

Business Matters

News From the Division of Programs in Business

Division of Programs in Business • NYU School of Continuing and Professional Studies • Spring 2008 • Vol. 1

A Message From Dean Lapiner

NYU's School of Continuing and Professional Studies (SCPS) has long been the University's essential resource for business professionals—and aspiring professionals—seeking to advance their careers. Our courses, workshops, seminars, certificate sequences, and innovative and rigorous graduate programs capture the expertise of engaged practitioners from many of the industries that shape New York's leadership in the global economy.

SCPS has undertaken a number of initiatives to enhance the learning experiences and options of our students and to strengthen our student and faculty communities. That's why I'm especially pleased to join my colleagues in the Division of Programs in Business in introducing this newsletter. You will learn about the accomplished faculty and academic leaders who shape our programs, hear about the achievements of outstanding students, and discover many of the educational pathways that can connect you to your aspirations—or provide the educational solutions to your company's strategic ambitions.

The Division of Programs in Business is one of eight newly reorganized comprehensive academic divisions and centers within NYU-SCPS. Each unites unmatched disciplinary breadth and enhanced student support services to assure standards of excellence and high expectations, whether for in-depth graduate study or shorter term continuing education. So wherever you are in the evolving continuum of your studies for professional or personal advancement and exploration, the faculty and staff of SCPS are committed to be partners in your success.

Welcome to the dynamic new Division of Programs in Business.



Yours,

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



Divisional Dean Davidson speaking at a panel discussion about corporate reputation.

Q&A With Divisional Dean Anthony Davidson

Anthony R. Davidson, Ph.D., joined NYU-SCPS in 2000 as a clinical professor and director of the graduate program in Management and Systems. Early on, he created a leading-edge, interdisciplinary M.S. in Management and Systems that won the Electronic Document Systems Foundation International Award for its innovative curriculum. In 2004, Davidson collaborated with industry leaders and academics to guide the creation of the M.S. in Human Resource Management and Development program and oversaw the development of the M.S. in Public Relations and Corporate Communications.

Hannah Lloyd, a graduate student in the M.S. in Public Relations and Corporate Communications at SCPS, interviewed Davidson about the newly organized Division of Programs in Business.

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Q&A With Anthony Davidson

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Q: Can you discuss how your background in academia and business helped position you to lead this new division?

A: All the programs in the Division have a very applied focus, and the challenge has been to develop industry-driven curricula without sacrificing any academic rigor. I am extremely fortunate in being able to draw upon 25 years of university teaching experience, as well as over 20 years of management consulting. I have also been a managing partner in a startup business.

To tell you the truth, it's probably the mistakes I have made along the way that have been the most helpful, especially since I believe that businesses and other organizations should be managed by emphasizing the highest standards of quality in every process and at every level—continuously striving for perfect performance. In fact, my doctoral dissertation was about building a new quantitative model for measuring the success of total quality initiatives. I like the Lexus slogan—"the relentless pursuit of perfection"—because I think that has been the driving force in helping build the new Division of Programs in Business.

Q: Will you please give an overview of the Division of Programs in Business?

A: Our division includes five major departments: Accounting, Taxation, and Legal Programs; Finance; Leadership and Human Capital Management; Management and Information Technology; and Marketing and Public Relations. We offer four master's degrees, six graduate certificates, two diploma programs, and a multitude of continuing education courses. It is also the hub for providing corporate learning and training services to multinational corporations in the United States and abroad. With classes scheduled at our premises and offsite, on weeknights, weekends, and online, we are making a difference in the lives of several thousand people annually. In addition to numerous seminars and industry practitioner events, the Division hosts the nationally-renowned conferences on Federal Taxation and State Taxation.

Q: What do you believe are the qualities of a great instructor and how do you select faculty for the program?

A: We pay close attention to four areas of the candidate's academic and professional credentials. We look for 1) professional



Divisional Dean Anthony Davidson.

