CEOs Offer Insights That Can’t Be Found in a Textbook

It’s a defining formula: industry leaders at all levels regularly serve as members of the NYU-SCPS faculty, connecting our curricula and programs to the expertise and driving energy of their professional fields. And, they link our students to lifelong academic and career-enhancing networks. CEOs who return to the classroom add a special dimension to the experience of studying at SCPS—they provide in-depth, firsthand strategic visions of their industries and the factors shaping them, and serve as inspiring examples and mentors for their students.

Lou Capozzi is an adjunct professor in the SCPS graduate program in Public Relations and Corporate Communications. He is also chairman emeritus of the Publicis Public Relations and Corporate Communications Group, part of the world’s fourth largest communications company. With 30 years experience working with multinational clients and managing 150 employees and a budget of more than $80 million, he provides an unmatched understanding of the world of public relations. “Moving into academia seemed a natural extension of my experience,” says Capozzi, who created the training program at his firm.

—continued on page 9

Finance Faculty Turn the Global Crisis Economic Into a Learning Opportunity

The ongoing global financial crisis—the subprime lending fiasco, a painful credit crunch, and the collapse of major investment banks and multinational companies—poses interesting challenges and questions for a finance professor.

How do you train young bankers about credit risk, knowing that banks share the blame for the current situation? And where do you begin, considering that even the newest textbooks are already out of date?

Michael Oberstein, chair of the finance department in the SCPS Division of Programs in Business, says “We’ve been updating all our courses in real time, 24/7, to respond to what’s happening out there.”

—continued on page 7
A Message From Dean Lapiner

While we look forward with optimism to our nation’s renewal under the Obama administration, there’s no doubt we are living in uncertain times. That’s why the mission of NYU-SCPS is so important. We were founded during the Great Depression, as a vehicle of public outreach, extending NYU’s learning resources to foster economic and societal recovery.

Our programs and career services remain imbued with that mission. Through SCPS, students at different points in their learning continuum acquire the knowledge and skills to fulfill their ambitions, secure their place, or regain their footing when opportunities return.

Yes, 2007–2008 was one of extraordinary achievement at SCPS and brought many kinds of recognition—crowned by the major endowment gift to the NYU Schack Institute of Real Estate to support academic initiatives and infrastructure enhancement (and that led to its new name). The march of achievement continues. Whatever the challenges in our environment, there is no decline in the energy and creativity of our faculty, students, and staff; no lessening of our institutional commitment to public service and educational innovation; no dwindling of advocacy among our board members; and no dimming of the dazzling Technicolor multiplicity and quality of the learning opportunities we offer.

The stories here highlight evidence of these claims. SCPS academic leaders have transformed some of our most important programs, launched timely new curricula, and hosted distinguished global visitors—sharing their expertise and seeking ours. We have welcomed impressive new colleagues and celebrated the accomplishments of long-standing faculty. And the successes of our students and alumni validate everything we do.

We cannot be complacent. But as the newsletter reveals, at SCPS we know how to join hands in common purpose, reach out, and create opportunities for our students and the world at large.

Yours,

Robert S. Lapiner, Ph.D.
Dean, School of Continuing and Professional Studies

NYU-SCPS Administration

Robert S. Lapiner, B.A., M.A., Ph.D., dean, School of Continuing and Professional Studies.

Anna Condoulis, B.A., executive director, Undergraduate Student Life, Alumni Relations, and Events.

Anthony Davidson, B.B.A., M.B.A., Ph.D., divisional dean and clinical professor, Division of Programs in Business.

Dennis Di Lorenzo, B.A., associate dean, Administration, Finance, and Planning.

Dorothy A. Durkin, B.A., M.A., associate dean, Strategic Development and Marketing.

Barbara Gossett, B.S., M.S., Ph.D, assistant dean, Graduate Student Life.

Carmela Haché, B.S., M.B.A., director of development, Office of the Dean.

Vera Jelinek, B.A., M.A., Ph.D., divisional dean and clinical associate professor, Center for Global Affairs.


Carl Lebowitz, B.S., M.S., Ph.D., associate dean and professor, Faculty and Academic Services.


D. Kenneth Patton, B.S., M.S., divisional dean, clinical professor, and Larry and Klara Silverstein Chair, NYU Schack Institute of Real Estate.


