CORNELL'S QUARTERLY MAGAZINE WINTER 2010

EZRA

TAKING ON THE BIG APPLE

NEW YORK CITY: CORNELL'S URBAN LAB

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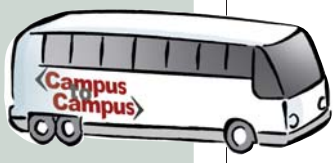
CORNELL'S QUARTERLY MAGAZINE

EZRA

FROM THE PUBLISHER



At the center of this issue of Ezra is artist Jim Houghton's fanciful look at Cornell's physical footprint in New York City, which spans Manhattan Island and extends into the other four boroughs.

But there is nothing fanciful about Cornell's New York City campus, as the cover story in this issue makes abundantly clear. Cornell in New York City is an active, creative and organic reality that for too long hasn't been fully appreciated. It stretches from the College of Human Ecology's student internships to classrooms in the Architecture, Art and Planning facility to outreach spearheaded by Cornell Cooperative Extension.

There are 45,000 Cornell alumni living and working in the New York City metro area, hundreds of students in many colleges and programs, as well as many faculty members and staff. It is an ever-expanding universe of Cornelliana embracing many academic courses and visiting lecturers, as well as more than 300 events a year, including headliners like the biennial Big Red parade down Fifth Avenue and this year by the excitement of the Nov. 28 Cornell hockey game against Boston University at Madison Square Garden. These are just a few examples of how, together with Weill Cornell Medical College, Cornell's bustling Cornell New York City "campus" is involving students, faculty and alumni in education, research and outreach.

This issue of Ezra reveals how Cornell is melding this disparate, cosmopolitan and highly eclectic community. In the months ahead we will bring you even more evidence of the engagement between the Ithaca and New York City campuses.

I hope you enjoy reading about the exciting activities and programs featured in this issue's cover story. And I hope it will encourage you to become engaged in Cornell events and even to become an organizer yourself.

Thomas W. Bruce
Vice President, University Communications

RECOMMITTING TO IDEALS DURING A PERIOD OF GREAT CHALLENGE

BY PRESIDENT DAVID SKORTON AND PROVOST KENT FUCHS

Nearly a decade into the 21st century and just a few short years away from Cornell's sesquicentennial in 2015, we must recommit ourselves to the ideals and mission of our great university while reshaping Cornell for the challenges of contemporary times.

The past 18 months have held particular challenges. Most urgent has been to reduce what was expected to be a $215 million annual budget deficit by 2015, while simultaneously "Reimagining Cornell" as a stronger, more focused university. We have worked to streamline support operations and implement other significant cuts without compromising our ability to grow in the future.

We approach our challenges with a profound sense of confidence, bolstered in part by the participation of eight of Cornell's most distinguished faculty members, with reputations among their colleagues for being strategic thinkers and doers, who are helping create a clear vision and plan for Cornell's future. The work of this Strategic Plan Advisory Council, which is being carried out through four working groups, is being informed by recommendations from 20 academic task force reports as well as by plans from the colleges and schools and will result in a draft strategic plan for the university.

More meetings will be held next semester with the campus community to get feedback and reaction to the emerging strategic plan's key concepts. A public draft of the full plan will be released in March, followed by another period of public commentary. The final plan will be issued in May.

During this process, we have found that we need to shift our focus from the physical structure of the university – from bricks and mortar – to the people who make Cornell great. The faculty is the soul of our great university, and we must return as soon as possible to a healthy pace of faculty hiring, which we attenuated in order to address our pressing financial difficulties. And we must continue to invest in our students so that Cornell can remain the nation's original "opportunity university."

Throughout this comprehensive planning effort, we have never lost sight of the fact that the path to Cornell's future is through its past. We will get to our future by remembering Cornell's ideas and ideals. These are the four pillars on which Cornell University was built:

- Classical and contemporary inquiry that balances scientific and technical literacy with history, politics and language studies. Expansive and pragmatic, this pillar requires students to acquire knowledge and think critically about it. This is the most useful and the most versatile education of all.
- Faculty who think "otherwise." In the Cornell tradition of promoting and protecting academic freedom and independent thought, we must ensure that our efforts to build the faculty of the future follow a faculty-driven trajectory and are not imposed from the top down.
- Education for the brightest students, regardless of their ability to pay. This pillar remains more relevant today than ever. In 2015, the university will welcome a hugely diverse array of students, as it has from its beginning. Even during the extended global financial downturn, Cornell increased financial aid, which remains one of the highest priorities in our universitywide campaign, and this year enrolled the most racially diverse first-year class in the university's history.
- Public engagement that continues to expand in depth and breadth. Cornell Cooperative Extension, for example, will diversify its local and regional programs in areas such as energy, the environment, nutrition, finances and personal health. And with 3,300 of our 20,000 students already coming from other nations, Cornell will continue to serve as the land-grant university to the world.

This is where we come from. This is the path we must follow. And in all this, our New York City-based faculty, students and facilities must and will play a vital role. Collaborations between Weill Cornell Medical College and the activities in Ithaca and elsewhere will multiply, and our network of alumni around the world will continue to lead and contribute to the solution of the world's pressing challenges.

We aim to create, on the solid foundation of our four pillars, an ever more exciting and innovative future for Cornell. We ask you to continue to be part of it.

Above: President David Skorton, left, and Provost Kent Fuchs at one of several strategic planning discussions held with students, faculty and staff this past semester.

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ON THE COVER:
Left to right: Ariadne Buffery and Danielle Sanchick, both fourth-year architecture, art and planning students, and Chrissy Fazio, a master's of architecture student, stroll West 17th Street in Manhattan. Photo by Robert Barker/University Photography

THE ESSENTIALS

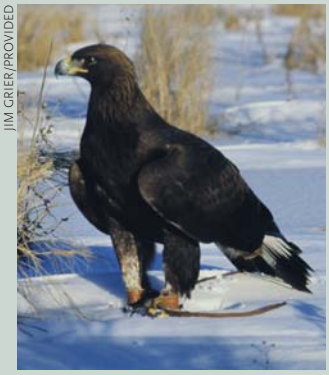
FLORA & FAUNA

RIP Ithaca; 1972-2009

Friends, family, ornithologists and bird lovers across the country are mourning the passing of a golden eagle named Ithaca.

The eagle, who hatched at Cornell on May 13, 1972, was the second of three eagle chicks bred through artificial insemination by then Cornell graduate student Jim Grier. Grier, Ph.D. '75, and his wife, Joyce, raised Ithaca at home with their own children. The bird of prey became a celebrity of sorts, appearing on Johnny Carson's "Tonight Show" in 1977 and a host of news features afterward. Grier, who joined the North Dakota State University faculty in 1973, frequently brought Ithaca to classes and presentations there.

JIM GRIER/PROVIDED



Ithaca contracted West Nile virus in 2002, and he was euthanized this past September due to complications of that illness.

"It is sad that ... he died so young (only 37 years old – he otherwise probably would have lived many more years and I expected that he would outlive me)," Grier wrote on his Web site.

Following the news of the death of Ithaca, a Native American name was bestowed on Grier by an Oklahoma group of Numu (Comanche) Native Americans. "The name they conferred on me is 'Queeni Phuakat,' pronounced with accents on the capital letters, 'Kwee-Nigh poo-Ha-Cot,'" Grier says. "The name essentially means 'he who carries eagle medicine/power/knowledge' or 'he who understands and cares for eagles.'"

SUSTAINABILITY

50 trees greener

Cornell just got greener. Fifty trees were planted Oct. 22 near and on the Arts Quad, Libe Slope and near Schoellkopf Stadium, a gift from the Arbor Day Foundation and Toyota as part of the one-year anniversary to celebrate the foundation's Tree Campus USA program.

Cornell was recently recognized as one of only 13 schools – and the first Ivy League school – by the Arbor Day Foundation's Tree Campus USA program for practicing sound campus forestry for 2009. The Tree Campus USA program teamed up with about 25 Cornell student volunteers to plant the trees, primarily various oaks, maples and pines.

The event was part of Cornell's Campus Sustainability Day, during which 15 student groups and Cornell departments conducted outreach on Ho Plaza.

SEEN & HEARD

Romeo + Juliet wuz here

Graffiti is an integral – and authentic – part of the set for "Romeo and Juliet" at the Schwartz Center for the Performing Arts. It was scrawled by area high school and Cornell students, who were invited to leave their mark on the set, said Kent Goetz, professor of theatre, film and dance and scenic designer.

Although the production (in the Kiplinger Theatre, through Dec. 5) is being staged as Shakespeare wrote it, its setting is a contemporary, urban construction site.

"What's left is an open space in which the youth of the rival families hang out," Goetz said. "Naturally the inhabitants quickly fill the surfaces with graffiti art and tagging (signatures) as an expression of their affiliation and individual pride."

First, Goetz met with local graffiti artist Jay Stooks to envision a graffiti mural as the base painting for an 8-by-40-foot plywood construction wall on the set. Members of the Ithaca High School Graffiti Club added their designs to the wall under the direction of art teacher Jocelyn Lutter Carver, and Cornell students participated in an Open Tagging Party on the stage where the entire set was available as a surface. Later, the cast added its designs.

Ezra lived here

JOE WILENSKY/CORNELL CHRONICLE

When alumni of the Sigma Phi Society's Epsilon Chapter gathered Sept. 10-13 to celebrate the restoration of their 75-year-old West Campus home at 1 Forest Park Lane, they also paid formal tribute to Ezra Cornell with a plaque marking the site of the university founder's original homestead.

The fraternity house is thought to sit on a piece of the land that Ezra Cornell called home – and that he gave to establish the university almost 150 years ago. A stone wall behind the fraternity's basement social room, which contains "blocker tie rings" for tying horses or cattle (see image, below right), is believed to be from Cornell's original barn.

Cornell's great-great-great-grandson Ezra Cornell '70 wrote a letter to the fraternity members expressing his appreciation for the gesture.

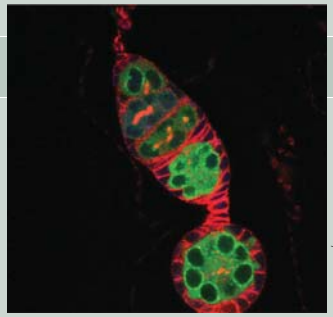
"Until this weekend there were only two obvious places on campus that paid formal tribute to the Founder: the statue on the Arts Quad and the crypt at Sage Chapel. Your plaque on the entry to 1 Forest Park Lane identifies the Founder and the historic site from which the first truly American University was born," Cornell wrote.

"What was originally created, and what we work hard to sustain, is a university based on the fundamentals of liberty. ... I think it is historically significant that the Epsilon was located over the lands where the Founder labored, and that for 75 years the society has labored on the very same spot and played an increasing role in strengthening what is great about the University."

During the event the fraternity also presented 13 newly designed banners to Cornell, including one representing Weill Cornell Medical College in Qatar. The banners hang in Willard Straight Hall's Memorial Room.

JOE WILENSKY/CORNELL CHRONICLE

Those beautiful ovaries



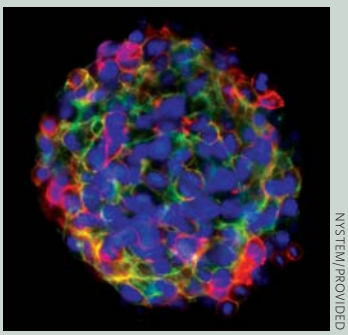
NYSTEM/PROVIDED

The ovaries of your average fruit fly are many things. Functional, for example. Complex. Very small. And vital for species survival.

But beautiful?

