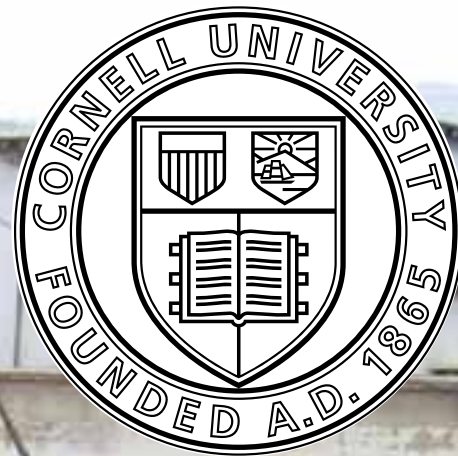


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JARETT GOLDMAN '08

**From study abroad to the heart of
the Asian economy**

message

from the Dean



Dear alumni and friends of Human Ecology,

If you haven't visited the College website lately, please check it out at www.human.cornell.edu. We are happy to announce that in September we launched a brand new website, one that will help us tell the Human Ecology story better, more broadly, and with the room and flexibility needed to grow and evolve with the speed of information in this digital age (see images below). From the site you can also jump to the online version of this magazine, visit our YouTube channel, subscribe to an RSS feed for news from the Cornell Chronicle, bookmark "Evidence-Based Living," a translational research-focused blog written by Associate Dean Karl Pillemer, and so much more. We are developing a robust communications portfolio because Human Ecology has so many great stories to tell and so much impactful knowledge to share.

In this issue of your magazine, you get a chance to meet some young HumEc alums who are taking the world by storm. From Hong Kong to Australia to Peru and right here in New York, these Cornellians are extending Human Ecology's impact far and wide. You will also find a feature on the Department of Policy Analysis and Management, the first of a department-focused series to keep you updated on how the College is maintaining its distinction and excellence while adapting to the real world in real time.

Let us know if there are particular stories you want to know more about; your feedback is important to us. As always, my thanks to you for your interest in and commitment to the College of Human Ecology.

Rebecca Q. and James C. Morgan Dean



Cornell College of Human Ecology:

*Shaping the human experience through
research, education, and outreach.*

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The Magazine for Human Ecology **ALUMNI** Fall 2010





constanzaONTANEDA page 26



Iconic "tree" page 8

contents

| | |
|--|--------------------------|
| MVR Briefs | 2 |
| Alumni Briefs | 4 |
| Recent Alumni | 6 |
| Departments | 8 |
| DEA: Iconic Cornell Trees Preserved as Benches | |
| DNS: More Choline May Reduce Down Syndrome, Guard Against Dementia | |
| FSAD: Obendorf Receives Lifetime Achievement Award | |
| HD: Environmental Volunteering Benefits Retirees | |
| PAM: Studies Examine Shifting U.S. Demographics | |
| Alumni Newsmakers | 15 |
| Special Feature: PAM Students Take On Real-World Public Policy Challenges | 16 |
| Alumni Profiles | 20 |
| Elena Bondareva '04, MA '05 | |
| Robert Dicks '99 and Caroline Spector Dicks '99 | |
| Jarett Goldman '08 | |
| Constanza Ontaneda '09 | |
| Sloan Update | 28 |
| Healing with Hospitality | |
| ASHE Conference | |
| Schlichting Shares Bold Vision for Future of Hospitals | |
| In Brief | |
| HE and SLOAN Class Notes | 32 |
| In Memoriam | inside back cover |
| LINK ages | back cover |