There is a need for more highly specialized education in business, given the unprecedented pace of technological change, globalization, and increasing competition—person-to-person, business-to-business, and nation-to-nation.

experience in the industry, 2) excellence in teaching, 3) academic qualifications, and 4) professional accomplishments.

Q: What's special about a master's degree from the Division of Program in Business?

A: There is a growing need for more highly specialized professional training and education in business, especially given the unprecedented pace of technological change, globalization, and ever-increasing competition—person-to-person, business-to-business, and nation-to-nation. The School of Continuing and Professional Studies is 73 years old and has built its reputation capital in many areas, including our Division's five program areas.

Many of our students have come back repeatedly for courses over the years and, in fact, over decades. Our students see the advantages of our courses, even after they have accomplished quite a lot professionally and academically. Over 10 percent of our students already have a graduate degree—whether in the arts, the sciences, or in business administration, when they enroll in our programs, and a number have terminal degrees in their respective fields.

Q: How does the Division fit within SCPS and NYU as a whole?

A: From its inception, NYU has been committed to "being in and of the city" and now further commits to being an important citizen of our country and the world. The University is also one of the largest private institutions of higher learning in the nation. SCPS hosts programs geared toward industry professionals becoming experts and leaders in their fields. We feel we have a significant role to play at NYU, in the city, in our country, and in the world. Within SCPS, our Division plays a distinct part as a resource for other centers.

People do, and should, have high expectations from educational institutions. I say come and take a course within one of the Division's many areas of study and expect SCPS to meet these expectations.

Q: What new synergies and opportunities will result from the new SCPS architecture?

A: The most dramatic synergies are the most obvious: combining the continuing education programs with their respective graduate degree programs. This will open possibilities for students to progress, for example, from one course or one certificate in HR, PR, or Marketing, to a graduate degree program in a related field. It will facilitate the ability to seamlessly integrate academic pedigree, master practitioner expertise, and business customization within the School, and allow SCPS, as part of a global university, to deliver educational experiences that are exceptional and pragmatic.

Further, it will allow the School to tailor programs to the exacting specifications of our corporate clients and thus ensure that SCPS remains unique in the global educational marketplace. The Division has been actively engaged in providing customized corporate learning and training programs to business organizations, government agencies, and educational institutions. Examples of companies that have recently requested customized programs include the Ritz-Carlton, Citibank, Korea Management Association, and the FDIC. ♦

For more information about the Division's graduate programs, professional certificates, courses, or faculty, visit:

www.scps.nyu.edu/business



Herbert M. Paul, Esq., NYU Board of Trustees, has taught taxation to paralegal students since the inception of the program in 1972.

Paralegal Diploma Alums Still Scaling Professional Heights After 35 Years

It's been almost four decades since SCPS introduced the Diploma in Paralegal Studies, and since then almost 4,000 students have benefited from the program, enabling those drawn to the law, but not necessarily to law school, to step into a challenging role that has greatly expanded beyond photocopiers and telephones. With demand for qualified legal assistants expanding into niche areas such as banking, real estate, insurance, and healthcare, jobs in the industry are projected to increase 22 percent by 2016, making it one of the fastest growing occupations according to the U.S. Department of Labor. Further, many of the program's current and past students see the field as an attractive choice for a second career, offering good pay and intellectual challenges, says Julie Sisti, associate director of diploma programs.

"Paralegals work on issues that can involve many different types of businesses or industries," Sisti says. "That makes this field attractive as a new career because acquired skills sets and prior knowledge are very much transferable."

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John Gamino: New Chair of Accounting, Taxation, and Legal Programs

This past fall, NYU's Division of Programs in Business welcomed John Gamino as the new academic chair and clinical assistant professor of Accounting, Taxation, and Legal Programs. Gamino holds a J.D. and LL.M in Taxation and is a certified public accountant with over 30 years experience. He began his career as a litigator in Honolulu before transitioning to tax practice, and most recently was senior tax counsel with TXU Corp. in Dallas. Gamino is active in the American Bar Association's Tax Section and serves on the advisory committee of the ABA task force on attorney-client privilege. He contributes regularly to professional publications, including *The Tax Lawyer*, *Tax Notes*, and *TAXES, the Tax Magazine*. ♦