Well, judge for yourself. Graduate student Heather Flores' photos of fruit fly ovaries (above) won the NYSTEM Stem Cell Awareness Day Image Contest, announced by N.Y. Gov. David Paterson on Stem Cell Awareness Day, Sept 23.

The images will be included in a 2010 calendar that demonstrates the visual beauty of stem cell science. The calendar is available for downloading at stemcell.ny.gov/about_stem_cell_awareness.html.



NYSTEM/PROVIDED

"I always enjoy taking images of ovaries because they are very aesthetically pleasing to me," said Flores. "I often find myself taking extra pictures just because they look nice and not necessarily because they will aid in my data collection."

Alumni: Take note(s)

RefWorks is one of the most popular citation management tools online, and Cornell Library has now made it available to alumni.

ISTOCKPHOTO.COM

Through RefWorks' new plan to allow alumni to use its service, members of the Cornell community now have access to their accounts as long as the library is a subscriber. Researchers at all levels, from undergraduates to postdoctorates, use RefWorks to gather sources, manage research information, create bibliographies and build personal databases. The newly expanded access allows them to keep those databases for all their research endeavors after they leave Cornell.

Check out the library's RefWorks site at refworks.cornell.edu, Ask a Librarian (www.library.cornell.edu/ask) or e-mail citemanage-l@cornell.edu for more information about alumni access.

Maria Teresa Asare-Boadi '11, a student in the Cornell Urban Semester Program, in the lights of Times Square across the street from the site of her internship at MTV Networks.

BY BRYCE T. HOFFMAN

Students take on the Big Apple – Cornell's urban lab

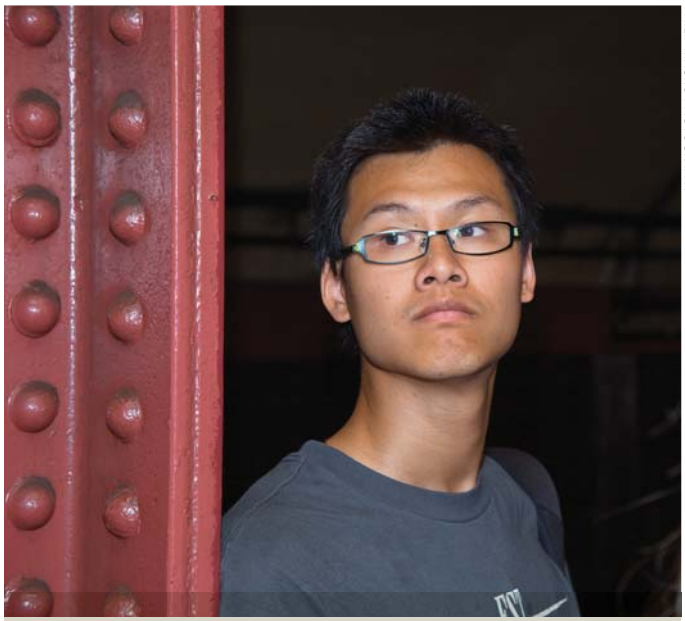
'It's like a boot-camp experience, except it's self-inflicted'

His laboratory equipment consists of a fat notebook and a stone park bench in East Harlem. Huicheng Zhong has logged many hours sitting here in the Dr. Ronald E. McNair Playground, watching everything and everyone, and writing down what he sees.

The children splashing in the fountain and running around on the patch of artificial turf (there is no real grass here) show no interest in the tall man from Guangzhou, a metropolis in southern China, and his stacks of charts and maps, but his work could one day change the way their playground looks.

A graduate student in landscape architecture at Cornell, Zhong has come to New York City to study how people interact with open space when there isn't much of it to spare.

He is preparing an analysis of how people use this park and 73 others in Harlem for the Manhattan Community Board 11, an independent city agency, and his internship



PHILLIP MAURO PHOTOGRAPHY

Graduate student Huicheng Zhong during a walking tour of Manhattan.

Victoria Averbukh, right, director of the Cornell Financial Engineering Manhattan program, chats with students Raymond DiFelice, left, and Di Li in the financial district.

sponsor last summer through Cornell's Urban Scholars Program. This kind of research helps the city design new parks and renovate old ones in ways that make sense. Zhong's data concentrate on revealing patterns created by people. "At the same time, the design of the park drives that pattern," he says. "There is a lot of potential for improvement."

New York City is the urban laboratory that makes Zhong's fieldwork possible. For him, as for the hundreds of Cornell students and faculty who can be found here at any given time, the city can be many things: A place to collaborate, an inspiration, an eye-opener – and a necessity.

It is for all these reasons that Cornell maintains a vibrant, visible and growing presence in New York City.

A contrast in studies

Ithaca and New York City are 223 road miles from one another, but distance may be the least of what separates them. New York exists on a colossal scale. The population of Ithaca is 30,000 to New York's 8.3 million. Ithaca's TCAT bus system moves 3 million riders a year – about the same number as the New York City subway system on a typical Saturday. Indeed, with 45,000 alumni living or working in the metro area, New York City even has more Cornellians than Ithaca itself, and many of them stay involved by enabling students to work and study as part of their organizations.

Today, Cornell capitalizes on the city's vastness and diversity to provide more opportunities for students than ever before, but its relationship with the Big Apple is a longstanding one.

Cornell has had students in New York City since at least 1898, the founding year of Weill Cornell Medical College (see related story, page 9). Although the medical school is still the conspicuous face of the university in the city and the nexus of scientific collaborations between researchers in Ithaca and Manhattan, a growing number of Cornellians can be

CAMPUS TO CAMPUS, FIVE YEARS DOWN THE ROAD BY LUXURY BUS

JOE WILENSKY/CORNELL CHRONICLE

One indicator of Cornell's growing relationship with New York City is the growing ridership on the Campus-to-Campus bus that has been making 14 round trips a week between Manhattan and Ithaca for the past five years.

"The first year we carried about 2,500 people. In the fifth year, we carried almost 25,000," says David Lieb '89, assistant director for Cornell Transportation Services, which created and provides the service.

The luxury coaches (with large seats, a stocked galley and wi-fi Internet access) have logged more than a million road miles, he said, and carried 68,000 passengers since the shuttle service began (averaging nearly 100 passenger miles per gallon, which, Lieb notes, "is an efficient and highly sustainable number").

And of course, the bus only accounts for a portion of the people going to and coming from New York. Anyone with a Cornell connection can ride. Passengers range from President David Skorton (who is a regular) to undergraduates heading to the city for the first time.

A round trip on the bus goes for $150, compared with about $600 for the equivalent flight. "We developed this bus with the business needs of the university in mind," Lieb says.

Visit www.c2cbus.com for schedules and more information.

— Bryce T. Hoffman

'Our floor has grass on the wall. The Nickelodeon floor has a huge SpongeBob that just stares at you.'

– Maria Teresa Asare-Boadi '11

found in all five boroughs, engaged in a remarkable number of disciplines.

"They just never end, our collaborations down in New York City," says Alan Mathios, the Rebecca Q. and James C. Morgan Dean of the College of Human Ecology. "New York City provides a natural learning-living environment that is relevant to a significant portion of the research, education and outreach mission of the college and university.

"For example, significant coursework in the college is devoted to poverty alleviation, inequality and health disparities. The students get trained in these general areas [in Ithaca], but when they are in New York City they see the issues for real and develop a deeper respect for the importance of the curriculum."

Cornell-affiliated offices and programs in New York include Human Ecology and Cooperative Extension-New York City, which runs a multimillion-dollar operation in nutrition education and research (see related story, page 13). The ILR School has an office in New York (see End Note, page 29), as do the College of Architecture, Art and Planning and the College of Engineering's School of Operations Research and Information Engineering.

Add in the huge number of less formal exchanges – from faculty speaking engagements and students doing internships to research collaborations – and Cornell's overall NYC footprint becomes virtually impossible to calculate, says Brenda Tobias, director of the communications office Cornell opened in the city in 2005.

New York City's cosmopolitan environment is especially attractive to students like Maria Teresa Asare-Boadi '11 and Kristen Tauer '10, who wish to explore career options that simply aren't available in rural areas or smaller cities. They are two of 18 students in New York City as part of the College of Human Ecology's nearly 40-year-old Urban Semester Program, earning 15 credits through internships, community service and fieldwork supporting their academic study.

A boot-camp experience

Asare-Boadi is not a rock star, but she has been dutifully instructed on what to do when she encounters one. "You are an employee. You are expected to act professional," she says. But it might be tough if she crosses paths with Justin Timberlake or another of the pop stars who routinely drop in at MTV Networks.

The interior design major in the College of Human Ecology is working for a semester in the planning and design department at the music channel's famous studio in Times Square.

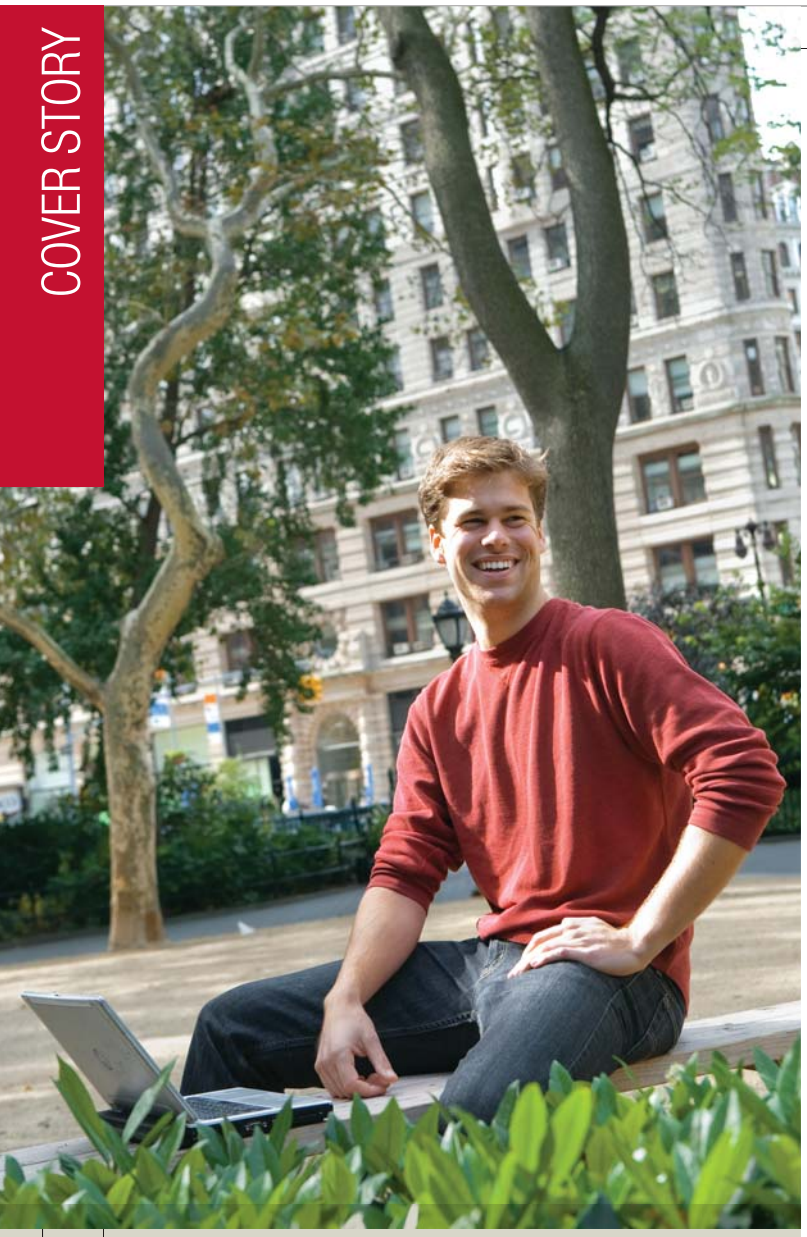
Aside from the movie premiere that she was invited to attend on the Paramount Studios floor of her building, her work so far has been unglamorous – sorting fabrics, filing, answering telephones. But for a student of interior design, she says, being embedded in a workshop with so much creativity and freedom is a priceless experience and a huge résumé builder.

