory campus was planned by Henry Hornbostel. From 1914-19, his New York firm of Palmer, Hornbostel and Jones designed and built 13 structures on the Emory campus, all finished with local marbles from Tate, Ga., establishing a distinctively Emory texture. Hornbostel’s architectural vision, coupled with his deep regard for the natural features of the landscape, gave birth to the Emory campus plan, which organized the central quad between two forested ravines, allowing for broad vistas of structures set comfortably within a woodland. The addition of buildings over the next 30 years maintained this idyllic setting. Through the end of World War II, the campus remained classically organized, with new buildings working from the original Renaissance architectural vocabulary.

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

By the late 1980s, many sensed the need to return to the basics. In 1996, then-President Bill Chace spearheaded the master-planning effort that resulted in the 1998 campus plan. A Framework for Physical Development. Two years in the making, the 1998 campus plan was the result of a collective effort of the internal and external communities. Staff, faculty, students and neighbors came together to identify challenges, opportunities and relationships. The plan has become the solid foundation for discussion of physical growth and change on the Emory campus. One omission from the 1998 process is that it did not involve planning for the health sciences or Emory Healthcare.

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

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

Guiding Principles

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

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

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

An Emory-Based Language
Buildings and grounds will grow from an understanding and respect for Emory’s history and community.

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

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

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

Post-1998 Campus Development

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

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

Land Use Policies

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

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

Key Components of the Campus Master Plan

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

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

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

Growth and organization of the physical environment will affect other plan considerations, including utility distribution and connection, population densification, transportation, and material handling. These infrastructure systems must collect, sort, and deliver/remove while preserving the basic integrity of the aesthetic environment. The addition of buildings to the existing campus footprint will challenge the campus master plan footprint to challenge the campus master plan footprint to challenge the campus master plan footprint to challenge the campus master plan footprint to accommodate the growth. The precints are reorganized within and adjacent to each other in order to provide the broad framework for extending community and collaboration at the campus grows.

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

In 2004, Emory adopted this Land Classification Plan, which tags every corner of campus as belonging to one of five categories for development or preservation.
hospital building, creates space for a new Academic Quad that will allow for expan-
sion of the core of the University in the decades ahead. The demolition of housing
near the North Oxford gate allows for the growth of Emory College’s physical and
natural sciences centers. Removal of the hospital laundry from the Fraternity Row
site allows for the development of a freshman housing complex within the pedes-
trian boundaries of the core campus.

Emory and Its Neighbors

Emory benefits greatly from the unique synergy created by the presence on Clifton
Road of the Centers for Disease Control & Prevention (CDC), Children’s Hospital of
Atlanta (CHOA) and the American Cancer Society. Together, this nexus of health
science and research institutions is a major asset for the region and for Georgia.

Achieving the vision of a destination university is very real. However, it cannot take
place without finding mutually beneficial solutions to the growing problem of mo-
bility, especially along the Clifton Corridor, but also in the network of streets that
constitute our neighborhoods.

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

The 1998 campus plan was developed with significant input from the com-
munity beyond the campus, strengthening the relationship between Emory and its
neighbors. Emory is committed to working with its neighbors on the major issues
that shape quality of life and community. Druid Hills is Emory’s home; the University
has a vested interest in the quality of life here, and Emory is committed to doing
its part to enhance that quality. Successful collaborations have led to an excit-
ing plan for revitalizing and redeveloping Emory Village (through the Alliance
to Improve Emory Village), and traffic-calming measures that include a planned
roundabout at N. Decatur and Oxford roads and Dowman Drive.

The Clifton Corridor is the largest activity center in the Atlanta region with-
out direct access to the interstate system or off-road transit. Residents, employ-
es and visitors all experience the growing congestion of the area’s roads. In
1998, Emory led formation of the Clifton Corridor Transportation Management
Association (CCTMA), whose partners include CDC and CHOA, the corridor’s larg-
est employers. Workable solutions to congestion are possible through careful
and creative planning. To that end, Emory has taken the lead with CCTMA and
DeKalb County in sponsoring a major, multimodal transportation study, and in
seeking innovative solutions that are context-sensitive as well as effective in
expanding current choices. In years to come, the University will continue to pro-
vide leadership, in collaboration with our neighbors, to achieve relief from the
congestion that impacts all of our lives and to do so in ways that create great
streets for people—not just for cars.

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

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

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

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

Campus Life

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

Multipurpose center: Coming together for shared activities is part of University tradition and culture. Through the years, Glenn Auditorium and the WoodPEC gym have served the purpose of assembly, but both have serious limitations and cannot effectively serve all of the educational and programmatic demands of the Emory community. A planning concept is to locate a large multipurpose center (able to accommodate up to 2,000 people for major events) on the west side of WoodPEC with a bridge crossing over Fraternity Row, linking the new facility’s lobby level to Peavine Parking Deck. It could host assemblies involving some of Emory’s most distinguished guests (the Dalai Lama or Jimmy Carter, for example), as well as an array of other creative options including dances and career fairs.