jarettGOLDMAN page 24

elenaBONDAREVA page 20

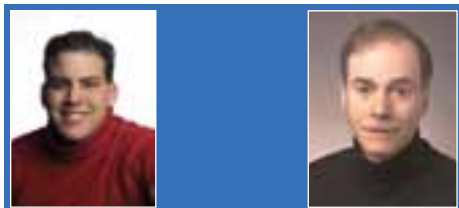


PAM and real-world policy page 16



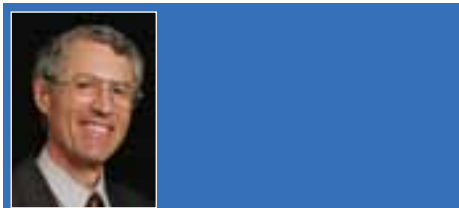
Environmental volunteering page 11

Attractive defendants more likely to get lighter sentences



In a court of law, it pays to be beautiful, according to a study led by **JUSTIN GUNNELL '05, JD '08** (above, left) and **STEPHEN CECI**, the Helen L. Carr Professor of Developmental Psychology, that may help refine jury selections. The study found that homely defendants tend to get harsher sentences—22 months longer in prison on average. It also identified two types of jurors: rational thinkers who focus less on defendants' appearance and those who process information emotionally and show bias in favor of good-looking defendants. Gunnell began the study, "When Emotionality Trumps Reason," as a policy analysis and management major. It appeared in the June 2010 issue of *Behavioral Sciences & the Law*.

Professor-edited journal rated among tops in its field



Developmental Review: Perceptions in Behavior and Cognition, a quarterly journal of theory and literature review in developmental psychology edited by **CHARLES BRAINERD**, professor of human development, has been rated one of the three most influential journals in its field. In the 2009 Institute for Scientific Information (ISI) Impact Factor data released in June 2010, *Developmental Review* ranks alongside *Child Development* and *Developmental Psychology*—the two longest-running developmental psychology publications. A journal's ISI Impact Factor, which reflects the average number of citations for its articles during a two-year period, is the key index of its reputation in an area of study.

Junior honored with Congressional Award Gold Medal

Gabrielle Tan '12, a human development major from Johnstown, Ohio, earned the Congressional Award Gold Medal—a prize that demands 400 hours of voluntary public service, 200 hours of personal development, and 200 hours of physical fitness across a variety of settings. During her four-year pursuit of the award, she led a 2008 presidential voter registration campaign at her high school, sharpened her swimming stroke, improved her singing and acting with lessons, learned how to install hardwood floors, and took a four-day excursion to New York City.

On June 23, Tan spoke to 141 other medalists, their families, and members of Congress about her experiences in the program in a ceremony in the Cannon House Office Building in Washington, D.C. "Earning this award made me a more well-rounded person and got me to pursue things I would have never been exposed to otherwise," Tan said.



Gabrielle Tan (with friend John Hager) at the podium during the U.S. Congressional Award Gold Medal Ceremony in D.C.

Program spurs rural women to walk more

CAROL DEVINE, professor of nutritional sciences, led a novel worksite intervention, "Small Steps Are Easier Together," that helped women in rural upstate New York to alter their offices' environment and culture to encourage more walking. The study, a collaboration between the Breast Cancer and Environmental Risk Factors program and Cornell Cooperative Extension, could be replicated in other areas to help working women limit obesity—a prime risk factor for breast cancer among post-menopausal women. The findings were published in the February 2010 issue of *Preventive Medicine*.



Mom's favoritism tied to depression in adulthood



Whether mom's golden child or her black sheep, siblings who perceive that their mother consistently favors or rejects one child over others are more likely to show depressive symptoms as middle-aged adults, found a study by **KARL PILLEMER**, professor of human development and associate dean for extension and outreach. The study, published in the April 2010 issue of

the *Journal of Marriage and Family*, was the first to show that parental favoritism negatively affects a child's mental health long into adulthood.

Pillemer and his co-authors surveyed 275 Boston-area families and found that 70 percent of moms admitted to being closest to one child and 85 percent of children said their mother had a preferred child. The findings could lead to new therapies for practitioners who work with later-life families, Pillemer said.

Nutritional Sciences professors write book on animal nutrition

MALDEN NESHEIM PHD '59, professor emeritus, and visiting professor **MARION NESTLE** have published *Feed Your Pet Right: The Authoritative Guide to Feeding Your Dog and Cat*, a research-based

handbook on choosing the healthiest foods for cats and dogs. The book also covers the politics and marketing practices of the industry, exploring the science behind the many label claims made by pet food products. In choosing to write the book, Nesheim sought to educate pet owners facing a slew of "products whose labels differ greatly from those on foods for humans and are indecipherable to most people."