"Each floor has its own identity," she says, admitting that she sometimes punches unnecessary buttons in the elevator just to see what will greet her when the doors open. "Our floor has grass on the wall. The Nickelodeon floor has a huge SpongeBob that just stares at you."

Meanwhile, Kristen Tauer, a communication major, is continuing on a path that began in third grade when she started teaching herself HTML so that she could hand code Web pages. Around that same time, she would watch movies and TV shows, sketching the outfits the characters were wearing. She was an online fashion editor in the making.

Now, she is an intern at Lucky magazine. Three days

Kristen Tauer '10 is spending the fall semester in the Cornell Urban Semester Program as an intern with Lucky magazine at Condé Nast in Times Square.



Architecture student Tim Liddell '10 in Madison Square Park with the Flatiron Building in the background. Liddell is one of Cornell's "Life on the Hill" student bloggers and is chronicling his experiences online.

'It's all about location. It's a huge benefit to be in the midst of all this. I've never lived in any real urban context, so this is an entirely new experience – it's a chance for me to figure out what to do after Cornell and whether this is a city where I'd like to live and work.'

– Tim Liddell '10

a week, she walks into the Condé Nast building at 4 Times Square, where some of the world's leading tastemakers have their offices at such publications as GQ, Vogue, Allure and Vanity Fair.

Although her internship started during the fall New York Fashion Week, her internship duties kept her from attending the Bryant Park extravaganza. One project she's working on is an online feature (and possible future iPhone application) that would categorize and rank the best boutiques in America.

"I want to go into fashion journalism, and I can see if I like that path," Tauer says. "I don't really have the skills to be a designer, but I just love high fashion. To me, it is an art, and it tells you a lot about the social climate we're in."

In addition to three days a week at internships, Tauer and Asare-Boadi spend time working with children at schools in North Brooklyn and meeting with community leaders. Sam Beck, the Urban Semester Program's director, says his students – half of them pre-meds doing clinical rotations at Weill Cornell Medical College – undergo a "heightened maturation process" while they are in the city. One reason, he says, is that they spend a lot of time together, reflecting on what they are learning and experiencing.

"Clearly, being in New York has its own benefits," Beck adds. "It's an intense environment. You're running into incredible differences. Every language group that you could possibly imagine is in New York City, and you're running into them constantly. The subways are packed. You are constantly negotiating personal space. And then, of course, you're dealing with not only the physical environment, but you're also dealing with the newness of the professional environment.

"It's like a boot-camp experience, except it's self-inflicted."

It's all about location

Sometimes, if you want to compete at the highest level of your field, being in New York City is an academic necessity. Such is the case for Cornell Financial Engineering Manhattan, part of the School of Operations Research and Information Engineering.

Its offices are in the Financial District in Lower Manhattan, the central nervous system of American capitalism. Three stories above Broad Street's seemingly endless parade of suits, starched collars and BlackBerry addicts, Victoria Averbukh is explaining to her students how to calculate the forward price of a coupon bond. "People in the back row," she calls, immediately causing them to perk up behind their empty coffee cups. "How should you know what the repo rate is?"

They are here to become "quants" – Wall Street speak for quantitative analysts, or numbers people. This is their last semester in Cornell's master's program, spent within walking distance of the companies where almost all of them will land after graduation. Averbukh, herself a former investment banker, directs the program.

"Most of the courses are taught in the evening by industry practitioners," she says. "There are not that many books written on algorithmic trading, but it's so hot right now. What we offer here is two people, one from a hedge fund and one from J.P. Morgan, who come and teach a class." They are the leaders in their field, she says, but could never find the time to travel to Ithaca.

WEILL CORNELL CENTER BRINGS RESEARCH FROM BENCH TO BEDSIDE

BY BETH SAULNIER

When Stefano Rivella delved into the genetics of the blood disorder known as Cooley's anemia, his preliminary data was highly promising. But although the project was going well,

JOHN ABBOTT PHOTOGRAPHY

Julianne Imperato-McGinley

he recalls, "I was touching on subjects where I wasn't completely an expert." In the hope of finding the right collaborator, the associate professor of genetic medicine in pediatrics decided to try something unorthodox.

In October 2008, Rivella was among more than 80 basic and clinical scientists attending the Translational Research Bazaar, an event hosted by the Weill Cornell Clinical and Translational Science Center (CTSC). The bazaar was modeled on the concept of speed dating, in which singles rotate among prospective partners for brief conversations. But instead of romance, participants had research on their minds.

Among the matches made that day was Rivella's collaboration with Nancy Greenbaum, a professor of structural biology at Hunter College. Working with her and other collaborators, Rivella is moving closer to a cure for Cooley's anemia, one of the world's most common inherited diseases.

Facilitating such bench-to-bedside research is the core mission of CTSC. Founded in September 2007 with a $49 million grant from the National Institutes of Health, it is one of 46 such centers nationwide. All are multidisciplinary, trans-institutional centers bringing together researchers and clinicians from disparate disciplines to broaden scientific knowledge, tackle pressing medical issues and promote community health.

Health care institutions in Manhattan's Upper East Side neighborhood are all united by CTSC. They are Weill Cornell Medical College and Graduate School of Medical Sciences, NewYork-Presbyterian Hospital/Weill Cornell Medical Center, the Hospital for Special Surgery, Hunter College School of Nursing, Hunter Center for Study of Gene Structure and Function, and Memorial Sloan-Kettering Cancer Center. CTSC also collaborates with Cornell's Ithaca campus and its New York City Cooperative Extension office.

"It's an initiative to bring together researchers from different institutions with different ideas to collaborate and facilitate discoveries," says Julianne Imperato-McGinley, CTSC's program director and Weill Cornell associate dean for translational research and education, "and then move those discoveries out to the community and the public."

One of the primary ways in which CTSC accomplishes its mission is by offering seed money to investigators, and it has funded dozens of pilot projects since its inception. Says Rivella, "The pilot award is a fantastic tool, because you can go to CTSC with a good idea, but you don't necessarily need to have a lot of the work done that you need to apply for other grants."

CTSC also runs a Clinical and Translational Education Program, which currently comprises more than 50 students. Those attending for one year earn an advanced certificate in clinical investigation; if they continue for a second year they earn a master's degree. The program also offers an M.D.-Ph.D., an M.D.-M.S., and modular training in clinical research methodology.

Among the many research projects funded or facilitated by CTSC are several that bring together researchers from the Weill Cornell and Ithaca campuses. Among them:

• Two decades ago, multiphoton microscopy was developed in the lab of Cornell applied physics professor Watt Webb. Now, researchers there and at Weill Cornell are working together to adapt the technology for human diagnostics – specifically, the detection of cancer in its earliest stages. "You can image live tissue without using contrast or processing it in any way," says Sushmita Mukherjee, an assistant professor of biochemistry at Weill Cornell and director of its Multiphoton Microscopy Facility. "So the idea is eventually to miniaturize this into an endoscopic format and be able to image in real time in a live patient."

In collaboration with surgeons and pathologists, Mukherjee has been focusing on bladder cancer, using fresh human tissue (obtained from biopsied or excised organs), which she views via a multiphoton microscope.

• New York and Ithaca campus researchers have been developing some of the tiniest warriors in the battle against cancer. Working with Ithaca-based engineers, radiologist Michelle Bradbury has been developing targeted nanoparticle probes that could be used to diagnose and target tumors. Nicknamed "Cornell dots," the probes were created in the lab of Ulrich Wiesner, the Spencer T. Olin Professor of Materials Science and Engineering.

Each dot, consisting of dye molecules encased in a silica shell, is on the order of six nanometers in diameter – a nanometer being one-billionth of a meter. The probes are coated with polyethylene glycol, which helps prevent the body from recognizing them as foreign. The shell can be covered in molecules designed to attach to tumors, and the dye fluoresces under near-infrared light emission, identifying areas of malignancy.

– This story is adapted from an article that appeared in the fall 2009 issue of Weill Cornell Medicine magazine.

JOHN ABBOTT PHOTOGRAPHY

Sushmita Mukherjee

At this stage of the program, the students alternate between classes and a semester project consulting in teams for financial companies. Graduate student Sharath Alampur's team is working on a question posed by Goldman Sachs. The company wants a mathematical model that can replicate the return of a mutual fund, but without fund managers.

"You can get close to a mutual fund type of return but you can avoid the fees" – and profit handsomely from the advantage, he says.

Meanwhile, the College of Architecture, Art and Planning, which leased a studio in the Chelsea neighborhood of Manhattan in 2006, is now giving more students affordable access to the center of the design world and the people who dominate it. The college is seeking to raise $12 million to endow its Manhattan operation.

Architecture student Tim Liddell '10 spent a semester at the AAP center in Rome before his semester in New York City, and he says both are worlds away from his upbringing on a farm in Lancaster, Pa.

"It's all about location," he says. "It's a huge benefit to be in the midst of all this. I've never lived in any real urban context, so this is an entirely new experience – it's a chance for me to figure out what to do after Cornell and whether this is a city where I'd like to live and work."

Just one book

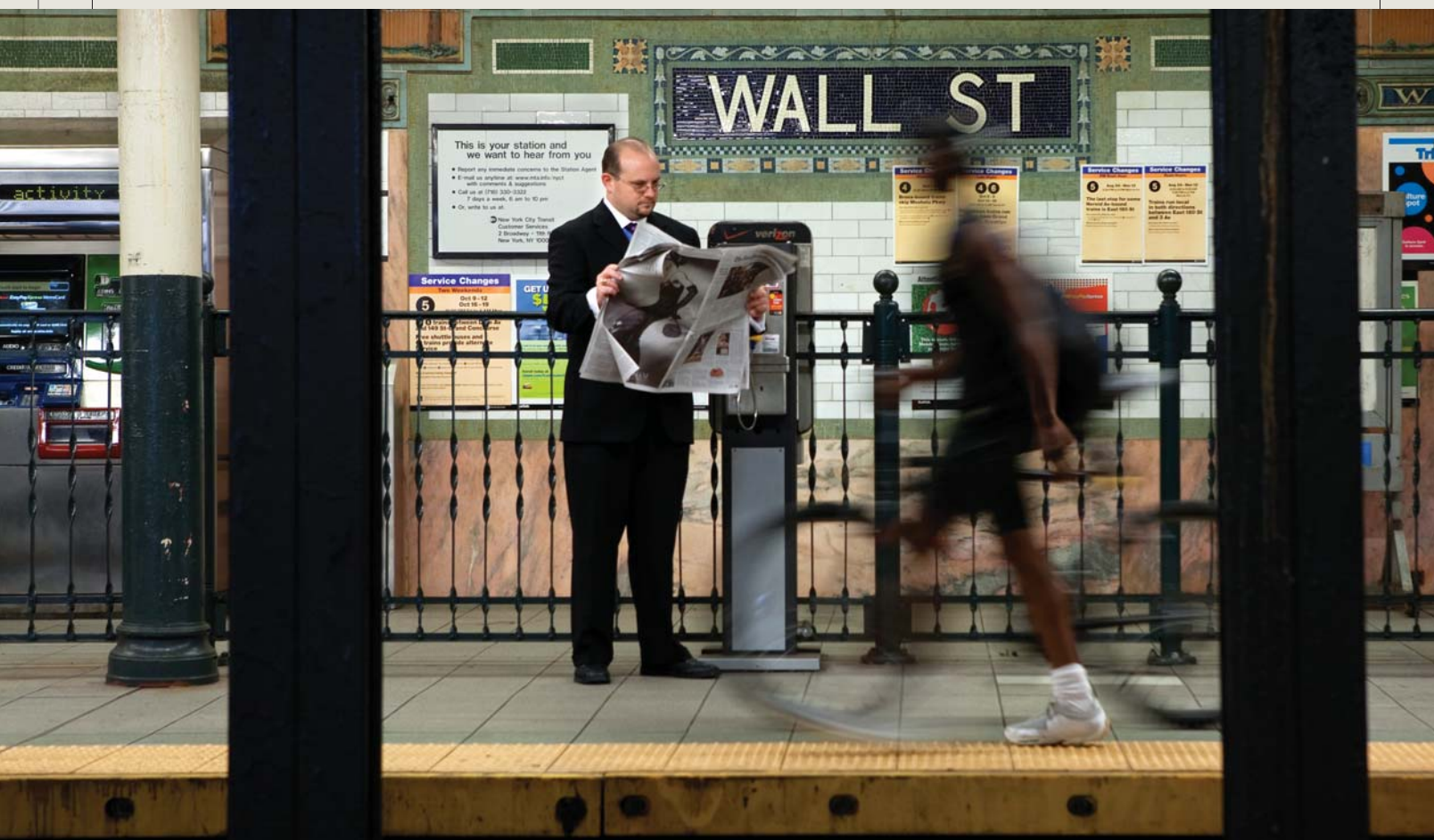
The urban context that Lillian "Lily" Wood '11, a human development major, encountered last summer could not have been further away from high finance or architectural design.