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

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

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

Theology, Law & Business: The Professional Schools

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

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

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

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

Housing

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

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

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

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

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

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

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

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

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

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

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

**Emory University Library:** The system is currently being studied for future facility growth, notably for the Manuscript, Archive & Rare Books Library and an expanded business library. The campus plan identifies the opportunity to build additions on the existing Woodruff Library terraces, as well as over the service yard.

Removing the 1970s addition to the Rich Building may allow for creative roadway realignment and clear a site at the south end of Mizell Bridge for a new library building footprint or a site for the business school expansion.

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

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

**Woodruff Health Sciences Center (WHSC)**

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

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

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

**Emory in the Region**

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

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

But Emory’s economic role in metro Atlanta goes beyond direct spending and employment as money cycles through the local economy and when one factors in Emory’s construction activity. Measured broadly, indirect activity totals as much as $1.75 billion, making Emory’s contribution annually to the local economy total an impressive $4.2 billion.
Campus Master Plan 2005 Update. Realizing that existing older facilities limit the opportunity for system development of health care delivery, the Woodruff Health Sciences Center created a new “Vision 2012.” Its core concept is to relocate and grow all health care delivery systems on the east side of Clifton Road. Emory Hospital, The Emory Clinic and some related research components would be relocated and consolidated into one well-organized facility on the site of the present clinical buildings.

Reflecting the notion that 21st century health care will more closely integrate research, teaching and patient care, the concept of “translational health care” is leading to new approaches in the ways in which patient services are delivered. Emory’s concept is an integrated facility organized around Centers of Excellence, with associated research functions co-located as a part of the new building.

Following this, construction of the diagnosis and treatment chassis, topped with a 700-bed hospital, would be done in the area of the Rollins Research Building and the Michael Street parking lot. Various studies have informed a proposed phased concept that first relocates The Emory Clinic operation, with associated research to create Centers of Excellence. Following this, construction of the diagnosis and treatment chassis, topped with a 700-bed hospital, would be done in the area of the Rollins Research Building and the Michael Street parking lot.

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

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

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

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

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

Transportation, Parking and Infrastructure

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

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

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

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

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

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

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

Conclusion

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

Acknowledgements and Credits

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

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

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

American Ballet Theater and 12 Epiphanies, 1,848 Revolution we take action to change our work for the Emory Dance with the New York City Ballet, will feature four new works, The Emory Dance faculty based artist Celeste Miller. Reeder, who has danced with Ballet Frankfurt, now choreographed the new work, "Unfolding," takes the Schwartz Center spotlight Nov. 17–19, it became apparent, Mendola said, when those students are making a close decision between Emory and somewhere else, this could be a deciding factor." "Many IT organizations are criticized for being these big, black boxes. Where does the money go? And who’s deciding?" Mendola said. "I want to be able to speak to those students and maybe be able to talk about requests, decisions and priorities. There should be no doubt in people’s minds about why we’re doing these things and not others, and it largely will not be IT people making the decisions." Each working group will be led by a member of IT staff, and Mendola said he is working within Emory’s existing governance structure. "The Council, University Senate—to make the appointments," Mendola said. "Things aren’t going to change overnight," Men- dola acknowledged. "But over time it will create a culture of transparency, and we’ll create a dialogue to help people put together better proposals. This is important, particularly now with the strategic plan—how else do we align IT with our strategic priorities?"

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

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Talking Race Post-Katrina is the topic of the Unity Month's keynote presentation, to be held today, Nov. 14, at 7 p.m. in Gambrell Hall's Tull Auditorium. Stanford's professor of sociology, Bobo, professor of sociol- ogy, and Marycynthia Morgan, associate professor of communication, will bring multi- disciplinary perspectives to a discussion on race post Hurri- cane Katrina.

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

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

He is the recipient of numerous awards including the W.E.B. DuBois Medal for African and African Ameri- can Research and the Ameri- can Association for Public Opinion Research Outstanding Book Award for (Racial Attitudes in America: Trends and Perspectives; Harvard University Press, 1998), and is an elected member of the National Academy of Science. He is currently doing research on race, crime and public opinion, and serves as the director of both the Center for Comparative Studies in Race and Ethnicity and the African and African American Studies program at Stanford.

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

She is currently finishing a book on hip-hop culture entitled The Real Hiphop— Battling for Knowledge, Power and Respect in the Underground. She also serves as the executive director of Stanford's Hippie Archive, and also founded the Hippie Archive at the W.E.B. DuBois Institute at Harvard University.