Alumni: Stay Connected

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ABOUT THE NYU SCHOOL OF CONTINUING AND PROFESSIONAL STUDIES (NYU-SCPS)

Established in 1934, the School is one of NYU’s 15 Schools and Colleges dedicated to academic excellence and innovation. NYU-SCPS captures the expertise of key sectors where New York leads globally: Real Estate; Hospitality, Tourism, and Sports Management; Global Affairs; Philanthropy; Communications Media, Publishing, and Digital Arts and Design; Business, Marketing, and Finance; and the Liberal and Allied Arts, among others. Vibrant professional and academic networks attract full-time undergraduates and graduate students immersed in university life, working professionals in 14 graduate programs, and New Yorkers and visiting students of all backgrounds enrolled in 2,500 continuing education courses, certificate programs, conferences, and seminars annually. NYU-SCPS is widely considered to be the most complete example of NYU’s founding commitment to be “in and of the City”—and of the World.
New Vision for McGhee Focuses on Rich Collegial Experience

Covering more than half a wall in Susan Kinsey’s office is a brilliantly colored map of Paris. The map recalls Kinsey’s eight years heading up continuing education for the American University in Paris. But it also serves as a metaphor for her global ambitions for the program she now leads at the Paul McGhee Division of NYU-SCPS.

“SCPS, and McGhee in particular, must reflect what NYU has become in the last 10 or 15 years,” she says, “one of the nation’s premier teaching and research universities.”

Under the direction of SCPS Dean Robert S. Lapiner, McGhee has embarked on a major rethinking of its role as a school for adults working for an undergraduate degree.

“Our very first objective,” Kinsey emphasizes, “is to make sure that, in everything we do, we embody what NYU stands for today.”

It is that shared vision of a new McGhee—distinctive, transformative, and coherent—that she’s charged with bringing to life.

“For example, we’re not divided into liberal arts and professional studies anymore,” Kinsey points out. Every McGhee student, regardless of major, will now be exposed to an interdisciplinary core curriculum.

The idea is to build a stronger McGhee community. “We want to bind our students together—with each other and with the faculty—in the kind of shared experience that’s always been so important in traditional undergraduate schools.”

Doing so will not only enrich what McGhee students learn, she explains, but also the collegial sense of community will help “keep them with us—completing their studies, instead of ‘stopping out’ as adult students do all too often when life gets in the way.”

“Our very first objective is to make sure that in everything we do we embody what NYU stands for today.”

In the works for two years, the vision and strategy for the new McGhee resulted from a collaborative effort by all its stakeholders—academic administrators, faculty, students, and alumni. And, Kinsey notes, putting what they came up with into practice will require heavy lifting on everybody’s part.

“It starts with rethinking how we identify the kind of adult student we know will thrive in the McGhee academic environment,” says Kinsey. “Our current students’ success stories have guided us in refining our admissions process so that incoming students are a perfect match for what we have to offer.”

Equally important is McGhee’s commitment to quality in the classroom. The program has begun conversations with the NYU Center for Teaching Excellence to help it establish a plan to ensure teaching effectiveness, outcomes-based learning, and continuous improvement feedback.

“We view the syllabus as a kind of implicit contract between teacher and student,” Kinsey says. “The same thing holds true in the classroom.”

There’s another way that being in the NYU family will work for McGhee students. As part of the new vision, McGhee is creating more linkages with NYU graduate programs and stronger partnerships with NYU’s academic, social, and professional networks.

Meet McGhee Alumni, Hear Their Stories

A managing director of a top executive search firm, the founder of an educational nonprofit, a successful entrepreneur, and a bank executive—these are just a few of the thousands of working adults who over the past 30 years have returned to college and earned their undergraduate degrees at McGhee, all the while balancing family, work, and academic schedules. We invite you to meet our alumni and hear their own stories of achievement and fulfillment at our online McGhee Alumni Gallery at www.scps.nyu.edu/mcghee-interviews.
Writing Courses Open New Chapters in Students’ Lives

You don’t have to be a professional writer to make your mark in NYU-SCPS continuing education writing courses. Indeed, some of the most satisfying stories are of students who were anything but wordsmiths. They took a course or two on how to write a play or poem, a novel or nonfiction, and then went on to write an exciting new chapter in their own lives.

Last semester, nearly 1,000 students enrolled in SCPS Writing and Speech classes. And these aspiring writers were a diverse group, according to Adam Sexton, associate director of humanities, arts, and writing programs.

“Lots of lawyers,” he says, “and people from finance, a Finnish documentary filmmaker, a Japanese computer programmer for the UN, a former aide to Secretary of State Madeleine Albright. We even had a curator from New York’s Museum of Sex.”