As part of the Urban Scholars Program, Wood worked with a community-development organization in the South Bronx. The neighborhood it serves is the birthplace of hip-hop music, and according to the U.S. Census, is among the poorest parts of New York City.

Wood helped organize a literacy program for young teens and pre-teens in a neighborhood where almost all children eat free lunch and breakfast every day at local schools, and many suffer from asthma, possibly because of diesel exhaust from the 15,000 tractor-trailers that rumble through neighborhood streets each day. Getting them enrolled in a seven-weeklong summer day camp proved difficult because many parents couldn't afford the $275 fee, Wood says.

Her program's center of operations was a narrow loft space, maybe 10 feet by 25 feet, with big dry erase boards bearing the names of the student literacy teams – Da Champs, Blue Angels, Jaguars and Hyper Tyranus Unleashed.

The goal of the program, which tries to make reading exciting through games and competition, was modest for a



John Zelenka '03 on the platform of the Wall Street subway station. Zelenka leads the Cornell Wall Street networking program for alumni.

'The subways are packed. You are constantly negotiating personal space. And then, of course, you're dealing with not only the physical environment, but you're also dealing with the newness of the professional environment.'

– Sam Beck, director of the Urban Semester Program

Lillian "Lily" Wood '11 with students at The Point, a community development organization in the South Bronx, where she worked this past summer as part of the Cornell Urban Scholars Program.

CORNELL WALL STREET ENHANCES ALUMNI CONNECTIONS

BY GARY E. FRANK
AND BRYCE T. HOFFMAN

Just as last year's financial meltdown was sinking some of the biggest names on Wall Street and enraging the public over executive bonuses, Cornell made an interesting move.

Instead of distancing itself, it embraced its alumni in the financial sector with a new program, Cornell Wall Street. Since May, CWS has been hosting networking events and seminars and looking for ways to help Cornellians survive and thrive in an uncertain business climate.

"It was the perfect time to turn to our alumni and ask, 'What do you need from us?'" says John Zelenka '03, who heads the program from the New York City alumni office. "With everything that's going on and the changes in the industry with all the layoffs, now it's more important than ever to network."

In its first few months, CWS has already featured sold-out talks by alumni and faculty, including President and CEO of National Financial Partners Jessica Bibliowicz '81, hedge fund manager-turned-author Andy Kessler '80, classics professor Kim Bowes and, most recently, New York Times reporter and editor Andrew Ross Sorkin '99, author of "Too Big to Fail" – a book that asks the question: How did last year's financial crisis happen?

CWS will follow the same event-driven model that has proved successful for its sister programs, Cornell Silicon Valley and the Cornell Entrepreneur Network, Zelenka says.

"We want to determine what our alumni want," says Zelenka. "This will mean some trial and error before we achieve true successes and impact. Bottom line – this program is for our alumni, and they will be the ones dictating its direction."

CWS is just one example of how the university is reaching out to the estimated 45,000 alumni who call the New York City metro area home. Together, they represent about 20 percent of all living alumni and the single greatest concentration of Cornellians in the world.

Even with more than 300 Cornell-related events in the city every year, ranging from informal happy hours to huge spectacles like the "Red Hot Hockey" games that sell out Madison Square Garden, the university sees room to reach more alumni.

The Division of Alumni Affairs and Development is relocating its Manhattan offices to a larger space in the Helmsley Building on Park Avenue. In coming months, additional staff will be based there to support increased programming and fundraising up and down the Boston-Washington, D.C., corridor.

In addition to CWS, the university this fall launched NYC Cornellians, a group that will organize events and networking for the 19,000 alumni in the five boroughs. "It can help them find a job, or it can enable people to meet new friends or acquaintances, says Jessica Raha '99, senior associate director of regional programs. "I think the Cornell network is valuable."

For more information on Cornell Wall Street, visit www.cws.cornell.edu.

Students in the College of Architecture, Art and Planning at work in the second-floor studio space at 50 W. 17th St.

'[The NYC experience] affirms a lot of things for me.'
– Lillian 'Lily' Wood '11

Graduate student Sharath Alampur on the Ithaca campus shortly before heading back to New York City, where he is a student in the Financial Engineering Manhattan program.

student accustomed to Cornell's driven academic culture: To have each child finish just one book, either "Holes" by Luis Sachar or "The Phantom Tollbooth" by Norton Juster, by the end of the summer.

The experience, says Wood, who is considering a career in social justice, "affirms a lot of things for me." Particularly, perhaps, the juxtaposition of poverty with plenty – that Wood later experienced only a few dozen blocks away when she and her classmates in the Urban Scholars Program went on a walking tour of Midtown Manhattan with guide and adjunct professor Ned Kauffman. An hour later, she was at the College of Architecture, Art and Planning's airy studio space on West 17th Street listening to guest speaker Robert Padgug, an associate professor of health and nutrition services at the City University of New York and an expert on health policy.

Padgug was impressed with all of the Cornell students and the work they are doing across the city. In between bites of a deli sandwich, he summed up why New York City is so valuable as an extension of the Ithaca campus. "I think the best experience they could have is living here for a while," he says. "It's such a different place."

Indeed, New York City is a place where one scholar can perform research on a park bench in Harlem, while another creates a profitable mathematical model for the titans of international finance. It's a place where an intern can find herself working for the top names in media, while another labors to convey her love of reading to some of the most underprivileged young people in the country.

These are experiences that cannot be replicated just anywhere, and that's why Cornell makes sure all of them can happen in New York City.

THE COOPERATIVE EXTENSION THAT NEVER SLEEPS

EDUARDO GONZALEZ JR./PROVIDED

Don Tobias

Cornell University Cooperative Extension (CUCE) has had offices in the Big Apple since 1959. But lately, its New York City footprint has been getting bigger. Ezra's Emily Hopkins talked with Don Tobias, the CUCE-NYC's executive director, about what the organization accomplishes for New Yorkers and for Cornell.

What's your raison d'être?

I see our mission as being the link between the communities of New York City and the researchers at Cornell. Sometimes we say "bridge," sometimes we say "window." Whatever the metaphor, we assist in translating applied research to programs that are useful to the people of New York.

What's your annual budget this year?

$7.7 million.

Where does all that money come from?

Mostly federal and state grants from the Food Stamp Program, the National Institutes of Health and the U.S. Department of Agriculture. We also get support from the statutory colleges.

Are the interests of the university ever at odds with the interests of the New Yorkers you serve?

Researchers, almost by definition, have to take a long view of how to construct a research program. On the other hand, communities are faced with crises and problems that need to be addressed immediately. But some of this inherent conflict in pacing can be addressed by reframing the research questions. Extension staff and faculty are particularly gifted at building on research generated by different disciplines. For instance, faculty in the Division of Nutritional Sciences address the question of obesity not only by conducting basic research in nutrition, but also by examining behavior change, community development, public policy, social networking and food access.

You recently opened offices in Brooklyn and the Bronx and have plans to open a new office in Queens soon. Why?

Decentralization had clear advantages. One, it would increase our visibility. Two, we've always had a commitment to hiring people from the communities we serve. Three, it seemed that our programs could be fine-tuned to the specific ethnic and cultural needs of our communities. We now operate offices in the boroughs of Manhattan, Queens, Bronx and Brooklyn, with a staff that speaks five languages. In the coming months we anticipate an increased presence in Harlem, the Lower East Side and Staten Island.

You have 135 employees. You run educational programs in nutrition, human sexuality, job interviewing, gardening, community development and much more in a city of 8 million. How do you decide what to tackle and what to leave alone?

There's always more work than time or money. The way we prioritize is to look at the research agenda of Cornell University first. We are always trying to stay current with community concerns and also with faculty research, and then we look for the link between the two.

What would we see if we popped in unannounced to your Brooklyn office one day?

A lively, busy scene! Half of the people there are community educators working in nutrition and health. You'd see them packing up materials for presentations in the community, materials like plaster-of-Paris food – fake artichokes, fake spaghetti dinners, that sort of thing. Sometimes we do live cooking demonstrations, but many times there is no kitchen facility available, so our nutrition educators become artists, making their own food props. These staff members work with individual families, soup kitchens and food pantries.

You'd see other people doing paperwork, loading data into forms to send back to Cornell. We collect detailed nutrition behavior information on more than 25,000 families.

If you looked in another room, you would see the family and youth development staff, maybe editing public service videos the teenage 4-H clubs have made. Another group of young people might be working with the urban environment staff and graduate students conducting soil or air quality tests.

What's a current project you're especially proud of?

Two years ago we adopted a high school, Food and Finance High School, at 50th Street and 10th Avenue in Manhattan. We put a learning lab in that school. There are 4,000 tilapia growing in the basement lab, and they are about to be harvested. Half of the fish will be sold to restaurants, half will be donated to homeless shelters. There's a fourth-floor hydroponics lab where the students are growing bok choy, mint, lettuce – and this food is used in school lunches. Students are experimenting with crops that aren't typically grown hydroponically, like pineapple.

The school's faculty loves this program because it augments their science curriculum and provides hands-on science internships. I love this program because it involves so many young people, many of whom we train extensively and who will go on to careers in the sciences because of this exposure.

What's next?

We've recently joined an informal group of extension offices from major U.S. cities. We'll be working collaboratively on large-scale national initiatives like indoor air quality, community health and energy.

CU in the CITY

ILLUSTRATION BY JIM HOUGHTON/THE GRAPHIC TOUCH

BY DANIEL ALOI

Collaborative team to uncover architecture, social life in ancient cities on Cyprus

A Cornell-Ithaca College team of interdisciplinary researchers will use 21st-century technology to study relationships among architecture, social interaction and social change in an early civilization on Cyprus that rose and fell more than 3,000 years ago.