Study: Welfare reform shows mixed results for poor families

Since Congress overhauled welfare in 1996, thousands of single mothers have found jobs and child poverty rates have dropped slightly, yet there is also evidence that the poorest families may have less income, according to **RACHEL DUNIFON**, associate professor of policy analysis and management. Such outcomes reflect the law's varying consequences, Dunifon concludes in a review of more than 100 studies of the landmark legislation released by the Pew Charitable Trusts' Economic Mobility Project in May 2010.



Her analysis is timely, with Congress expected to consider this fall reauthorizing the law, which tied welfare to work requirements, placed time limits on public assistance, turned over benefits allocation to states, and established the Temporary Assistance for Needy Families program.

Researcher urges doctors to regularly screen for self-injury



During routine exams, physicians and nurses should be aware of signs of nonsuicidal self-injury by young people—a disorder that affects as many as 20 percent of college students and 25 percent of teens—argues **JANIS WHITLOCK**, research scientist in the Family Life Development Center, in a paper published in *PLoS Medicine* in May 2010. The paper also concludes that young people who self-injure—such as by biting, cutting, burning, punching, and scratching themselves—often do so as a coping mechanism and independently of other mental illness. Whitlock outlines five steps for medical professionals to diagnose the severity of the behavior and to evaluate patients for more serious health concerns, such as psychological distress or suicidal tendencies.



College opens new spiral stair tower in MVR Hall

Human Ecology students, faculty and staff members, alumni, and friends gathered in May to mark the opening of the new spiral stair tower in the northeast corner of Martha Van Rensselaer (MVR) Hall. The tower connects all five floors of MVR Hall with the adjacent MVR East Building for the first time since the facility opened in 1933.

At the opening, student work from the Departments of Design and Environmental Analysis and of Fiber Science & Apparel Design ringed the interior of the tower, including garments, research posters, artwork, 3-D interior design sketches, and computer-aided-design projects.

Central New York group names Netravali greenest inventor



Fiber scientist **ANIL NETRAVALI** won first place in the inventor/entrepreneur category of the first "Green of the Crop" contest, which honors innovative solutions for environmental issues by people, businesses, schools, and community organizations across central New York. Netravali, professor of fiber science, stood out for his development of earth-friendly material composites made from plant fibers and resins. Unlike many other materials for use in buildings and commercial products, his composites are biodegradable and do not harm the environment or human health when they are discarded. New York's Creative Core, a public-private partnership to support creativity,

innovation, entrepreneurship, arts and culture, and recreation in the region, launched the contest to mark the 40th anniversary of Earth Day on April 22.

Solar coat can charge cell phones, iPods, and MP3 players

Using conductive cotton threads, **ABBEY LIEBMAN '10** has created a solar-powered jacket



(modeled here by Hotel School student Heather Donsky '10) that keeps you wired wherever you go. With ultra-thin solar panels for trim and a USB charger tucked into the waist, the Southwest-inspired garment captures the sun's rays to charge mobile phones and other handheld devices. The piece, which uses

technology developed in the lab of **JUAN HINESTROZA**, assistant professor of fiber science, debuted on the runway at the 26th annual Cornell Design League Fashion Show in March 2010. It turned heads on the catwalk and also captured headlines in major media outlets and on fashion and technology blogs.

SOCIOLOGIST FINDS COMMON GROUND BETWEEN SCIENCE AND RELIGION

Science vs. Religion: What Scientists Really Think, a new book by **ELAINE HOWARD ECKLUND '95, MA '01, PHD '04**, reveals insights into the spiritual beliefs of some of America's top academic scientists. The book, released by Oxford University Press in May 2010, also dispels the conventional wisdom that pits science against religion while advocating for a greater dialogue about matters of science and faith.