Many of the people who sign up for writing classes, Sexton explains, are in jobs that don’t let them express themselves creatively. In SCPS classrooms they can “let it all hang out,” exposing their work to a small, supportive class that critiques them with a “we’re all in the same boat” empathy.

Even when students enter classes having studied writing somewhere else, they often find that SCPS courses fill in important gaps. Jeffrey Stanley, who teaches Playwriting I, gives one example—the emphasis he puts on structure in crafting a play. He maintains that structure is all too often neglected in playwriting courses these days. But Stanley devotes part of every class meeting to analyzing the structure of plays and movies—“even the Dirty Harry movies.”

An NYU graduate himself and a well-known writer-director, Stanley says it’s especially satisfying to work with students who “just love theater, but come from non-theatrical fields.”

“I had one student in corporate communications,” he remembers. “He was so grateful for my lessons on narrative structure that when he published a book—on corporate communications—he included me among the people he gave special thanks to.”

While every SCPS writing instructor shares the School’s commitment to bringing out the best in their students, they each have their own pet techniques.

Carol Bergman, who teaches Nonfiction Writing I, asks her students not only to do essays and memoirs for class critique, but also to keep a journal about the experience.

“It was cool,” one student recalls. “You had to think about what writing really is—it encouraged you to find your own voice.”

Which, when you think about it, is what all SCPS writing courses try to do.

Three Who Took Writing Classes Write Their Own Ticket

Carmen Wong Ulrich: How a How-To Writer Learned How

It’s not that she couldn’t write. She was already a young editor at Money magazine.

But Carmen Wong had a story to tell—a deeply personal one—and signed up for Nonfiction Writing I to sharpen her narrative technique before attempting it.

Her mother had come from the Dominican Republic at 15 or 16. Peter Wong—the man she thought was her father—came from China. And following her mother’s divorce and remarriage, her stepfather was an Italian American.

“We had culture clash upon culture clash,” she sighs. “And not just of nationalities. We moved from an urban setting, New York City, to a town in rural New Hampshire where nobody understood my mother’s accent. Our house was so far out, there was no street address, just an RFD—Rural Free Delivery.”

With the help of NYU-SCPS instructor Adam Sexton and the warm encouragement of her classmates, Carmen shaped her reminiscences into a compelling narrative. It was to appear later in the collection, Borderline Personalities: A New Generation of Latinas Dish on Sex, Sass, and Cultural Shifting.

Her writing skills polished, Carmen next produced a guide to personal finance for people under 40, Generation Debt: Take Control of Your Money (Warner Books). Immediately successful, this led to radio and TV bookings on Today, Good Morning America, CNN, Wall Street Journal Radio, Oprah’s XM radio network, you name it.

And finally, Carmen became the host of her own TV show, On the Money, on CNBC weeknights at 9 p.m.

She has a two-year-old daughter now, Bianca, and lives in Cobble Hill with her husband, Lawrence Ulrich, an auto critic for the New York Times. And, she adds, “He’s German-American.”
**Brian Harris: From Bottom Lines to Punch Lines**

It may have been his first produced play, but when Brian Harris’s *Tall Grass* opened on Broadway last year it wasn’t his first try at comedy.

Ten years ago he co-authored a tongue-in-cheek business manual, *Lay Low and Don’t Make the Big Mistake: The Lazy Man’s Guide to Success*. Brian says the last time he looked, it was number 99 on Amazon’s list of business humor books.

Long before he took a course at NYU-SCPS, writing appealed to Harris. So after earning his B.A. at Princeton, he returned to Los Angeles to try his hand at movie and TV scripts.

None of them sold, however. So, his next stop was the business school at the University of Chicago, where he earned an M.B.A., and from there to a job with American Airlines in Dallas.

Several stints as a stock analyst followed—S. G. Warburg first, Lehman Brothers later. But Brian was restless. He tried writing short stories; he tried science fiction. And “just for fun,” he tried doing stand-up comedy.

“I wanted to see if I could be funny for 10 minutes.” Pause. “The answer was no.”

Maybe he wasn’t funny as a stand-up comic. But when *Tall Grass* opened on Broadway last year the *New York Times* said, “Farce is Mr. Harris’s métier.”

The three short plays that comprise it, the *Times* critic wrote, are “black comedies about the kind of love in which misery, peril, and contempt are the only dependable aphrodisiacs.”

Brian credits instructor Jeffrey Stanley’s playwriting course with giving him the confidence to try a full-length play, which he’s working on now. He says that Stanley’s attention to the structure of a play was especially useful.