The team – including Sturt Manning, the Goldwin Smith Professor of Classical Archaeology; Cornell postdoctoral researcher Kevin Fisher, a specialist in late Cypriot architecture and urban planning; IC physicist Michael Rogers; and undergraduate and graduate students – will combine social archaeology with physics, environmental psychology, architecture, planning and urban geography to study Kalavasos-Ayios Dhimitrios and Maroni, two major Late Bronze Age sites.

PROVIDED

Left: Members of the Cornell-Ithaca College team of researchers in Cyprus.

Above: Part of the building complex at Kalavasos-Ayios Dhimitrios, Cyprus (14th-13th century B.C.). Cornell and Ithaca College researchers will map and study the city and surrounding towns.

During the Late Bronze Age (ca. 1650-1100 B.C.), the once insular, egalitarian, village-based society on Cyprus became a cosmopolitan civilization central to international trade in the eastern Mediterranean. New cities may have played a role in solidifying power among an emerging political elite, Manning says, but the dynamics of the transformation are still not well understood.

Partial excavations on Cyprus have yielded some answers about the cities, "but we know almost nothing of the surrounding towns," he says.

With advancements in archaeological geophysics, researchers can investigate ancient urban sites by detecting buried walls, streets and other architectural features without large-scale excavation. The project and the methods used will also enhance the infrastructure for scientific research while providing experiential learning opportunities for students.

The Kalavasos and Maroni Built Environments Project is being funded with $107,570 from the National Science Foundation (NSF) to Cornell and $60,638 to IC, benefiting from the American Recovery and Reinvestment Act (ARRA).

Beginning this spring, the researchers will conduct three four-week periods of geophysical survey at the two sites with equipment obtained through a previous NSF grant to Ithaca College. Using a ground penetrating radar survey, electrical resistivity sensors and a proton geomagnetometer, the team will be able to survey 20-30 hectares at a time, gathering data on the cities and the surrounding landscape, Manning says.

"You cover every square inch," he says. "The hits tell you where things are and even at what depth. It's very labor-intensive, but if you compare that to moving thousands of cubic meters of soil, it's much easier."

Digital mapping, 3-D modeling of previously excavated architecture and analytical methods will allow researchers to assemble complete urban plans of the sites and significantly expand the data on Late Bronze Age architecture.

"The currently known areas are merely a small part of a highly complex prehistoric landscape, and we hope to be among the first to start to explore their overall story," Manning says.

The four-year collaborative project will result in peer-reviewed journal publications, conferences, public lectures and a Web site featuring a geographic information system (GIS)-based architectural and archaeological database.

Manning, director of the Malcolm and Carolyn Wiener Laboratory for Aegean and Near Eastern Dendrochronology based in Goldwin Smith Hall, took a team to Cyprus in 2008 to conduct preliminary field tests for this project.

There are hundreds of archaeological sites on Cyprus, but modern development is encroaching on many of them, Manning says. "We'll have access to about 85 percent of the two major sites we will study. Cyprus is being very rapidly developed and is a prime tourist destination. The landscape for this project may not be available in 20 or 30 years' time. We are seeking information before it is lost."

BY ANNE JU

Jamie Lloyd hunts for new planets, seeking clues on solar system's origin

Somewhere in the galaxy, a rocky, blue-green planet like Earth, teeming with oxygen, water and life, might be orbiting its own sun. Jamie Lloyd wants to find it.

The Cornell assistant professor of astronomy works on instrumentation that searches the night skies for planets outside our solar system, called extrasolar planets or exoplanets. So far, about 370 exoplanets have been discovered, and more might lead to hints about the origins of our solar system.

"We don't know whether our solar system is an incredibly rare configuration or an incredibly common configuration," says Lloyd, who joined the Cornell faculty in 2004. "And that has a profound implication for how much life there might be out there in the universe."

An experimental astrophysicist who has spent time in Chicago, California and at the South Pole, Lloyd develops instruments to search for new kinds of planets – ones with a hard surface, like ours, called terrestrial planets, and ones that exist in the so-called habitable zone, the distance from a star in which life could be possible.

Up until recently, none of the known exoplanets were terrestrial – most are gas giants, like Jupiter and Saturn. But in recent weeks, a French-led team of scientists announced the discovery of the first confirmed rocky exoplanet, named CoRoT-7b. Calling this planet "Earthlike," however, would be a stretch, Lloyd says.

"This is a rocky planet, but it's nothing like the Earth," Lloyd explains. It orbits so closely to its star that its surface is a molten lava lake of 3,600 degrees Fahrenheit, and molten rock and lava rain from the sky. Not exactly a habitable environment, at least by Earth's standards. But if a planet like CoRoT-7b were to be found orbiting a less massive, less luminous star – the kind that interests Lloyd – life on it would certainly be possible, he says.

Nearly all the known exoplanets, including CoRoT-7b, have been detected indirectly with a technique called precision Doppler spectroscopy, in which scientists infer the existence of a planet by observing the motion of the parent star through the Doppler effect on the star's light.

One of Lloyd's major projects focuses on an advanced form of the indirect measurement of exoplanets using an instrument called the Triple Spec Exoplanet Discovery Instrument (TEDI). Built at Cornell, the spectrometer is attached now to the Mount Palomar 200-Inch Hale Telescope operated by the California Institute of Technology. The project is funded by the National Science Foundation.

TEDI will allow scientists to detect planets that orbit red stars, which cannot be measured with existing Doppler technology. These stars, Lloyd says, are interesting because they have less mass than the already-discovered sunlike stars with exoplanets. Thus, red stars would be "pulled around" much more easily by the mass of its orbiting planet.

Having a low-mass star orbited by a higher-mass planet has advantages for detection. If the planet passes in front of a relatively small star, the planet would block a lot of the star, so the planet would be easier to see.

"We still have a lot of work to do to find an Earthlike planet," Lloyd says. "But there is tremendous focus worldwide on searching for habitable planets orbiting red stars. It is only a matter of time before we find one."

Background: Jamie Lloyd and Peter Tuthill, of the University of Sydney, reported on their discovery of this symmetrical red nebula in the April 13, 2007, issue of the journal Science. They observed the nebula while studying a star called MWC 922 using advanced imaging technologies, called adaptive optics, which Lloyd uses to look for extrasolar planets. The image combines data from the Mount Palomar 200-inch Hale Telescope and the Keck-2 Telescope, taken in near-infrared light.

Right: Lloyd searches for Earthlike, extrasolar planets orbiting small, red stars. In this picture, the size of the "star" and the "planet," as well as the distance between them, are approximately to scale. Our sun is about 10 times larger than the stars Lloyd studies.

BY JOE WILENSKY

Service learning takes students into the streets and back to the classroom

The Cayuga Nature Center gets a fall cleaning by, from left, Josh Rosario '10, Neesha Schnepf '13 and Vanish Grover '10 during the Into the Streets day of service Oct. 31.

In January, students and alumni spread out to lend a hand in more than two dozen cities for Cornell Cares Day. In August, about-to-be freshmen go out into the community for Pre-Orientation Service Trips. And on Oct. 31, students fan out for a day of service in the Ithaca area. These events constitute the most visible face of Cornell's Public Service Center (PSC), which every year sends hundreds of students into the community to make a difference.

But since its launch in 1991, the PSC has grown into an organization far larger and more complex than one just for recruiting volunteers. It now provides mini-grants to faculty, enhances core university curricula and promotes the importance of scholarship in the field – service learning – by partnering with faculty to take the experience of the streets into the classroom.

Six thousand Cornell students a year participate in these service-learning courses, as well as projects and events, such as alternative spring breaks, tutoring pre-K through high school students, and going into local schools to enhance science curricula. Students can also apply to PSC for funding and faculty mentorship to help them develop leadership skills as they tackle community service-learning projects and social advocacy work.

More than 150 faculty members also are involved with at least 60 service-learning courses and collaborations with PSC, and they can apply for mini-grant funding. The PSC connects with Cornell alumni through events like Cornell Cares Day and with community leaders through the Civic Leaders Fellowship program and many local volunteer projects.

Two service-learning courses have found a natural home in Cornell's West Campus House System. Jefferson Cowie, ILR School associate professor, teaches a Keeton House service-learning course called Sustainable Ithaca, which, he says, encapsulates what the West Campus living-learning experience is all about – a community of students engaged in academic service-learning, embedded in the larger community.

Students in the course have fanned out across the campus and the county, doing projects ranging from identifying local sources for campus food to making houses more energy efficient. "Our goal is to get far beyond simple volunteering to link students' academic skills with community needs, and then wrap both up in an interdisciplinary understanding of global sustainability," Cowie says.

Service-learning courses have sprung up across disciplines and colleges. History and Latino studies professor Maria Cristina Garcia, who teaches a history department course on immigration, says she incorporated service-learning into her teaching to persuade Cornell students to learn more about immigrants who live in Ithaca and Tompkins County. "Undergrads spend four years in Ithaca, but many never have a sense of the people who live here," she says. "It's a shame because Ithaca and Tompkins County have an incredibly diverse population which includes first-generation immigrants and refugees from all over the world." It's also important, she says, for students to see how theory plays out in the real world.

Faculty members are looking for ways to address challenges that come up while teaching service-learning courses and to assess the impact on the community, says Leonardo Vargas-Méndez, the PSC's executive director. Two powerful influences are a seminar series that brings experts on service-learning curricula to Cornell and an annual global service-learning institute each March.

"It's a scholarship approach that is grounded in the academic part of the house and has the potential to become a transformative experience not only for communities, faculty and students, but for the entire institution," he says.

BY BILL STEELE

Alumnus Robert Langer fights disease with biomedical engineering

A lot of people are alive today because Bob Langer's parents gave him a Gilbert microscope set when he was 10 years old. That gadget sparked Langer's interest in biology that eventually led to a career in biomedical engineering and the creation of drug-delivery systems to treat previously untreatable cancers, along with materials that may eventually replace damaged body parts. In 2004 Parade magazine named him as one of six "heroes whose research may save your life."

Langer graduated from Cornell in 1970 with a degree in chemical engineering and went on to earn a doctorate in chemical engineering at the Massachusetts Institute of Technology. And then got turned down for a lot of jobs.

"Mostly they just didn't write back," he said.

Fortunately, that led him to realize that what he really wanted to do was to use materials science and chemical engineering to help medicine.

Langer went to work as a postdoctoral fellow for cancer researcher Judah Folkman at the Children's Hospital Boston and at Harvard Medical School, who had what was then a radical idea: fight cancer with a drug that interferes with the chemicals tumors secrete to grow new blood vessels to nourish themselves. Langer helped find these "angiogenesis inhibitors," but they couldn't be taken by mouth and quickly broke down when injected, so he developed a way to enclose them in porous polymer microspheres from which they would be released gradually. Today, 1.5 million people use angiogenesis inhibitors every year.

Continuing to work with polymers – materials created by joining many small molecules together in complex chains – Langer moved on to create other new drug-delivery systems, now used to treat diseases from cancer to schizophrenia. When nanotechnology arrived, he developed implantable microchips that could release drugs on command. Polymers also offered a way to build "scaffolding" on which living cells could build new tissues, from skin grafts to replacement blood vessels. In the near future, such scaffolding might sculpt new noses, ears or livers, or even grow new nerves to repair spinal cord injuries.

Langer, now the David H. Koch Institute Professor at MIT, oversees the largest biomedical engineering lab in the world, maintaining about $10 million in annual grants and more than 100 researchers. Early on he learned that it's not enough to have a good idea; you also have to be an entrepreneur to get it out to the world. Langer holds more than 750 patents, licensed to more than 220 pharmaceutical, chemical, biotechnology and medical-device companies, some of them started by his former graduate students.