Ecklund, a sociologist and director of the Program on Religion and Public Life at Rice University, surveyed nearly 1,700 natural and social scientists at 21 elite U.S. academic institutions to understand their religious, ethical, and spiritual mindsets. She found that few scientists are purely secular and about half describe themselves as religious. In subsequent personal interviews with 275 of the scientists questioned, only five of them told Ecklund that they actively oppose religion.

link www.eecklund.rice.edu

LESSER HONORED FOR LEGAL WRITING AND ADVOCACY

MICHELLE LESSER '06, a student at the St. John's University School of Law, has won the 2010 Judge Bernard S. Meyer Scholarship from the New York Bar Foundation for her excellence in legal writing and advocacy. Lesser's winning essay, "Deportation of a Parent: How Current Immigration Law Ignores the Best Interests of the Child," suggests ways to amend U.S. immigration policy to improve the welfare of the children of undocumented immigrants and proposes a system that provides families with a path to citizenship. Established in 2004, the \$5,000 Meyer award competition is open to second-year law students attending school in New York.



At St. John's, Lesser is an honors student and articles editor of the *St. John's Law Review*. As an undergraduate in the Department of Human Development, she was a member of Psi Chi, the National Honor Society in Psychology, and social chair of the Alpha Chi Omega sorority.

link <http://tiny.cc/mw7nz>

MOTHER-DAUGHTER ALUMNAE RECEIVE 2010 TANNER PRIZE

ALLISON ROSENFELD '08 and her mother, **IRENE B. ROSENFELD '75, MS '77, PHD '80**, have earned the 2010 Tanner Prize for their family's contributions to the Jewish people and to Cornell. They accepted the prize, established in 2004 by Cornell Hillel, from Cornell Board of Trustees chairman emeritus Harold Tanner '52 in New York City on June 4.



Allison, a human development major, served as president of Keshet, the Reform student group, where she led Shabbat and High Holy Day services and events on campus. She was also a member of Hearsay A Cappella and continues to sing with her cantor at her home synagogue, where she serves as a rabbinic assistant. She is a member of Cornell Hillel's Jewish Student Life Advisory Council and served on the host committee of the Anti-Defamation League of Chicago's regional young leadership fund-raiser.

ATTORNEY NAMED WOMAN EXTRAORDINAIRE

JERI L. WHITFIELD '72, a partner in the Greensboro, N.C., office of Smith Moore Leatherwood law firm, has been named a Woman Extraordinaire by *Business Leader* magazine. The award honors women of outstanding accomplishment who are leaders, innovators, and problem-solvers and serve as an inspiration and mentor to others. Whitfield, who majored in design and environmental analysis, specializes in workers' compensation law, including asbestos-related claims and other occupational hazards. In North Carolina, she is an officer and board member of the Women's Professional Forum Foundation, vice chair of the Board of Legal Specialization, and an executive committee member of the Chief Justice's Committee on Professionalism.



AYRES SHARES HOW TECHNOLOGY HAS REVOLUTIONIZED NUTRITION FIELD



A class of nearly 40 senior dietetics students received a memorable lesson in how far the field of nutrition has advanced in recent decades during a campus visit in April by **ELAINE AYRES '75**, deputy chief of the Lab for Informatics Development at the National Institutes of Health. Ayres passed around a thick diet manual filled with tables for looking up foods' nutritional value, an indispensable tool when she started out as a dietitian but a relic in an age with thousands of health apps for mobile devices and computer software that can count calories and analyze food content.

At NIH and in partnership with the American Dietetic Association, Ayres is leading efforts to give rise to the field of nutrition informatics—the use of computers, statistical analysis, and other

processes to create new insights from large sets of dietary and health data. The benefit for patients is improved care and the portability of their electronic health records across medical networks and state boundaries. While on campus, Ayres also visited with numerous faculty members and presented a seminar on April 26 on nutrition and health care policy.