Finance Department Looks to the Future: 2008 Trends

As world events impact and shape the global economy, the need for courses and certifications that provide an up-to-the-minute, real-world perspective on finance is crucial, explains Michael Oberstein, chair of the Division's finance department. "In the wake of the sub-prime crisis there is a renewed focus within companies on the need for risk management. Financial planners are preparing for the impact of more than 78 million American baby boomers closing in on retirement, according to the U.S. Census Bureau, in addition to a surge of global millionaires. And as emerging markets in Asia wield enormous influence on the world economy, the issue of cultural differences presents hurdles of its own," he says. These will be among the prevailing issues facing finance professionals in the coming years.

Here's a look at how SCPS faculty—all leading practitioners in their fields—will be bringing the latest real-world thinking into the classroom and curriculum.

Doing Business in Asia Means Minding Your Ps and Qs

Adjunct Assistant Professor Larry Delson, a China expert fluent in Mandarin, teaches *Running Your Own Import/Export Business* and *Doing Business in China*. He has been at SCPS for the past decade. Delson explains that with its unlimited supply of inexpensive labor and huge potential as a market for Western products, China has become a primary focus of interest in the global economy. And while emerging markets invariably present cultural stumbling blocks, those exclusive to China can be especially taxing. "What makes China more challenging is the difficulty in adapting to the environment there," he says. "Understanding the concept of 'face' is important, while the ability to say no when it sounds as if one is saying yes is invaluable. While the ability to speak Mandarin is helpful, it is not as essential for success as a knowledge of Chinese culture, together with patience, perseverance, perspective, and strong negotiating skills."

Similarly, Subash Midha, a global strategy advisor on India who teaches *Doing Business in India* and *Introduction to International Business and Finance*, cites cultural hurdles that can hinder business relationships for Western investors. While enormous opportunities for investments abound in India—the world's largest democracy and 10th largest economy with a friendly

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Michael Oberstein: New Chair of the Finance Department



As the new chair of the Finance Department at SCPS, Michael Oberstein oversees all continuing education and certificate programs in the area. Also a clinical assistant professor, Oberstein holds an M.B.A. from the University of Pennsylvania's Wharton School of Business. He brings over

15 years of experience as CEO and founder of Wharton Income Group, an investment bank and wealth management startup firm that grew to amass a client asset base exceeding \$350 million. His 20-year career includes positions with Lehman Brothers, Kuhn Loeb, and Bear Stearns, and he has taught at Brooklyn College, CUNY, and SCPS. ♦

Divisional Scholarship Winners

Scholarship Winners Honored for HR Innovation

Last July, the 2007 Employment Line \$10,000 Innovation Scholarship was awarded to Ahson Raza (USA), Yuka Matsudaira (Japan), and Carolina Toro (Columbia, SA), all students in the SCPS M.S. in Human Resource Management and Development, for their leading-edge work on fostering innovation in organizations. The Employment Line also announced that they would award the 2008 Innovation Scholarship to the winning SCPS graduate student or students who create the best operating plan for developing international competencies among U.S. based university students.

Direct and Interactive Marketing Student Is First Winner of Don Kuhn Scholarship

Gabriela Urvina, a student in the M.S. in Direct and Interactive Marketing program, was awarded by the Direct Marketing Educational Foundation (part of the Direct Marketing Association) its inaugural Don Kuhn Fund scholarship. Given to a student committed to pursuing a career in nonprofit direct and interactive marketing, the scholarship is named in honor of direct-response fundraising pioneer Donald Kuhn. Urvina has worked at Heifer International, the Little Rock, Arkansas-based charity which assists people in rural cultures develop economic independence.

