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Emanuel

leadership qualities, he's really marvelous. He's something special. And his spouse, Carla, has been every bit as good."

Dr. Kent Westbrook, who was on the committee that chose Emanuel, agrees.

"He was recognized as a leader on this campus immediately, and he and his wife have blended into the medical and social atmosphere," Westbrook says.

ICY TIMES FOR CARLA

Emanuel met Carla when he went to rent an apartment in the complex where she was working as manager.

They were married May 25, 1985, the weekend after he graduated from the University of Wisconsin Medical School in Madison, although Emanuel jokes that she almost called off the wedding a month before they exchanged their vows.

"The last couple of years in college and the first couple of years in medical school I actually skied on a water-skiing show team — amateur," he says. "We did pyramids and jumps and barefooting and all that kind of stuff."

There was still ice floating in the lake on April Fool's Day in Wisconsin where he and his friends were going to practice for a Memorial Day show.

"We needed a spotter so we recruited my wife — then fiancée — and she went out with her winter coat, hat, mittens, scarf and everything else. It was funny because we were in wetsuits and we had a cooler of hot water for our hands and feet when we got done skiing," he says. "So she thought I was crazy and almost called off the wedding."

Emanuel learned to water-ski when he was 9 or 10 years old, slalom skiing behind a boat not fast enough to allow anything fancier on Lake Arbutus, where his family had a house.

"It wasn't until I went off to college and met college friends that it kind of really evolved and I learned much more water-skiing when I was in college," he says. "I used to be involved in every daredevil sport known to man. I mean, if they'd had bungee-cord jumping when I was in college I probably would have done that."

Emanuel has scuba-dived, kayaked, rappelled and skydived, and he still skis barefoot. About six years ago he got his dream competition ski boat.

"It's also family friendly," he says. "I can have 10 people in the boat and it will still go 50 miles per hour, because you have to go fast to do barefoot skiing. You have to go at least 40 miles per hour to do barefoot."

The Emanuels and their three children — 21-year-old Jenny, 18-year-old Ben and 15-year-old Abby — spend a great deal of time together on the boat at Lake Ouachita. Jenny enjoys barrel racing in rodeos and Ben and Abby "live and breathe" soccer. The family was active in the Metropolitan Church of God in Birmingham and is now looking for a new church in Little Rock.

Carla Emanuel stopped working outside the home after Ben was born and has many supporting roles.

"Even though we're all very deeply religious, she's kind of the spiritual leader of the family. But she's also very, very involved with the cancer institute, and she's a member of the cancer institute auxiliary," Emanuel says. "We're very much a team, and she's very [a part] of things involved with the cancer institute."

A SOUTHERN MOVE

Moving to Little Rock from Birmingham, where Emanuel had worked at the Comprehensive Cancer Center at the University of Alabama at Birmingham for 22 years, was a big adjustment for the children.

He chose Birmingham for his internship and residency training in part to get away from the long, cold Wisconsin

winters. His bride was less than thrilled with his choice, and they planned to stay in Alabama for just three years.

During his time there, he was program co-leader for Experimental Therapeutics in the cancer center and deputy director in the Division of Hematology/Oncology. He also was a professor in the departments of medicine, genetics and biochemistry. The last two years, he was acting director of the Comprehensive Cancer Center.

Emanuel decided a few years ago that he was ready to be a cancer center director and began looking for job opportunities.

"I think that because of the fact that I not only directed a research lab but that I also continued to see patients that I could relate to both of the main components of a cancer institute ... the research scientists and the doctors who see patients. I could relate to both sides and help lead from that basis," he says.

Dr. Lucy Liu, the lab manager Emanuel brought with him to Little Rock last year, was a bit surprised when he told her where they would be going. Other possibilities were Emory University in Atlanta, the University of Kentucky at Lexington and the private Medical College of Wisconsin in Milwaukee.

"I like Little Rock," says Liu, who says Emanuel is the best kind of boss and mentor because of his collaborative attitude and his ability to motivate people.

For Emanuel, UAMS seemed the best fit.

"I looked around a lot. I didn't want to start from scratch, so the fact that what was already established by the three previous directors here — doctors [Bart] Barlogie, Westbrook and [James] Suen — there was already something growing, something developing here so I didn't have to start from scratch, because starting from scratch is a 15- or 20-year endeavor and I wasn't patient enough for that," Emanuel says.

\$46 MILLION MATCH

In March, the Arkansas Legislature approved up to a \$46 million match for money raised to support the institute through June 2009. Thus far, donors have matched \$28.5 million.

"The match program has been a huge selling point among donors to know that they're getting two for one," Emanuel says.

The Sept. 5 gala honoring Westbrook, Barlogie and Suen has a fundraising goal of \$1 million. Those three doctors are also the honorees of the Leadership and Legacy Campaign.

While Emanuel is thrilled with substantial donations, he's also happy with the smaller ones.