“There’s not enough attention to that in the theater today. You see some plays and they just don’t feel complete.”

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**Stanley N. Alpert: Kidnapped and Making the Best of It**

It wasn’t what you’d call a birthday gift, exactly.

But being kidnapped the night before his 38th birthday gave Stan Alpert the incident he turned into a gripping, critically acclaimed true-crime story.

The Birthday Party: A Memoir of Survival, published by Putnam in 2007, began as a project for Carol Bergman’s NYU-SCPS class, *Nonfiction Writing I*. In weekly class sessions, with Bergman and the class scrutinizing it sentence by sentence, Alpert burnished the details of his narrative.

A federal prosecutor, he was walking home to his Greenwich Village apartment when thugs kidnapped him at gunpoint, intent on stealing from his bank accounts.

“A bitter night wind…filled the open trunk of the car where my body was headed…I sat in the back seat…a gangster’s right leg pressed to my left, another gangster’s leg to my right, each jabbing a pistol at my chest.”

A 25-hour ordeal ensued that Stan depicted in what a *New York Times* reviewer called a “harrowing, often hilarious reconstruction of what should have been a garden-variety New York street crime.”

Though he had taken a couple of writing courses before Bergman’s—always with the intention of writing about the kidnapping—Alpert credits her with giving him “a more critical eye.”

“She showed us examples of good nonfiction writing, and we took them apart in detail to see what made them good,” he remembers.

Now a movie of *The Birthday Party* is in the works. United Artists has optioned the movie rights and hired an experienced screenwriter to do the screenplay.

But Alpert, in private law practice these days, expects to continue writing after hours, though he’s not sure what his next nonfiction work will be.

“Maybe something about environmental law, maybe a police story, maybe something else…”
Critical Languages Training at SCPS

Twenty-Two Take Summer Workshop for Teachers of Hindi and Urdu

According to the Modern Language Association, more high school and college students are taking foreign language courses—up nearly 18 percent between 1998 and 2002 alone. And these students aren’t just studying Spanish, French, or German. They are wading into non-European tongues, many of which have figured in the news lately from such places as Mumbai and Islamabad.

The only problem, as the National Foreign Language Center reports, is finding enough people trained to teach these “critical-need foreign languages.”

In response, the U.S. government two years ago began to fund StarTalk Summer Institutes at colleges and universities. Among last summer’s trainees were 22 who attended an NYU-SCPS workshop on teaching Hindi and Urdu. A $62,000 grant from the National Security Language Initiative covered the costs of the intensive 10-day program. It was designed for native Hindi and Urdu speakers, with or without previous teaching experience.

“Ideally, we wanted people who already had taught at the high school or college level or people who were currently teaching another subject,” says Milena Savova, director of the SCPS program in Foreign Languages, Translation, and Interpreting. The School currently offers 26 foreign languages, as well as specialized programs, such as a medical interpreting certificate and an online Arabic-to-English translation certificate.

One of last summer’s attendees was Laju Shah, an Indian American who’d spent several years teaching at elementary and middle schools in San Francisco, her hometown. She knew some Hindi, but was weak on grammar.

“I was ready for a career change,” Shah says. “I was tired of being just a classroom teacher. I wanted to specialize, to be a Hindi teacher.”

Like others in the summer workshop, she praised its balance of theory and practice—a curriculum developed in close collaboration with the Department of Middle Eastern and Islamic Studies at the NYU College of Arts and Science and the NYU Steinhardt School of Culture, Education, and Human Development. NYU Professor Gabriela Ilieva, a teacher of Hindi, helped to develop and co-taught the program.

Rajni Bhargava, a student, recalls the attention given to fundamentals—developing syllabi and class plans, basic teaching skills, and how to be effective in a classroom setting. New Delhi born and a native speaker of Hindi (as was most of the class), Bhargava had done a little “informal” teaching—lessons given on the weekend to neighbors’ children. But nothing like what she learned at SCPS.

“After the lectures each day, we broke up into groups of three or four to work up the assigned projects,” she says. “And then we had to present them to the class. It was a little scary at first, but everybody was really, really supportive.”

The close-knit classmates had a reunion in October, where they compared notes on what’s happened to them since completing the summer program. A number reported they’re putting their SCPS lessons to good work in the classroom.

In fact, two of the students—Shah and Bhargava—are back at NYU for the spring semester as teaching assistants in Hindi classes, and another student is scheduled to teach an Urdu class at SCPS.
Just look at some of our new classes for spring 2009: Understanding the Financial Crisis of 2008, What Is That Derivative Really Worth?, and Broker-Dealer Operations and Compliance. These attest to the particular ability of continuing professional education in finance and business to address in substantive and relevant ways hot button issues as they arise."