At Cornell, Langer wasn't much for extracurricular activities. He arrived just after the university compressed a five-year engineering program into four years, so there was little time for anything but study. He ruefully recalls a year with five 8 o'clocks. Today it's about the same, all work, with one exception: He does magic shows. Magic, he explains, is the art of surprise, and that's a lot like scientific discovery. And perhaps the art of the impossible.

"I run this lab, I do these companies," he says. "By doing these things you can help people live happier lives. Some people say it's magic."

BY KRISHNA RAMANUJAN

Lab of O helps Maya Lin realize her dream to create arts series on species loss

Above: The traveling exhibit "The Empty Room" opened at the Beijing Center for the Arts in China in September.
Right: Closeup view of one of the screens carried by visitors on which images are projected.

CHEUNG CHING MING/COURTESY OF MAYA LIN STUDIO

Maya Lin

Two years ago, world-renowned artist Maya Lin, the creator of the Vietnam War Memorial in Washington, D.C., contacted the Cornell Lab of Ornithology's Macaulay Library for help with an ambitious multi-site, multimedia project she was dreaming up.

Ever since, she has been consulting with lab experts and sampling hundreds of audio and video recordings from the Macaulay Library, the world's largest archive of animal sounds and video.

Lin unveiled the first component of her serial art installation "What Is Missing?" in September at the California Academy of Sciences (CAS) in San Francisco. When complete, the project for the San Francisco Arts Commission will feature several separate exhibits – each will debut individually in different locations – to raise awareness about extinct and threatened species and the planetary changes behind species going extinct.

The first piece is a permanent sculpture memorial at CAS titled "Listening Cone," a bronze and wood megaphone more than 19 feet long, 10 feet wide and 8 feet tall, where visitors can look into the wide end of the cone to see a screen showing more than 40 short, looped videos featuring endangered and threatened species and their declining habitats.

One such video, "What Is Missing? The Natural Sound of the Ocean," relied on Cornell bioacoustics researcher Christopher W. Clark's acoustical data "to create a scene that makes people realize how loud the ocean is for any sonar-dependent marine animal," says Lin. Other videos – with such titles as "Sounds of Songbirds in Our Backyards" and "Rivers Running Freely to the Sea" – used sounds and moving images of the ivory-billed woodpecker (from 1935), common loons, humpback whales, prairie chickens, sea turtles, pronghorns and coral reefs from Macaulay Library archives.

"We try and put people in touch with sounds, images, facts and experiences that draw them closer to nature, and that's precisely what Maya's vision is – it's art that is scientifically grounded and a visceral experience of species going extinct," says

> 'Maya's vision is – it's art that is scientifically grounded and a visceral experience of species going extinct.'
>
> — John Fitzpatrick, director of the Cornell Lab of Ornithology

MATTHEW NIEDERHAUSER/PROVIDED

John Fitzpatrick, director of the Cornell Lab of Ornithology, who consulted with Lin in New York City and at the lab and spoke at the "Listening Cone" dedication at the CAS.

The traveling exhibit "The Empty Room" opened at the Beijing Center for the Arts in China, also in September. It features an empty room with pinholes in the floor that project short, looped videos toward the ceiling. Visitors carry a thin, clear screen that lights up with images when held above the pinhole.

"'The Empty Room' really speaks to the notion of absence – that there is nothing physical about this exhibit and that the form is the information; a visitor is able to hold a species in their hands," says Lin.

On Earth Day 2010, a "What Is Missing?" Web site will go live and a five-minute related video will debut on MTV's billboard in Times Square.

Lin's long-term vision for the project is to incorporate the past, present and future into the work. While the "What Is Missing?" exhibits look into the past, Lin plans to develop more works that will focus on the present, "taking you to places where science and environmental groups are working," she says. By 2012, she wants to create a "greenprint for the future," where Cornell, the Wildlife Conservation Society and other groups will help her envision how the world could look by 2050, "so that we can balance our [human] needs with the needs of the rest of the planet."

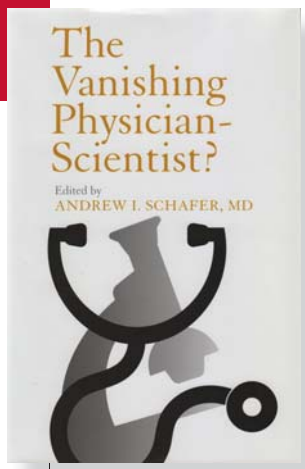
BRUCE DAMONTE PHOTOGRAPHY INC.

Above: Maya Lin's "Listening Cone" at the California Academy of Sciences is part of her larger multimedia and multi-site project, "What Is Missing?"

Left: A video of a jaguar plays inside "Listening Cone."

Musings on physicians, friendship, an ex-president's legacy and family tragedies

Physician-scientist, heal thyself



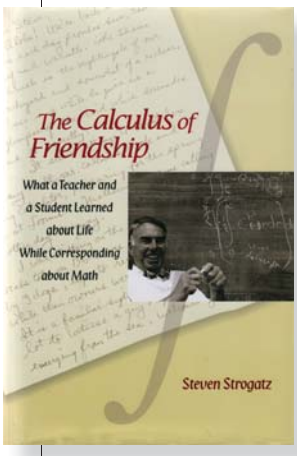
"The Vanishing Physician-Scientist?" (Cornell University Press, 2009) looks at the vital – and now threatened – role that physicians have played in medical discovery.

Physician-scientists devote the majority of their research lives to the quest for understanding about health and disease, often basing their scientific questions on the experience of caring for patients. Physician-scientists also communicate between researchers in the "pure sciences" and practicing health care providers. Yet there is a growing concern that physician-scientists will ultimately vanish from the scene.

In this book, edited by Dr. Andrew I. Schafer, the E. Hugh Luckey Distinguished Professor and Chair of the Department of Medicine at Weill Cornell Medical College, leading physician-scientists examine their role from historical, demographic, scientific, cultural, sociological and economic perspectives. Their recommendations, along with those of academic physicians, if heeded, could help preserve and revitalize the community of physician-scientists as the profession continues to evolve and boundaries between doctors and researchers shift.

Schafer is also physician-in-chief at NewYork-Presbyterian Hospital/Weill Cornell Medical Center. The book, published under CUP's ILR Press imprint, is part of the Culture and Politics of Health Care Work series, co-edited by Suzanne Gordon, a Cornell alum (and a CUP author).

'A shining star of generosity and humility'



The best teachers are not always the ones that we learn the most from in class, or the ones we choose initially or consciously to be our mentors. Sometimes, they are simply individuals who love the thing we love, or who guide us by example.

"The Calculus of Friendship" (Princeton University Press, 2009) is Cornell mathematician Steve Strogatz's story about his high school calculus teacher Don Joffray and their intersection over 35 years.

For most of those years, the two corresponded sporadically, in ebbs and flows. "A lot has happened to us over the last 30 years," Strogatz said at a September reading of his book. "But in our letters to each other we don't talk about those things. We just do math problems."

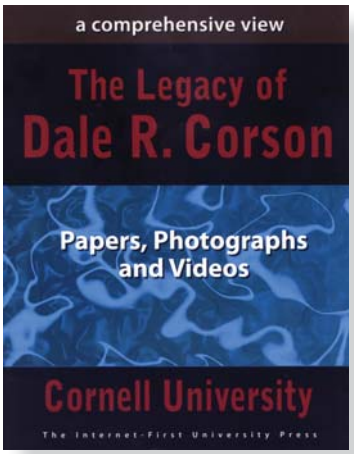
It was enough – until an offhand comment by his wife, Carole, made him wonder.

He went back to see Joffray and discovered that while his own math expertise had long surpassed his teacher's, he continued to learn from the man he calls "a shining star of generosity and humility."

"Joff is brave about change … the changes that calculus can tame, and the ones it cannot. He confronts them all, and not … with his mind alone but also with his heart," he writes.

Strogatz discussed his book with actor Alan Alda in September at Manhattan's 92nd Street Y.

Legacy of a singular scientist-leader



Dale R. Corson served Cornell as professor and chair of the Department of Physics, dean of the College of Engineering, provost of the university and, from 1969 to 1977, as its eighth president – weathering Vietnam War protests and the aftermath of the Willard Straight takeover while building the university's position as one of the great research institutions. He was the second president of Cornell to be drawn from its faculty.

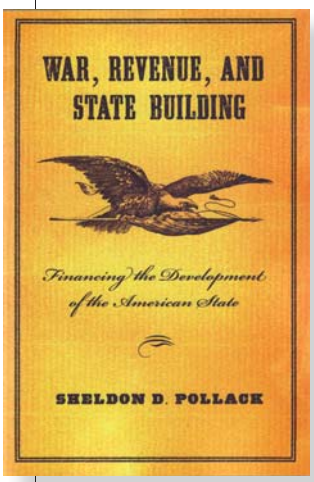
His varied career included discovering a missing element in the periodic table and wartime development of new radar techniques. Later he joined the staff of Los Alamos Scientific Laboratory. After coming to Cornell in 1946, he helped design the university's first synchrotron. In retirement he created the unusually accurate sundial displayed on the Engineering Quad and helped to found the Kendal at Ithaca retirement community.

All that and more can be found in "The Legacy of Dale R. Corson" (The Internet-First University Press, 2009), produced by J. Robert Cooke, professor emeritus of biological and environmental engineering and former dean of the university faculty. After a short biographical sketch by Corson about his early years, the book documents his Cornell career with lectures, letters, documents and many photos. An accompanying DVD includes photos and videos.

The book and Web-quality versions of the videos can be viewed online at ecommons.library.cornell.edu/handle/1813/3613. For printed copies or the DVD, e-mail digital@cornell.edu or call 607-255-2524.

How the USA grew itself

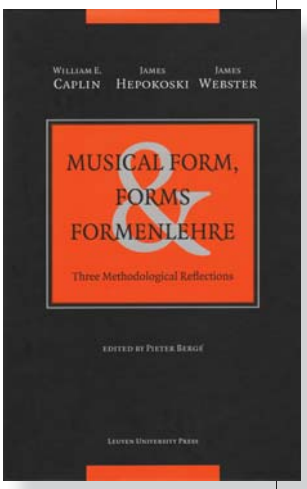
War, revenue and institutional development are linked throughout American history, says Sheldon D. Pollack (Ph.D., government, 1980) in "War, Revenue, and State Building: Financing the Development of the American State" (CUP, 2009). Pollack looks at how the United States went from a British colony to a developed economy in under a century by using a very effective system of public finance.



The book traces the sources of public revenue available to the American government at specific periods in its history (particularly during times of war), the revenue strategies pursued by its political leaders in response to these factors and the consequential impact of those strategies on the development of the American state.

Debate, in print, on musical form

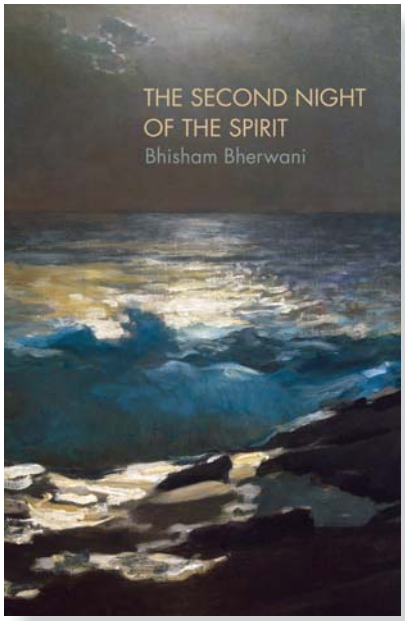
In "Musical Form, Forms & Formenlehre: Three Methodological Reflections" (Leuven University Press, 2009), three eminent music theorists discuss how to analyze form in music and question the relevance of analytical theories and methods in general. James Webster, the Goldwin Smith Professor of Music, and his two co-authors illustrate basic concepts and their concerns by offering concrete analyses of works by Mozart and Beethoven.