Dr. Thomas Kieber-Emmons was present when a group at the institute learned that some children from Hot Springs Village had raised \$1,750 for the institute.

"I like his humanity and compassion," Kieber-Emmons says. "He was very moved by this. You [would have] thought someone gave him \$10 million, which I am sure in passing he would be very happy to have donated to the Cancer Institute. But he was so moved by the passion of these kids to help do something to help fight cancer."

And Emanuel takes Kieber-Emmons' ribbing in stride.

"I do tease him that he's just a tad slow in moving sometimes because he lived in Alabama for so long," Kieber-Emmons says. "In actuality, he takes his time because he is very methodical, unassuming and deliberate in his approach to addressing issues and solving problems. Like some football coaches, he is a player's coach. He has great scientific instincts, a practical approach and cares about the people he works with, but has a passion for those that he serves — Arkansans."

Emanuel says the Winthrop P. Rockefeller Cancer Institute will achieve the National Cancer Institute designation.

"But that's not the be-all and end-all, it's the fact that if we follow their guidelines in building a cancer center we'll have a very good cancer center for the state of Arkansas regardless of when that designation comes," Emanuel says. "That designation will definitely come. It's just a question of time."

BIG DECISION

In high school, Emanuel wasn't sure if he wanted to be a scientist or a doctor.

"I knew ... early on that I was going to do something along that line," he says.

His father, Dr. Dean Emanuel, is a retired cardiologist. Through him, the younger Emanuel gained exposure to various medical specialties. One of his father's best friends was a thoracic surgeon, and Emanuel watched him perform surgery from the time he was about 14.

His mother, Lorrie, was a scrub nurse for a neurosurgeon when she met his father, and she stayed home with Emanuel and his siblings.

"They never really pushed us hard that you are going to go to medical school or whatever," Emanuel says of his parents. "So we all evolved. My older sister is in Pittsburgh in human resources. I'm the second oldest. My younger sister is a nurse, and she's still back in our hometown. And then my younger brother — he's the youngest — and his wife run a comedy club in Myrtle Beach [S.C.]. We're all scattered and we're all in different areas."

Emanuel was one of about 15 students at the top of his class in Marshfield, a school made up largely of the children of doctors from St. Joseph's Hospital and the children of dairy farmers. Marshfield had a population of about 16,000 back then, but the relatively small town was home to the state's second-largest hospital.

"We all excelled in science and everything. Not all of us were doctors' kids. It was a friendly rivalry in high school. I would say that probably a third of us went on to medical school, a third of them went to other things, like pharmacy and this stuff, and a third of them went to be engineers," he says.

Emanuel got his undergraduate degree in chemistry from Ripon College, a small liberal arts institution that claims to be the birthplace of the Republican Party.

"I had decided that I was probably going to stay in Wisconsin for college because I knew that I would likely end up at the University of Wisconsin in Madison for medical school," he says.

Emanuel says he felt envious of some of his friends as he finished college.

"I was then going on to med school, and some of my best friends finished in engineering and they were getting job offers of like \$40,000, \$50,000 straight out of college and I was still paying — well, my parents were — off bills for me to go to med school. So I was very jealous, that they were all on their jobs and everything and I was probably eight years away yet from getting my first paycheck. A lot of medicine is delayed gratification. For a lot of doctors and researchers, you just have to be patient."

He knows he made the right decision. He might have been happy in engineering for a while, he concedes.

But, he says, "I probably would have gotten bored with it after a time."

As it is, his job can be pretty exciting in its own right.

"I think the misconception [among] the general public is that cancer research — and all medical research for that matter — is based on major breakthroughs, and that rarely happens," he says. "It's usually, most medical research is small baby steps, and occasionally you take a little bit bigger step. But most of it's little baby steps that all of us in the scientific field demand that even the baby steps get reproduced independently by something else before we believe it."

"I think people too [often] equate it to that, that medical research should be able to move as fast as computer technology is going. There's no way it can do that, because the human body is far more complex than a computer."

SELF PORTRAIT Dr. Peter Emanuel

DATE AND PLACE OF BIRTH March 24, 1959, Marshfield, Wis.

THREE PEOPLE I WOULD INVITE TO MY FANTASY DINNER ARE Francis Collins, who led the Human Genome project, astronaut Neil Armstrong and underwater adventurer Jacques Cousteau. All three are known for pushing their respective frontiers.

MY FAVORITE WAY TO RELAX IS Water skiing.

THE LAST BOOK I READ AND LIKED WAS The Great Influenza: The Epic Story of the Deadliest Plague in History, by John M. Barry.

MY FAVORITE PLACE ON EARTH IS Any lake.

I WANT TO BE REMEMBERED AS A leader who helped cure cancer and is a good father.

THE BEST MEMORY I HAVE FEATURES A day with the family in the ski boat.

I WISH I COULD Have more hours in the day.

THE BEST ADVICE I EVER HEARD IS Success is getting what you want. Happiness is being satisfied with it.

ONE WORD TO SUM ME UP Driven.



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