With 25 years experience in the field—first at Lehman Brothers, Kuhn Loeb, and Bear Stearns, then at the investment bank he founded, Wharton Income Group—Oberstein stresses it is not only young, would-be bankers who need help. The firms that employ them need help, too.

In the 1980s and before, banks had extensive in-house credit training programs. But over the last couple of decades, these were cut back or eliminated, leaving young credit managers unprepared.

“It was partly a question of cost,” Oberstein notes, “but it is more than that. It is mobility—people constantly moving from bank to bank. Nobody wants to train somebody who’s going to move somewhere else. It’s also hard for a firm to get all the people who need training in the same place, at the same time.” One answer, he notes, is to do more training online—as SCPS already does.

Adjunct Professor Bill Smith, longtime portfolio teacher in the credit analysis certificate program, agrees: “If the financial crisis has taught us anything, it’s that bankers need to be better trained. I mean, back to basics,” he says. “Bankers have to be reeducated to make real loans, not virtual loans.”

As the credit debacle worsened, Smith had a ringside seat as chief lending officer for the Bank of China. He points out that for the last 5 or 10 years banks stopped lending for their own balance sheets.

“They originated loans, their sales force distributed the loans, and the last holder of the loan was the greater fool,” he says. “It was a game of musical chairs.”

Someone who saw the crisis coming was Edward J. Grebeck, who teaches an SCPS course that he nicknamed, “Credit Default Swaps 101.” He called attention to the dangerous risks bankers were taking in a Euromoney article back in 2006, a couple of years before the global financial meltdown.

Credit risk managers relied solely on “quantitative, actuarial models,” Grebeck says. They ignored the “behavioral, transactional” side, which is to say, the real-life motivations behind a lending transaction.

Grebeck brings to his SCPS classes insights gained from more than 20 years in the credit trenches, managing loan portfolios for JPMorgan, Chase Manhattan, and GE Capital. This included long stints in South Africa and Liberia—experiences that taught him the value of skepticism.

“Credit isn’t just numbers,” he reminds students. “The risk managers of tomorrow will require different skill sets—a schooling in traditional credit underwriting, an awareness that credit can be gamed, an understanding of the documentation you need to protect the underlying lender.”

This emphasis on fundamentals—and knowing the context in which credit risks are taken—is reflected throughout SCPS’s finance curriculum. And portfolio managers with such training will be in big demand as banks dig their way out of today’s financial morass.

“The next big wave of opportunity,” Smith says, “will be in exit financing—negotiating workouts for all these loans gone bad. And smart young bankers will develop the skills for that.”

Seize Emerging Opportunities in Turbulent Times

Today’s economy presents both challenges and opportunities for working professionals. SCPS just released a special edition entitled 2009 Resource Guide: Essentials for Navigating Change and Challenges to help New Yorkers successfully respond. The guide presents timely advice from SCPS career management professionals and faculty, as well as lists of pertinent courses and programs that provide insight and tools to increase one’s value to a current employer, transition to a new job or career, or even return to school in preparation for a better job market.

To view the Resource Guide and read periodic updates of expert advice and information about relevant trends, go to www.scps.nyu.edu/rg.
New SCPS Faculty: Fall 2008

Constantine Kontokosta

Constantine Kontokosta joined the NYU Schack Institute of Real Estate as a clinical assistant professor of real estate in the Institute’s real estate and construction management graduate programs. His research interests include housing policy, land use, urban economics, real estate finance, and sustainable development. As a principal of a real estate development firm, Kontokosta also has practical experience in development, engineering, economics, and planning.

This past fall, Kontokosta presented a paper on the Olympics entitled “The Price of Victory: The Impact of the Olympic Games on Real Estate Markets” at an economics conference cosponsored by the University of Groningen, the Netherlands, and the Chinese Academy of Sciences. He has taught as an adjunct faculty member at the NYU Schack Institute and as a doctoral teaching fellow at Columbia University.

An alumnus of NYU’s M.S. in Real Estate program, Kontokosta also holds a B.S.E. in civil engineering from the University of Pennsylvania and an M.S. in urban planning from Columbia University. He is currently completing his doctorate in urban planning at Columbia University.