SCPS International Students Score National Communications Scholarship Awards

SCPS graduate students Bettina Garibaldi and Yi Li won two of five \$10,000 student scholarships awarded in June by the Lagrant Foundation, whose mission is to advance careers of minorities within the communication professions. Garibaldi, from Argentina, and Li, from China, are both in the M.S. in Public Relations and Corporate Communications program, and were nominated by the program based on their academic performance and past work in the field. ♦

First Peek at the World's Best Direct Marketing Campaigns

For the fourth year in a row, SCPS sponsored the judging for the John Caples Awards, one of the highest professional honors in the field of direct and interactive marketing. As the judges deliberated at NYU's Midtown Center on 42nd Street, NYU students were able to sit in and learn firsthand how some of the world's top creative directors assess marketing campaigns. NYU also hosted the judging for the ECHO Awards—the “Oscars” of the direct marketing world—for a second year. This process involved senior executives flown in from around the world to NYU to evaluate over 1,200 campaigns in TV, Internet, direct mail, and magazines. During the judging session, SCPS Adjunct Professor Heidi Cohen, who teaches *Advanced Online Marketing*, delivered a lunchtime speech on maximizing search engine marketing. ♦



M.S. in Direct and Interactive Marketing students observe the judging at the John Caples Awards.

Capstone: Student Contributions to the Field of Public Relations

The Capstone course is the last of the 14-course Public Relations and Corporate Communications curriculum and it requires the completion of a 50-page thesis that contributes to the field, includes important primary research, and is deemed “publishable” by the faculty. The program's first Capstone Reports, written by the class of May 2007, included overviews of public relations in Africa, China, the Caribbean, and post-Soviet Russia. Lauren Isenman's Capstone on human trafficking in the U.S. has been adapted, with its second author, Academic Program Director John Doorley, and outside reviewer Professor Helio Garcia, for inclusion in a United Nations' Global Compact publication, *Embedding Human Rights in Business Practice II*. The paper identifies PR strategies developed by the global public relations firm Ketchum, working for the U.S. Department of Health and Human Services, to help identify and rescue victims of human trafficking. ♦

HR Graduate Programs Prove Popular, Have Most Enrolled Students in NYC

Of the 197 programs nationwide in Human Resource Management and Industrial/Organizational Psychology, SCPS's graduate programs in human resource management now have the most enrolled students in New York City and the third most in the country, within just two and a half years, according to Academic Director Dennis Garritan. ♦



Dennis Garritan (middle), academic director of the M.S. in Human Resource Management and Development, with members of the International Competencies Research Team.

A Magical Approach to Business Leadership

Andy Cohen, who has taught in the continuing education marketing program for many years, is widely recognized as a marketing guru, best-selling author, and long-time practitioner of magic. He expresses this potent combination of business savvy and magic in his recent best-selling book *Follow the Other Hand: A Remarkable Fable That Will Energize Your Business, Profits, and Life* (St. Martin's Press, 2006), which was nominated by the *New York Times* as a potential 2007 bestseller. Cohen uses magic as a metaphor to reveal key concepts that empower new thinking and drive innovative business solutions in communication, leadership, and management. His experiential approach to leadership communication guarantees 100 percent participation from an audience, which leads to long-term, sustainable results. ♦

Faculty and Administration News

Faculty Presentation: Financial Fitness

David Mandels, CFP®, helped spearhead the Fifth Annual Financial Fitness Workshop held in September at NYU, co-sponsored by the Financial Planners Association of New York, Kiplinger's Personal Finance, and SCPS. Geared to the general public, this yearly event presents expert panels on such practical topics as investments, saving for retirement and college, estate planning, and eldercare. Mandels teaches in the financial planning program in addition to his business practice as a Certified Financial Planner® in New York.

APA Presentation

Dennis Garritan, academic director of Human Resource Management and Development, presented his paper titled "Business Intelligence Metrics...What's on Your Dashboard" at the American Psycho-

logical Association's annual conference in San Francisco in August 2007. His presentation focused, in part, on how a company or organization tells a story using business metrics, going beyond a common focus on numbers as ends in themselves.