The volume is in the form of a debate, with each of the three parts beginning with a basic essay by one of the authors followed by commentary on issues the other authors consider to be problematic or underdeveloped, in a style that ranges from the gently critical to the overtly polemical. The author of the essay then replies and further refines his own fundamental ideas on musical form.

The volume is edited by Pieter Bergé. CUP distributes books by Leuven, a Belgian academic publisher, in North America.

Making sense of an illness and a death



Two family tragedies fuel a debut collection of poems, "The Second Night of the Spirit" (CavanKerry Press, 2009), by Bhisham Bherwani '92.

Childhood encephalitis left his older brother with a severe mental handicap; years later his father's unexpected death left a gaping emptiness in the carefully calibrated family dynamic.

Bherwani chronicles his brother's illness and how he and family members cope with the unforgiving reality. In the poem that shares the book's title, he imagines an attempt to enter his brother's damaged brain, urging Asclepius, the Greek god of healing, to visit, heal, bless and weep. "Hemlock and Hellebore" honors his father's unsettling death with references to poisons.

The world Bherwani creates "is a deeply moving place to be," writes Chard deNiord in the foreword, "a real place as well as an internal stage on which a powerful family drama is played out in originally conceived, highly personal poems that make universal connections."

BY EMILY HOPKINS

Hotel school students get big boost from Helmsley Charitable Trust

Three of five Helmsley scholars at the hotel school, from left: Diana Zehr '12, Jose Arrue '10 and Rebekah Victory Falcone '10.

"I saw it on my financial aid letter," remembers sophomore Diana Zehr '12, "and I thought, 'What's this, all this *money*?'"

Zehr is from rural Lewis County, about two hours north of Ithaca. Her mother is a parts manager at a John Deere dealership, and her father is a logger and truck driver. A few generations back, Zehr's people were Mennonites from the Alsace-Lorraine region of France.

Zehr requires substantial financial aid to attend Cornell, and the unexpected windfall in her aid package this year was a Helmsley Scholarship.

The scholarship is the result of a $2 million gift this past summer from the Leona M. and Harry B. Helmsley Charitable Trust to endow scholarships in the School of Hotel Administration. It was the largest such gift in the school's history.

"The Helmsley gift could not have come at a better time," says Michael Johnson, dean and E.M. Statler Professor of Hotel Administration. "In this economy, more students require aid, and fewer individuals and foundations are able to give support. Endowed scholarships like the Helmsley Scholarship are crucial to helping us assemble the most diverse and talented student body possible. This gift will provide a tremendous lift as we continue to work toward meeting those needs."

"My big, long-term dream," says Zehr, "would be to

'I saw my name. I was extremely happy. It's been a tough year for my family.'
— Jose Arrue '10

build a little hotel where I live. There are no hotels there now, only two out in Lowville. It's mostly dairy farms."

Harry Helmsley's boyhood dreams may have been much like Zehr's: to build a hotel where he lived, though his hometown was New York City. He had grown up poor and worked his way up from running errands for a real estate firm to becoming that firm's owner. Renamed Helmsley-Spear, his company grew to lease and manage more than 100 million square feet of space – office, commercial and manufacturing.

In 1972, by then the city's pre-eminent real estate broker and investor, Helmsley married Leona Roberts and together the couple expanded his already huge empire of signature properties that included the Empire State Building, the Lincoln Building, the Helmsley Palace, the Helmsley Park Lane Hotel, the Flatiron Building and more than a dozen other high-profile buildings from New York to Florida.

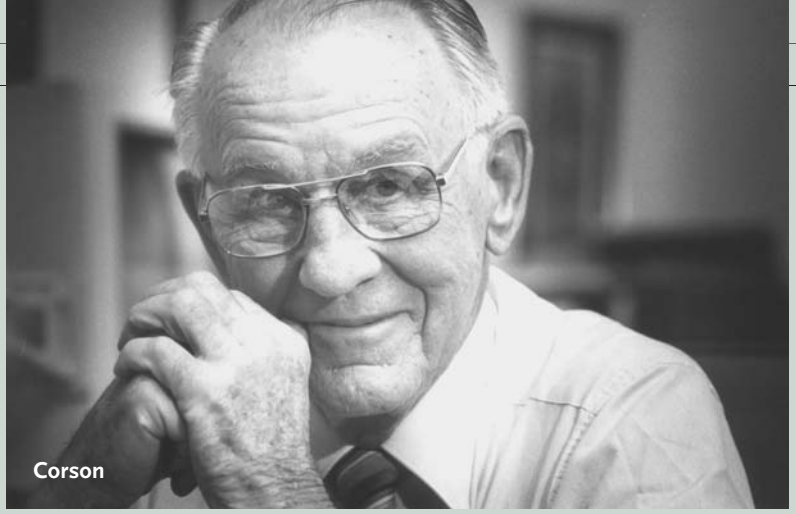
The four other Helmsley scholars this year are Jose Arrue '10, Ana Guiu '12, Rebekah Victory Falcone '10 and Braden Birch '13. They are from small towns, like Zehr, and big cities. They are future hotel managers, restaurateurs and entrepreneurs. What they have in common, it seems, is a passion for hospitality, and like all students at the Hotel School, they have demonstrated academic excellence.

Arrue, who serves on the board of directors for Hotel Ezra Cornell and is a supervisor in the Statler Hotel's front office, was born and raised in Guatemala before moving to New Jersey. "The dean sent out an update before school started, including congratulations to the new Helmsley scholars and I saw my name. I was extremely happy. It's been a tough year for my family," he explains.

During their lifetimes, Harry and Leona Helmsley donated a significant amount of money to numerous charities, including approximately $70 million to NewYork-Presbyterian Hospital/Weill Cornell Medical Center. The year before she died, Leona Helmsley made a gift of $25 million to the hospital and medical center for the creation of a comprehensive center for digestive diseases.

Leona Helmsley's bequest surprised even those familiar with her extensive philanthropy: she left almost all of her estate – valued at approximately $5 billion – to the Leona M. and Harry B. Helmsley Charitable Trust. Thus, at her death in 2007, she made the largest charitable gift of the year in the United States – one of the largest of the decade – establishing the Trust as one of the richest in the United States.

"We are implementing Leona and Harry Helmsley's tradition of great generosity," said the trustees in a statement. "This scholarship fund will enable future stars of the industry to get the education they will need to rise to be successful in their chosen field, befitting the legacy of the Helmsley name."



Corson

BOB HARRISON ENDOWS BETHE HOUSE DEANSHIP IN DALE CORSON'S NAME

BY GARY E. FRANK

As CEO of the Clinton Global Initiative, Robert Harrison '76 knows a thing or two about presidents, and he has used a recent gift to honor one of Cornell's.

Harrison recently committed $2 million to name the post of house professor-dean of Hans Bethe House for Dale R. Corson, the friend and protégé of Bethe who served as Cornell's eighth president from 1969 to 1977.

The gift is the first to endow one of the five house professorships in the West Campus House System. Porus Olpadwala, the house professor-dean of Bethe House since it opened in 2007, will be the first to hold the title of Dale R. Corson House Professor-Dean.

Harrison

"This gift is a milestone for us with West Campus fundraising for a number of reasons," said Susan Murphy, vice president for student and academic services. "To have any position endowed, and certainly that first one, is most significant. Having it done by a trustee who understands the student life experience … I think that sends a very strong signal as well. And then to have it in honor of Dale Corson … is just fabulous."

Olpadwala

Harrison, who was a student trustee and speaker of the now-defunct University Senate when he was an undergraduate, said those roles enabled him to get to know Corson, whom he described as "the model university president."

"I learned a tremendous amount about how large, complicated institutions are run from Dale Corson," said Harrison. "He was able to muster support for important initiatives and … balance the interests of different constituencies extremely well. And there were some difficult issues at that time."

Corson served as president in the aftermath of the 1969 Willard Straight takeover and led the university through the final years of the Vietnam War and the economic stagnation of the 1970s. He is held in high esteem by many Cornellians for bringing stability to Cornell and returning research, teaching and scholarship to the forefront of the university experience. (See related story, page 23.)

A former chair of the Cornell Board of Trustees' Committee on Student Life and current chair of its Executive Committee, Harrison said he wanted to make a strong statement about the importance of the West Campus House System and its impact on the undergraduate experience at Cornell.

"I believe it's a transformational event for Cornell to have invested in the new housing on West Campus and the concept of these houses being living-learning environments," said Harrison.

Olpadwala said he felt "very lucky" to be in a post named for Corson.

"I admire him professionally and personally. He has the capacity to make people work together," said Olpadwala. "He's been my role model for an academician."

Brian Kreefer '09 gets ready to inbound the ball during Cornell's 81-67 loss at No. 8 Duke on Jan. 6, 2008, with the "Cameron Crazies" making their presence known all around him. Right: Cameron Indoor Stadium at Duke University's West Campus, Durham, N.C.

BY JULIE GRECO

College sports fields and arenas build on decades of tradition, notoriety

On the hardwood, on the ice and on the freshly cut grass of legendary competition fields, Cornell varsity athletes have proudly worn their varsity "C." From the River Thames to Madison Square Garden, the Big Red has played on fields of dreams for aspiring athletes and sporting fans for more than 100 years.

Of course, other schools would point to legendary facilities on Cornell's own campus that might be on their respective lists, such as Lynah Rink and Schoellkopf Field. Add in Barton Hall, and hundreds of Big Red student-athletes practice every day on surfaces that other student-athletes would dream of competing on.

With the Big Red men's basketball and ice hockey teams having played at Madison Square Garden this fall, and the golf team competing in the Ivy League championship this spring at Baltusrol Golf Course (home of seven U.S. Open championships), this is a perfect time to reminisce about some of the greatest venues and locations at which Cornell's athletic teams have competed over the years.

Cameron Indoor Stadium

Arguably the most well-known college basketball arena, Cameron Indoor Stadium at Duke University's West Campus in Durham, N.C., seats 9,314, but it feels like twice that number is staring down at you. With its students, the "Cameron Crazies," chanting in unison much like the "Lynah Faithful" in our own Lynah Rink, it can be one of the most intimidating places to play in the entire country. The Duke Blue Devils routinely put a national championship-caliber team on the floor, directed by a Basketball Hall of Fame coach. It's no wonder that the home team has won more than 83 percent of its games on this campus. Sports Illustrated ranked it fourth on a

PATRICK SHANAHAN/PROVIDED

list of the world's top 20 sporting venues, and USA Today referred to it as "the toughest road game in the nation."

For Cornell, it was just that when the two programs faced off during the 1974-75 (100-62 Duke win), 1986-87 (85-59 Duke win) or 1988-89 (94-59 Duke win) campaigns. Those blowout losses against a formidable Blue Devil squad looked likely to continue when Cornell marched into Cameron on Jan. 6, 2008. Instead, the Big Red gave No. 8 Duke fits all night before eventually falling 81-67. That loss would be the last of the Big Red's season until the NCAA tournament, sparking a school-record 16-game win streak and a perfect 14-0 run through the Ivy League to capture its first conference title in 20 years. In the nationally televised January 2008 contest, Cornell led by as many as three points (27-24) with 6:25 left in the first half and kept the Duke lead in single figures for a vast majority of the second half.

From that point on, Cornell men's basketball has posted a 37-11 overall record and a 25-3 mark in the Ancient Eight heading into the 2009-10 season. Many credit that game as the turning point.