Richard Butler

Richard Butler, an Australian diplomat who served as the United Nations chief weapons inspector in Iraq during the 1990s, is NYU’s first “Global Diplomat in Residence” at the NYU Center for Global Affairs. An expert in nuclear arms control, disarmament, international security, and the United Nations, he will teach these and other topics in the graduate global affairs program and play an active part in the Center’s public events program.

During his nearly 40-year diplomatic career, Butler has held numerous international posts for both the government of Australia and for the United Nations. From 1997–1999, he was appointed by UN Secretary General Kofi Annan and the Security Council to serve as executive chairman of the United Nations Special Commission to Disarm Iraq (UNSCOM). In the wake of the first Gulf War, Butler was responsible for direct negotiations with Saddam Hussein’s government to “destroy, remove, or render harmless” Iraq’s weapons of mass destruction. Additionally, Butler is the author of several books on Iraq and weapons of mass destruction.

He holds a B.Ec. from the University of Sydney, an M.Ec. (international relations) from the Australian National University, and has been awarded multiple honorary doctorates.

Thomas Flores

Thomas Flores, a political economist with expertise in Latin American politics and economic inequality and security issues in developing economies, has joined the full-time faculty of the NYU Center for Global Affairs as a clinical assistant professor in the Center’s graduate program.

A researcher and educator in the areas of international development and political economy, Flores’s work has focused on the political foundations of economic growth and inequality, security challenges in developing countries, the politics of international aid and international financial institutions, and the politics of Latin America, especially Colombia.

Before joining NYU-SCPS, Flores was an analyst with First Manhattan Consulting Group. He has received a Fulbright Scholarship for study in Colombia, a Ford Foundation Fellowship, and two teaching prizes from the University of Michigan. He has co-authored two forthcoming articles about World Bank lending and democratization in post-conflict countries, as well as a book on economic recovery from violent civil conflicts.

Flores holds a B.A. in government, magna cum laude, from Harvard University and a Ph.D. in political science from the University of Michigan.

Connee Zotos

Constance “Connee” Zotos, former director of athletics at Drew University and an authority on collegiate sports administration and Title IX funding and equity issues, has joined the faculty of the NYU Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management as a clinical associate professor in the Center’s undergraduate and graduate sports management programs.

Zotos directed the 18 varsity sports programs at Drew from 1994 to 2008. During her tenure, 11 different teams won a total of 53 conference championships. In 2006, she helped start the Landmark Conference, comprised of eight NCAA Division III schools from the Mid-Atlantic region, with a strong focus on academics as well as sports.

Professor Zotos earned national recognition for transforming the Drew athletics department from a traditional, tiered-funding model to a sports-equity model that provided more equitable funding and resources across men’s and women’s teams. Additionally, she has chaired three Title IX committees, a Gender Equity Task Force, and has served on the Executive Committee of Project Fair Play.

A native of New Jersey, Zotos holds a Ph.D. in educational administration from the University of Texas at Austin, a master’s in physical education with an emphasis in sports management from the University of Colorado, and a bachelor’s in physical education from Glassboro State College (NJ).

Bjorn Hanson

Bjorn Hanson, a hospitality and travel researcher widely respected for his industry forecasts and for having created econometric models that transformed business analysis in the field, joined the Tisch Center faculty as a clinical associate professor teaching in undergraduate and graduate hospitality and tourism programs.

Hanson had taught in the program as a guest lecturer and adjunct professor for 16 years. He holds a Ph.D. from New York University, an M.B.A. from Fordham University, and a bachelor’s degree from Cornell University.

Most recently at PricewaterhouseCoopers, which he joined in 1990, he founded the firm’s hospitality and leisure practice and held various positions, including national industry chairman for the hospitality industries. Prior to that, Hanson was a managing director with two Wall Street firms where he led banking and research departments for lodging and gaming.

He co-chaired a committee of the American Hotel and Lodging Association and was president of the Cornell Club of New York. He has been the Cornell University “Hotelier of the Year,” a Conti Distinguished Professor at Penn State University, and holds CRE and CFE professional designations.

Hanson is an author and speaker who is frequently quoted in major periodicals, industry journals, and broadcast media. ♦
Adjunct Professor Capozzi on PR’s Role in Diplomacy

Lou Capozzi, former head of Publicis Public Relations and Corporate Communications Group and an adjunct professor in the M.S. in Public Relations and Corporate Communications program, delivered a keynote address during the 2008 annual conference of the Public Relations Society of America, the largest PR professional organization. A board member of the Business for Diplomatic Action (BDA)—a nonprofit group of corporate leaders to help transform America’s global reputation and connect with other cultures—he spoke on “Restoring America’s Connections with the World—A Public Relations Perspective.”