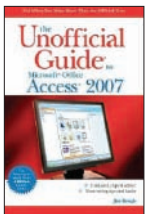
Chairman Speaks at Annual NYC Chapter Meeting

Israel Moskowitz, chair of Management and Technology, introduced the new Enterprise Risk Management concentration of the M.S. in Management and Systems program to the Information Systems Audit and Control Association (ISACA) at its NYC chapter's annual meeting late last year. ISACA is a worldwide association of Information Technology professionals dedicated to the audit, control, and security of information systems. Moskowitz was recently appointed to ISACA's Education Advisory Board, which shapes education programs offered to NYC chapter members.

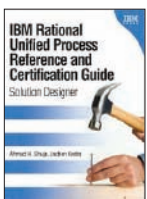
Professor in Leading Security Role

Hai Ngo, chief information security officer for New York University Medical Center, is an adjunct professor in the Enterprise Risk Management program. He was recently quoted as an industry expert in a *Baseline Magazine* article, focusing on compliance issues and describing the solution that he implemented to comply with multiple requirements. Ngo described the problem as having "significant levels of complexity; the medical center needs to be in compliance with regulations including Sarbanes-Oxley (SOX), the Health Insurance Portability and Accountability Act (HIPAA), the Control Objectives for Information and Related Technologies (COBIT) guidelines, and the Federal Information Security Management Act (FISMA)." ♦

Faculty Publications



Jim Keogh, author of over 70 books, teaches *Advanced IT Auditing* and *Cores and Principles of IT Auditing* in the Division's Information Technology program and supervises master's degree candidates through the process of researching and writing a thesis. His groundbreaking 1982 article in *Popular Electronics* magazine introduced PC programming nationally at the dawn of the personal computer age. Keogh's latest books include *The Unofficial Guide to Microsoft Access 2007* (John Wiley, April 2007) and *Introduction to Programming Using Visual Basic* (John Wiley, March 2007). His work encompasses many fields as evidenced by the medical books for nurses that he has co-authored, *Medical Billing and Coding Demystified* (McGraw-Hill, December 2007) and *Medical Charting Demystified* (McGraw-Hill, January 2008).

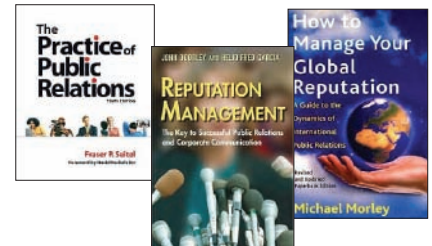


Jochen Krebs is an accomplished and highly credentialed project manager who is actively involved with complex information technology projects in the areas of object-oriented software development, requirements management, and project management. He teaches in

the Business Project Management program and recently developed a new course in *Agile Project Management* for the program. His new book, *IBM Rational Unified Process Reference and Certification Guide* (Pearson, January 2008) follows closely on the heels of his journal articles, "The Agile Pyramid—Aligning the Corporate Strategy With Agility" (*Agile Journal*, May 2007) and "Managing an Agile Project Portfolio" (*Scrum Alliance*, July 2007), in addition to other recent articles and presentations in his area of specialization.



Edward Rogoff, Ph.D., has been instrumental in developing and teaching courses in the M.S. in Management and Systems program including, *Management of Emerging Technologies* and *Strategic Management of Technological Innovation*. Rogoff has published several books acclaimed in the industry, including *Bankable Business Plans* (Rowhouse Publishing, September 2007) which has now been released in its second edition with a foreword written by Jeff Bezos, the founder and head of Amazon.com. A textbook edition was also recently published.



Three books by Public Relations and Corporate Communications faculty are helping to promote the graduate program and position it as academically and professionally rigorous and highly regarded within the industry. The 10th edition of Adjunct Professor **Fraser Seitel's** book, *The Practice of Public Relations* (Prentice Hall, August 2006), was recently released. *How to Manage Your Global Reputation* by **Michael Morley** (New York University Press, May 2002) deals with the specific subject of international public relations. *Reputation Management: The Key to Successful Public Relations and Corporate Communication* (Routledge, May 2006), co-authored by Professor **John Doorley**, academic director of the program, and longtime Adjunct Professor **Helio Fred Garcia**, was recently released by the venerable academic publisher, Routledge, Taylor & Francis Group. ♦