"The Katrina incident has caused people to rethink our- selves in terms of class," said Vera Rose, director of the Office of Multicultural Pro- grams and Services. "That group of people who couldn't get out when Katrina hit re- ally says something about us as a country.

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

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

FOCUS: INFORMATION TECHNOLOGY

Emory residence halls get ‘unplugged’ for 2006

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

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

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

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

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

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

Even as the service is being installed, students are demonstr- ating their hunger for it.

"Three users were logged in and using the system less than 10 minutes after activation in the dorm," said Stan Brooks, an engineer for NetCom. "I checked the system at the Dobbs residence hall" on Saturday evening and found 20 users already connected on the network in 10 minutes. "Only during our weekend! Students are finding and using the wireless network almost as soon as we get the APs active. It's a beautiful thing." Emory wireless security is a major concern. Emory's wireless imple- mentation requires students to log on to the network and then encrypts all wireless traffic. The new and preferred method for secure access is to use Emory's Virtual Private Network (VPN). The VPN also provides a secure mode of wireless access but requires users to log on each time they access the wireless network, which is less convenient. Both functions help ensure that personal and proprietary data trans- mitted through Emory's wireless network is kept secure and protected from unauthorized eavesdropping.

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

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

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

PCORE hears revised version of discriminatory harassment policy

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

Adelman stressed the policy keeps claims as confidential as possible but, during the investigation process, it would probably become apparent who made the claim. She also said there remain issues specific to faculty in the policy; faculty may request a resolution process, "The resolution process does not allow as it is listed, but there are options given to help people address a situation."

Weaver informed the group that there are now examples of harassment listed in the policy, along with a three-part resolution process. "The resolution process will more than double the number of APs and cover more than 46 additional buildings and sites.

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

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PERFORMING ARTS

MONDAY, NOV. 14
Concert
Emory Chamber Music Society of Atlanta and Yoga String Quartet, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

SUNDAY, NOV. 20
Concert
Emory University Concerto and Aria Competition. 1 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

TUESDAY, NOV. 22
Concert
Emory Mastersingers, performing. 4 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

VISUAL ARTS

Visual Arts
Gallery Exhibit

Carols Museum Exhibit

Through Nov. 27.

MARBL Exhibit

Through Nov. 30.

Special Collections Exhibit

Through Jan. 15.

Carols Museum Exhibit

MONDAY, NOV. 14
Lecture
“What Does It Mean To Be Human?” Creating Human-Nonhuman Chimeras.” 4 p.m. 170 Urban Life Building, Georgia State University. Free. 404-727-1179.

WOMEN’S STUDIES

Lecture

SUNDAY, NOV. 20
Concert
Emory Chamber Music Society of Atlanta and Yoga String Quartet, performing. 8 p.m. Emerson Concert Hall, Schwartz Center. Free. 404-727-5050.

UNITY MONTH

Keynote Lecture
“Talking Race Post-Katrina.” Lawrence Bobo and Marycynthia Morgan, Stanford University, presenting. 7 p.m. Full Auditorium, Gambrell Hall. Free. 404-727-6754.

TUESDAY, NOV. 15
Food for Thought

LATIN AMERICAN STUDIES

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

WEDNESDAY, NOV. 16
Women’s Health Lecture

THURSDAY, NOV. 17
Scientific Medical Lecture
“Eosophagal Health.” Mutunihwa Moyo, surgery, presenting. 7 p.m. Emory Hospital Auditorium. Free. 404-721-2196.

PHYSIOLOGY LECTURE

“PKC regulation of the Renal Electrotonus: Na/HCO3 Cotransporter (NBC1) Expressed in Xenopus Oocytes.” Irimi Grichchenko, University of Colorado, presenting. 9 a.m. 600 Whitehead Building. Free. 404-727-7401.

CENTER FOR ETHICS LECTURE

“Theological Perspectives on Health Care and Ethical Decision Making.” Analia Bortz, Y. Khalid Siddiq and Ali-faraoq Masjiid, presenting. 3:30 p.m. 864 Rollins School of Public Health. Free. 404-727-5048.

SUNDAY, NOV. 20
Worldwide Lecture Series
Bridgeitt Young, presenting. 11 a.m. Sanctuary, Cannon Chapel. Free. 404-727-6613.

WEDNESDAY, NOV. 16
Workshop Service

SATURDAY, NOV. 19
Panel Discussion
“Everything a Woman Should Know About Her Financial Future.” Linda Kaynlofski, Cynthia Lynn, Rebecca Godboy, Mary Anne Walder and Stephanie Friese, presenting. 9 a.m. Governor’s Hall, Miller-Ward Alumni House. $35. 404-727-2801.

RELIGION

TUESDAYS

Taize Worship Service
4:45 p.m. Cannon Chapel. Free. 404-727-6625.

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