New Construction Management Text by Schack Institute Professors

Richard Lambeck and John Eschemuller, both clinical professors in the graduate construction management program at the NYU Schack Institute of Real Estate, have co-authored a new book, Urban Construction Project Management (McGraw Hill, 2008). The 420-page text by the two project management expert/professional engineers—with a combined 80 years of work experience—presents information and case studies on common problems of construction management in an urban environment. It covers topics such as safety, logistics, building code compliance, scheduling and procurement, the bidding process, insurance, and the like. Additionally, specific issues, such as the challenges of working on small sites, the permit process, coordinating with utility companies, and dealing with adjacent properties, are given attention.

CEOs Offer Insights continued from page 1

“Running the firm, I developed a strong point of view about how to succeed in PR and corporate communications, which I try to convey to my students in my lectures and my interactions with them,” he says.

Of course, CEOs and business leaders are familiar fixtures on many campuses these days, including NYU. Whether delivering a speech at an event or guest lecturing in a class, they are in demand for their real-world insights and wisdom. Not many schools, however, can boast of having busy CEOs like Capozzi who more fully commit to teaching and all that it entails: writing lesson plans, conducting classes over the course of a semester, grading assignments, and administering exams.

“I know I bring something different to the students, and I’m glad I can play that role,” says Mike Cramer, NYU-SCPS Tisch Center professor and former president of the NHL’s Dallas Stars and baseball’s Texas Rangers.

“I started teaching the day I graduated from NYU,” says Michael R. Cunningham, an adjunct professor in the Master of Arts program in Graphic Communications Management and Technology, as well as an NYU-Steinhardt Ph.D. alumnus. “I thought, if I can impact someone in the same way that my professors inspired me, it would be great!”

Cunningham is legendary in the field of graphic communications. The company he founded in Jersey City in 1989 with one press and 11 employees grew to a $185 million operation with 1,700 employees. It went public in 1998 and was acquired in 2000. Cunningham retired to teach full time, but in May 2007 he returned to the CGI Group—renamed DG3—as chief executive officer.

Cunningham’s desire to teach is motivated by inspirational NYU professors who taught him to think critically and helped him to create the initial model for CGI. “My main thing is to teach people entrepreneurship because we are leaving the Information Age for the Conceptual Age,” he explains.

Capozzi and Cunningham are just two examples of the dozens of current or recent top executives teaching in NYU-SCPS graduate, undergraduate, and continuing education programs. Others include Lesley Jane Seymour, editor-in-chief of More magazine, teaching magazine editing; Neil Grabois, former president of Colgate University, now adjunct faculty at the NYU-SCPS George H. Heyman, Jr. Center for Philanthropy and Fundraising; and Lawrence Burstein, publisher of New York magazine, teaching magazine marketing and sales.

“I know I bring something different to the students, and I’m glad I can play that role,” says Mike Cramer, former president of the NHL’s Dallas Stars and major league baseball’s Texas Rangers, who joined the Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management as a full-time clinical assistant professor in September. “I think that anytime you can get a CEO, a president, or chief operating officer to go into a class to teach the nuts and bolts of their profession, you should do it as fast and as many times as you can.”

For more information about NYU-SCPS graduate programs, undergraduate programs, professional certificates, continuing education courses, and faculty, visit www.scps.nyu.edu
Book Talk: Niall Ferguson’s *The Ascent of Money*


Ferguson was interviewed by James F. Hoge, Jr., editor and the Peter G. Peterson Chair of Foreign Affairs, as part of the CGA’s ongoing In Print series of book talks with leading authors. Their wide-ranging talk addressed current questions posed by the global economic crisis, including the decline of the free market; whether another, more severe, economic downturn is coming; and the political impact the recession could have on developing states.

Publishing and Legal Experts Debate “Has the Media Crossed the Line?”

The travails of “Joe the Plumber” and the daughter of former vice presidential candidate Sarah Palin were the touchstones of a panel discussion sponsored this fall by the Center for Publishing. The event focused on current media behavior, the rules and ethics of journalism and the blogosphere, and what, if any, right do celebrities and political figures have to privacy.

The event, “Crossing the Line?” was the latest in the NYU Media Talk series and moderated by Arthur Miller—famed law professor and now SCPS director of public dialogues—in the “Socratic dialogue” style he popularized on PBS’s Fred Friendly seminar series. Panelists were New York Times media columnist David Carr, Time Inc. managing editor Jim Kelly, Fox News analyst Judge Andrew Napolitano, New York Post gossip columnist Liz Smith, and Washingtonpost.Newsweek Interactive general counsel Sherrese Smith.