Division of Programs in Business: Administration

Anthony R. Davidson, Divisional Dean and Clinical Professor

Steve Albanese, Director of Administration and Programs

Joanne Davis, Assistant Director

Kendall Johnson, Assistant Director

Megan Atkinson, Divisional Administrator

Athena Wilson, Administrative Aide

ACCOUNTING, TAXATION, AND LEGAL PROGRAMS

John Gamino, Chair and Clinical Assistant Professor

Julie Sisti, Associate Director

Kathleen Costello, Assistant Director

Gustavo Pereira, Administrative Aide

FINANCE

Michael Oberstein, Chair and Clinical Assistant Professor

Debbie Saccoccio, Assistant Director

Dona Skeete-Jones, Administrative Aide

LEADERSHIP AND HUMAN CAPITAL MANAGEMENT

Dennis Garritan, Chair and Clinical Associate Professor

Stephanie Bonadio, Assistant Director

Maria Kalogerou, Administrative Aide

MARKETING AND PUBLIC RELATIONS

Renee Harris, Coordinating Chair and Academic Director

Marjorie Kalter, Academic Director and Clinical Professor

John Doorley, Academic Director and Clinical Assistant Professor

Fadia Angrand, Assistant Director

Guilaine Blaise, Administrative Aide

Jessica Hernandez, Administrative Aide

MANAGEMENT AND INFORMATION TECHNOLOGY

Israel Moskowitz, Chair and Clinical Assistant Professor

Helen Sapp, Assistant Director

Maxine Warner, Administrative Aide

M'lis Kendrick, Administrative Aide

2008 Trends in Finance

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investor climate and a 300 million-strong middle class—it is critical that cultural norms be respected. Aggressiveness, often seen as a positive business quality in the West, can be interpreted as disrespect. Indians are sensitive about their religion and country, and seniors do not like to be addressed by first name. “My students learn how to analyze issues globally,” Midha explains. “They learn the social, cultural, political, and legal landscape in order to conduct business overseas, and they learn to develop an exit strategy.”

Better Assessing Risk for the Future

More regulation in the financial markets may well be the aftermath of the sub-prime crisis and presents a need for more information and better quality in rating high-risk securities from respectable third-party rating agencies, according to Oberstein. To this end, SCPS's financial risk management courses take a pragmatic approach—identifying, assessing, quantifying, mitigating, and monitoring risk, with an emphasis on measuring and assessing it, and then developing strategies to manage, limit, or decrease the risk using traded financial instruments. The program covers the markets in detail, as well as how to use futures, options, swaps, and other derivative instruments, to serve both as a hedge against risk and as a source of potential profit.

Adjunct Professor Bill Bassin, a senior vice president at Lehman Brothers, teaches *Introduction to Hedge Funds* and has seen attendance rise consistently since 2004, an indication to him of the subject's draw. “Students have sought my course for a variety of reasons, including the interesting subject matter, my experience in the hedge fund industry, accomplished guest speakers, and the practicality of the course as it relates to a very hot industry,” explains Bassin, whose goal is to equip students with the “A-Z of hedge fund fundamentals” while ensuring that the course remains pragmatic and as current as the ever-changing nature of the industry.

More Retirees and Millionaires Up Demand for Wealth Managers and Financial Planners

As the “mass wealth” category expands and a new sector of the population approaches retirement, the need for Certified Financial Planners™ has created one of the fastest growing areas of finance. “In wealth management the key element is the relationship that is established between the client and the advisor,” explains Paula C. Nangle, CFP® and SCPS adjunct professor, who is also an alumna of NYU's financial planning certificate. “We are seeing the leading edge of baby boomers entering retirement so there is a tremendous need for sound financial advice in areas such as rollover of retirement accounts, sale of businesses, homes, and stock options, with many looking to turn their retirement savings into an income stream on a global level,” she says. “Plus, the growing number of millionaires, especially in Asia, translates to an increased need for professionals, here and abroad.”