Madison Square Garden in New York City, where the Big Red men's hockey and basketball teams have competed numerous times.

The River Thames

When compared with other rivers, the River Thames may appear small. But what it lacks in size, it makes up for in history. The River Thames has shaped the trade, transportation and life of the cities along its banks. The longest river in England, it served as a harbor, a source of food, a transportation route for goods and a principal source of water. Eventually, the River Thames became the historic heartland of rowing in the United Kingdom, as it hosts the Henley Royal Regatta each July. Established in Henley-on-Thames, England, on March 26, 1839, the Regatta has been held annually ever since, except for the war years, 1915-19 and 1940-45.

The Cornell heavyweight rowing team has competed in the HRR seven times, with the lightweight rowing team making 10 appearances. While the heavyweights first traveled to the HRR in 1891, it wasn't until 1957 that the Big Red took home the Grand Challenge Cup, as it defeated Yale by half a length to earn the victory. The lightweight team, on the other hand, is newer to the prestigious race, with its first entry coming in 1963. The Big Red lightweight won the Thames Challenge Cup in 1967 and was the runner-up in the Temple Challenge Cup in both 2006 and 2007.

Madison Square Garden

Madison Square Garden hosts upwards of 320 events per year, serving as the home venue for the NBA's New York Knicks and the NHL's New York Rangers in addition to hosting a plethora of concerts, the circus, and the annual Millrose Games track meet and Westminster Kennel Club Dog Show.

MSG, which opened in 1968, is also home to the preseason and postseason National Invitational Tournaments in college basketball, along with being a part-time home venue for the St. John's men's basketball team. The arena has hosted the NBA and Stanley Cup finals. The building also has a legendary boxing history, hosting some of the sport's biggest bouts.

Cornell's men's hockey and men's basketball teams have played numerous times at MSG, beginning with the men's hoops team hitting the hardwood Dec. 26, 1958, when it faced Utah and Syracuse on consecutive days as part of the ECAC Holiday Festival. It was the first of three times that the Big Red would compete in the most famous of the college basketball holiday tournaments.

The Big Red skated onto the MSG ice for the first time in 1962 when Cornell hockey played in the ECAC Holiday Tournament. Cornell would go on to play in the tournament seven times, winning the championship in 1967, 1969 and 1975. The Big Red played at MSG against Boston University on Nov. 24, 2007, a 6-3 win for the Terriers. The game was such an overwhelming success that the two teams were scheduled to meet again at MSG on Nov. 28, 2009.

The Cornell heavyweight rowing team has competed seven times in the Henley Royal Regatta on the River Thames in England; the lightweight rowing team has made 10 appearances.

Within Reach, Without Limits

Scholarships create opportunity

It's moving to see the pride on the faces of new Cornell students, especially after they have surmounted the twin hurdles of admission and financial aid. It's even more thrilling to watch these students thrive as they immerse themselves in all Cornell offers.

A year ago, in the pages of this magazine, we introduced you to a few Cornell students who were among the first to benefit from Cornell's new packages that provide increased financial aid for qualified students. Now, we invite you to follow the unfolding stories of three of these students: Joe Caccio '12, Abraham Saldivar '12 and Sabina Sattler '12. For each of them, scholarships provide the keys to a future without limits.

Caccio's father was laid off during Joe's senior year of high school, and the family knew that meeting the costs of any college, let alone Cornell, would be tough. Today, Caccio is in his second year of engineering classes and pushing himself to do well in all of them.

"In today's world, practically everyone needs to go to college to make something out of themselves, and I know from experience that Cornell welcomes and helps produce exceptional individuals," he says. "I actually cannot emphasize enough how much financial aid has been helping my family."

Saldivar, the youngest of three brothers from a family in Mexico that earns less than $30,000, is the recipient of the Eli Louis and Dora Hirschhorn Scholarship, the Elisabeth Reamer Carson Scholarship and the Tracy and Jay Silpe '94 Scholarship. A chemistry major, Saldivar already has worked for a year as a lab assistant in Frank DiSalvo's prominent research lab, where he is helping to synthesize new compounds for applications in fuel cell technology. Saldivar talks weekly with DiSalvo, the John A. Newman Professor of Physical Sciences and director of the Cornell Fuel Cell Institute.

"Research is exciting, and being part of the cutting edge in the sciences is encouraging," Saldivar says. "Research is why I came to Cornell."

Meanwhile, communication major Sattler packs a lot into each week. Besides a full class schedule and her work as her class vice president for promotion, she's in the Debate Club, writes for Slope Media's magazine, offers her counsel as a peer adviser, and networks through the Association for Women in Communications.

"I believe all of the opportunities here allow you to push yourself to your fullest and challenge yourself," says Sattler, a recipient of the Class of 1974 Scholarship. "And scholarships make a world of difference for students."

Since 2008, financial aid packages have included larger grant awards and reduced loan obligations. Specifically, Cornell has:

- increased unrestricted grant aid overall by 25 percent,
- increased restricted grant aid overall by 15 percent, and
- decreased the burden of student loans by 89 percent.

Most important, we are making progress in creating access for more students. In fall 2009, the university enrolled the most racially and ethnically diverse class of first-year students in its history.

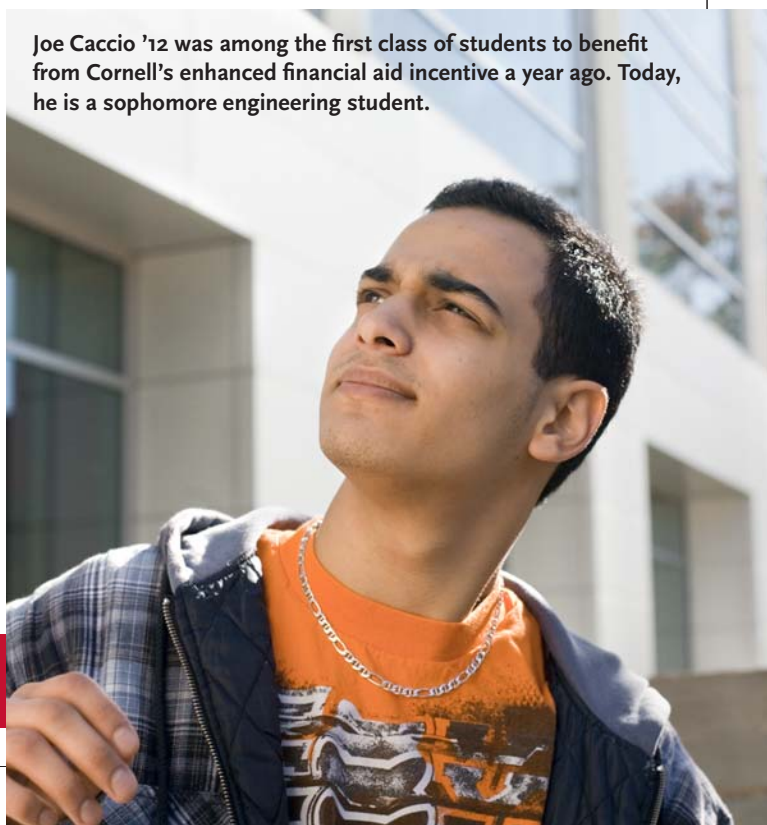
Both our progress and our students depend upon *Far Above … The Campaign for Cornell*. As President Skorton said in his recent State of the University address: "Our commitment to making it possible for any qualified student to come Cornell has never been stronger. With your help it will get stronger still."

— Stephen Ashley '62, MBA '64, *Campaign Co-Chair*

— Jan Rock Zubrow '77, *Campaign Co-Chair*

— Robert J. Appel '53, *Chair, Discoveries that Make a Difference: The Campaign for Weill Cornell Medical College*

Give online at www.giving.cornell.edu/give



Joe Caccio '12 was among the first class of students to benefit from Cornell's enhanced financial aid incentive a year ago. Today, he is a sophomore engineering student.

VISIT: WWW.CAMPAIGN.CORNELL.EDU

BY SAMUEL BACHARACH

Academic entrepreneurship in New York City

When I joined the Cornell faculty in 1974, among my thoughts was how I could find reasons to spend time in New York City. You might say that I had a personal agenda in building connections between the Ithaca campus and New York City. Happily, in the years that followed, Cornell's agenda and mine came together.

Having grown up in Brooklyn and Queens, being "centrally isolated" was not initially attractive to me, and I recall many conversations with Professor Maurice Neufeld, a founder of the ILR School and an astute observer of New York politics – as well as a lover of the city's restaurants, theaters and museums – who encouraged me to get to New York as often as possible. For him, New York City was an integral part of ILR's founding mission and aspirations. I am told that when the state legislature set up the ILR School in search of post-WWII industrial peace, it chose Cornell because it was removed from the labor-management battlefield of New York City. However, because it was home to many of our key constituents and a major labor-management laboratory, the city inevitably became a second home for ILR. Early on, the school created a vibrant extension division, which today offers hundreds of programs in Manhattan. What is less well known are the entrepreneurial activities of our resident faculty in New York City.

In 1993, I was awarded a National Institutes of Health grant and had to move to New York for a year to collect data. Shortly after, I was asked to look into the prospects for developing a new graduate program in New York.

It soon became obvious that in the New York metropolitan area there were adult learners in the fields of human resources, collective bargaining, labor law and labor relations who were hungry for an academic program that would allow them to delve into the social science underlying their occupations. We developed a part-time Master of Professional Studies program and launched it in 2000.

As the program approaches its 10th year, it is gratifying to see what we have accomplished. Senior faculty come to New York City on weekends to teach. Students come from varied backgrounds and have rich work experiences: Some are practicing labor lawyers, others are HR professionals, and still others come from a union background. But all share a common interest in the social dynamics of the workplace. I believe our greatest success has been to welcome such a highly motivated, enthusiastic and accomplished group of professionals into the Cornell graduate school community. For me, these nontraditional students serve as a reminder that Cornell's positive influence reaches far beyond campus boundaries.

ILR's resident faculty has become engaged with New York City in other ways. One long-standing program is the Institute for Workplace Studies' colloquium series, held several times a year at the Cornell Club. These dinner seminars bring together academics, practitioners, policymakers, alumni and students to discuss key issues of common interest. The emphasis is on dialogue – not only presenting facts, but also debating interpretations.

Our presence in New York City has provided faculty with unique research opportunities, and we have partnered with various organizations to study key topics of interest to the ILR community. One of our most visible projects has been the study of the impact of 9/11 on New York City's firefighters. Another important effort has been studying the effect of working conditions on the emotional well-being of transit workers.

As the home for one of ILR's credit internship programs, New York City has also offered opportunities for our undergraduates. Student interns have been assigned to such organizations as Morgan Stanley, Goldman Sachs, MTV, HBO and IBM, as well as unions and law firms. To earn course credit, students also attend my weekly seminar on leadership, which introduces them to new academic material and to ILR's unique alumni community.

ILR is enriched by New York City, and New York City is enriched by ILR. The city is part of our narrative and history. It is part of who we are. Even though our cornerstone will always be in Ithaca, as we look to the future, New York City is an immense opportunity zone.

ILR's academic entrepreneurial experience in New York City proves that any individual or academic program can find a niche here. The challenge is to simply go out there and make it happen. Today, with long-distance technology and the low-tech Cornell Campus-to-Campus bus, it's easier than ever.

Samuel Bacharach is the McKelvey-Grant Professor in the Department of Organizational Behavior at the ILR School and the director of its Smithers Institute for Alcohol-Related Studies and the Institute for Workplace Studies in New York City.

Cornell University

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