On the Web

Watch a video of Niall Ferguson’s conversation about his book and issues involving the ongoing financial crisis, including his thoughts on the future of free market economies, whether a worse downturn is just around the corner, and the impact on politics and policies in Russia, Europe, India, and Japan at www.scps.nyu.edu/ferguson.

For additional videos of CGA public events, visit www.scps.nyu.edu/cga.

Schack Institute’s Pachter Honored by ABA

Milton Pachter—one of the longest serving adjunct faculty members at the NYU Schack Institute of Real Estate—was honored last year with the David J. Curtin, Jr. Lifetime Achievement Award from the American Bar Association, Section of State and Local Government Law. Pachter is general attorney, senior litigation counsel, and attorney of record for the Port Authority of New York and New Jersey. He has taught continuing education courses since 1971 in subjects such as real estate law and real estate sales and brokerage.

On the Web

Watch the full video of the lively discussion about media ethics and practices at www.scps.nyu.edu/miller.

For additional videos of the Center for Publishing’s public events, visit www.scps.nyu.edu/publishing.
New Art Business Certificate

This past fall, the Division of Liberal Studies and Allied Arts launched a new Certificate in Art Business program for professionals working in national and global art markets, including art galleries and auction houses, or as wealth managers, financial planners, or advisors to high-net-worth individuals. The program responds to the needs of the global art market—which expanded in the past decade to an estimated $25 billion in annual sales—for professionals with advanced education and industry-specific knowledge.

“The ongoing financial crisis puts an even greater emphasis on the expertise of advisors and other art professionals who have training in the art market and valuation and so are able to help their clients navigate through the current turmoil,” says SCPS adjunct faculty member Catherine Chiarella Domonkos, who helped create and develop the certificate. Her experience includes stints as a senior vice president at Sotheby’s Financial Services and director of consignor services at Christie’s.

Leading practitioners in the field bring their expertise into the classroom and are able to educate students about up-to-the-minute trends in today’s art market. Faculty include appraiser, Asian art expert, and president of iGavel.com Lark Mason, whose career at Sotheby’s and Sothebys.com spanned 24 years; Hope Tate of Emigrant Bank Fine Art Finance LLC; and attorney Christopher Marinello, executive director of the Art Loss Register.

The six-course curriculum covers subjects such as assessing art value, counseling clients, current business practices and transactions, and the legal and ethical issues specific to the field.

Thus far, enrollments have been strong in the Art Business courses according to Domonkos. “We are seeing working professionals—lawyers, appraisers, and museum and government agency executives—in the classes,” she says.

SCPS also offers industry-recognized professional certificate programs in Arts Administration and Appraisal Studies.
NYU-SCPS has launched its first dual degree program, involving the Paul McGhee Division and the graduate human resource management program within the Division of Programs in Business. The program awards a B.A. in Social Sciences with a concentration in Organizational Behavior and Communication and an M.S. in Human Resource Management and Development. The program allows qualified students to begin their graduate courses while still undergraduates at McGhee in order to earn the master’s degree more quickly.

Human resource management is among the fastest growing professions—projected to add more than 32,000 jobs per year in the next 10 years—according to sources such as Money magazine and salary.com.

“Each year, the Human Resources role becomes more critical,” says Dennis Garritan, professor and academic director of the master’s program in Human Resource Management and Development. “In today’s knowledge economy—with its critical emphasis on human capital development—HR professionals must be able to design, develop, and implement strategies for organizational effectiveness and efficiency.”

The SCPS initiative responds to the need for greater credentialing in this emergent field. Nearly 43 percent of human resource managers nationwide have not completed their undergraduate degree, according to federal Bureau of Labor Statistics data. And, recent surveys by the Society for Human Resources Management (SHRM) reveal that 89 percent of human resource professionals say an undergraduate degree in human resources was insufficient preparation for performing quality organizational effectiveness work. Furthermore, 98 percent indicated a need for credible and academically proven advanced degree programs in their field.

“The new dual degree program thus fills these academic and professional gaps identified by SHRM and other leading human resource professional associations,” says Garritan. “Successful dual degree candidates will graduate with two degrees in an area that is experiencing both a talent shortage and an unprecedented demand for qualified practitioners.”

For more information about NYU-SCPS graduate programs, undergraduate programs, professional certificates, continuing education courses, and faculty, visit: www.scps.nyu.edu