At SCPS, wealth management deals with every aspect of a client's life in a consultative way, according to Nangle. “It's not just about money,” she says. “It's uncovering what is important to your client's lives and being able to design specific, customized solutions for them.”

A longtime adjunct professor of financial management, Steven Wetzel has taught, by his count, hundreds of students in the Financial Planning program. “There is an increasing need for competently prepared investment advisors and financial planners. People will increasingly demand advisor relationships built on trust,” he says. “The public has an increased awareness of the CFP® designation and the competence and professionalism it represents.” By constantly updating and making its courses more rigorous to accommodate the increasingly technical and regulated markets in which CFPs work, NYU aims to equip its students to meet the higher demand. However, success within the field, according to Wetzel, depends on the student. “You need to think holistically, keep up with assignments, and attend class regularly,” he says. “On the job, apply what you have learned diligently and make a lifetime commitment to continuing education to keep abreast of change.” ♦

Alumni: Stay Connected

Please update your contact information by emailing scps.alumni@nyu.edu or by visiting www.scps.nyu.edu/alumni and clicking the Alumni Directory link.

Paralegal Alums

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“The role of paralegal has changed as drastically as has the role of lawyer,” explains Patricia Rooney, a vice president at Merrill Lynch & Co., Inc., who completed the program in 1996. “The high cost of legal advice has forced law firms, as well as legal departments in the corporate environment to use paralegals to do more substantive work. Members of my group review legal documents and outline the legal issues for the attorneys in our legal department. We draft legal provisions for review by the attorneys as well,” she says.

Rooney was working in the legal department at Swiss Bank (now USB AG), handling derivatives documentation and negotiating ISDA Master Agreements in support of derivatives trading when the NYU diploma put her on the fast track to a new career. As manager of a group of negotiators she recently hired a graduate of the NYU program, but recommends that recent graduates try to start their careers in a law firm, in spite of the ample opportunities in other fields. “It is very hard work in terms of hours and commitment and the precision required to make the final work product as close to perfect as possible,” she explains. “One learns a lot in a short period of time, especially a sense of urgency that translates well to any field.”

As a far-reaching program offering specialized knowledge, the diploma provides an invaluable skill set that often leads immediately to career promotion in a field where attorneys are eager to offset their workload to a trusted support system.

Helene Weintraub is legal affairs manager for the New York Mets. With a background in contracts and intellectual property she earned the diploma because she wanted to work directly with in-house attorneys in her same area of expertise and sought a program that would challenge and stimulate her. “NYU stood out because it did not simply teach easily learned skills, such as redlining or Bates stamping, but took the student’s mind and career choice seriously by being intellectually based and teaching concepts,” she says. As well as being an important credential—which is recognized by the American Bar Association—the diploma offers students added confidence in a competitive and cost-conscious environment, particularly in interviews. Once certified, Weintraub was promoted at work. “My business-oriented manager put great faith in me regarding when to contact our outside counsel and let me speak with our counsel alone regarding the contracts and IP matters.”

Bethany Yates, who works for the chief legal officer of a New York-based capital management firm, is currently working towards a diploma. She picked NYU specifically for its established, highly regarded reputation. “All the teachers are practicing attorneys who know the demands of the legal field and are determined to teach as much as possible in the time allotted,” she explains. “Simply learning the legal jargon has increased my ability to comprehend day-to-day work affairs and stories in the media. The skills that I’ve learned have made me a more valuable asset to my employer and community. The knowledge I have gained has affected every aspect of my life—socially, mentally, and professionally.”

Other graduates of note include Bob Robertson, who rose through the ranks to become the national proposals manager for Greenberg Traurig, LLP; and Rachel Stine, assistant corporate secretary for Citigroup Global Markets, Inc. ◆



Dean Lapiner, welcoming participants to the 65th Anniversary of the Institute on Federal Taxation at the Grand Hyatt Hotel in New York.

Bicoastal Gatherings Highlight Federal Tax Issues

Tax specialists from every field gathered for the 66th Annual Institute on Federal Taxation—held as back-to-back events on October 21 and November 11, 2007 in New York and San Francisco respectively. Six days of panels and presentations analyzed current “hot” issues such as employee benefits and executive compensation, tax controversies, corporate tax, partnerships, LLCs and hybrid entities, real estate, closely-held businesses, trust and estates, and cross-border and international tax and ethics from the perspective of both government and practitioners. ◆

Record Number Attend State Taxation Institute

The 26th Annual Institute on State and Local Taxation (SALT) was held December 17-18 in New York City. With more than 300 registrants, this yearly gathering of tax attorneys, accountants, and other professionals attained its highest attendance in a decade, according to organizers.

The 2007 Institute featured presentations by some of the biggest names in the industry such as Joe Huddleston, executive director of the Multistate Tax Commission; Harley Duncan, executive director of the Federation of Tax Administrators; Timothy McCormally, executive director of Tax Executives Institute; and Steven Kranz, general counsel to the Council on State Taxation. Speakers included Paul Frankel, partner, Morrison & Foerster LLP; and Peter Faber and Arthur Rosen, partners, McDermott Will & Emery LLP. Many of the presentations offered problem-solving tips as well as commentary on the most pressing areas in the field, such as state tax nexus issues, intellectual property, and sales/use tax. ◆

Architect Designs Entrepreneurial Success With an M.S. in Management and Systems

While still in his 30s, architect Scott Satin had already established a promising career. The Washington, D.C.-area native co-founded his own architecture firm and was running high-rise construction projects in Manhattan. Yet, he was ready for a career redesign.

Satin already had a master's degree from Tulane University, but wanted to refine his business knowledge. He also knew his professional path would involve technology. Because of its strong focus on both areas, Satin enrolled in the M.S. in Management and Systems at NYU-SCPS.

"While attending the program, I accomplished a major career shift from the design and construction industry to the pharmaceutical research industry by applying what I learned in the program," Satin says. Three years ago, while taking courses in the program online, Satin founded a new company. Since then, his staff has grown from three to more than 60 people, including technologists, scientists, and project managers spread across

three offices in Washington, D.C., San Francisco, and London. "The company has raised over \$10 million from angels, venture capital firms, and the State of Maryland," says Satin. "The company's value proposition is based on a transformation in clinical drug trials from inefficient paper-based methods to superior all-digital techniques."

Satin credits "every course taken" in the Management and Systems program with the success of his new venture and the advancement of his career. "Not only did SCPS give me the analytical skills necessary to discover the market opportunity, but it also gave me the confidence to dive in and develop the business," he says.

"NYU provided tools necessary to create the business plan, and it supplied insights that helped me establish a scalable organization. The financial, accounting, and marketing techniques I learned have been invaluable in fundraising, maintaining business stability, and differentiating our company from competitors." ♦

Spring 2008 Highlights

Master Practitioner Series

Each semester, the Division of Programs in Business presents public seminars on leading-edge business topics by top thinkers and practitioners in their fields.

During the past year, Dr. Veljko Milutinovic, architect of the world's first 200MHz RISC microprocessor for DARPA, spoke at NYU on *Harnessing Data Mining and the Semantic Web*. Microsoft enterprise project manager Tommy Fu and Peter Ward of InterDyn Corp. presented on the newly critical role of the enterprise project manager in *Extending Project Management to the Enterprise*. Other past series talks were *Whistle Blowers, Ethics, the Law, and HR; The Evolution of Executive Coaching*; and *What Should Tomorrow's Senior Executives Be Learning Today*.

In the next few months, the Division plans to present Master Practitioner Series events on *Achieving Success in PR Specialties* and *Women as an Economic Force*.

Student Social

In fall 2007, the Division hosted its first Student Social for continuing education and graduate students, which featured the magic of mentalist Kenny Brown.

This semester, an evening reception for students and faculty is planned for **March 19, 2008**.

For a calendar of events and to register call (212) 992-3601 or visit:

www.scps.nyu.edu/business



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