NOCON CREATES CHILDREN'S BOOK ABOUT GOOD AND BAD CHOICES



In summer 2009, **NANNETTE NOCON '82** was struck by the idea that ions—with positive and negative charges—were the perfect metaphor for the choices—good and bad—made by children. From that initial idea came *What's UP with Yuk?*, a full-color wordless picture book that tells the tale of Yum and Yuk—the story's positive and negative ions.

Nocon, a financial advisor in Rochester, N.Y., collaborated with local illustrator John Kastner on the book, which she self-published in spring 2010. For every book sold, Nocon has pledged to donate a copy to an underprivileged child. She also teamed with Anne C. Coon, professor emeritus at Rochester Institute of Technology, to write *Ion Wisdom*, a companion guide for teachers and adults to help children create their own stories about choices.

[link www.whatsupwithyuk.com](http://www.whatsupwithyuk.com)

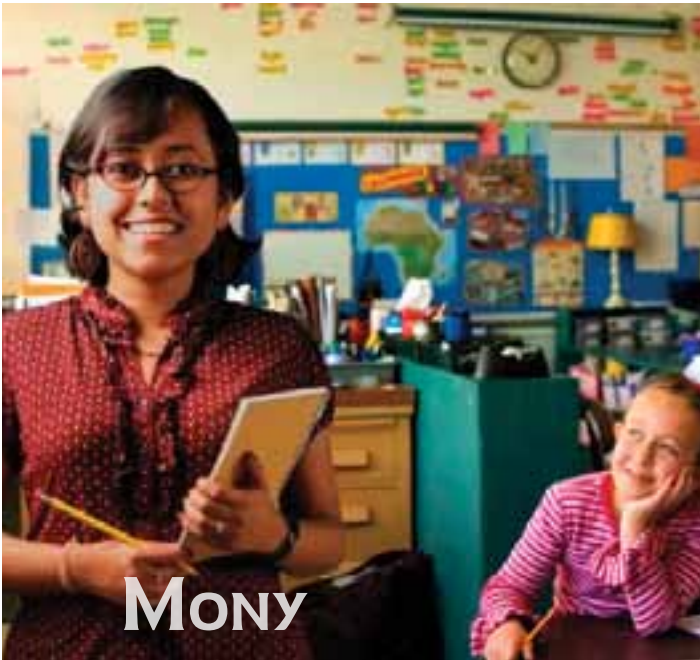
ALUMNA HELPS FINANCIAL GUARANTOR PROJECT LAND MAJOR PRIZE



MARIANNE PELLEGRINI '79, managing director of Affinity MacroFinance, helped guide the initiative to a first-place prize at the 2010 Marketplace on Innovative Financial Solutions for Development competition sponsored by the Bill & Melinda Gates Foundation, the World Bank, and the Agence Française de Développement.

One of five winners out of 800 overall entries, Affinity MacroFinance received a \$100,000 cash award to help with startup costs. The project, formed under the Results for Development Institute, a Washington, D.C.-based think tank, seeks to stimulate economic growth in developing countries by offering financial guarantees to back development in the areas of health care, education, small and medium enterprise, micro-lending, and infrastructure. Pellegrini, a health care finance consultant, has worked with Affinity MacroFinance since October 2009.

[link www.resultsfordevelopment.org](http://www.resultsfordevelopment.org)



Mony

HD major seeks to empower youth

MONY SARKAR '10, who grew up in Bangladesh and later moved with her family to New York City, said that her biggest influence at Cornell was “taking Professor Anthony Ong’s Positive Psychology course. . . I started focusing on strength-based perspectives in daily situations. I remain a closeted optimist, but always look for ‘what works.’ Professor Ong’s charming wit and continual support of my endeavors made me more open to reach out to other professors as well.”

During the first semester of her freshman year, Sarkar, who majored in human development and minored in education, joined REACH (Raising Education Attainment Challenge) to tutor local schoolchildren. “I quickly grew conscious of educational achievement gaps,” she said. “It is humbling to know that I’m receiving an Ivy League education 15 minutes away from students who struggle to meet academic standards.”

In her junior year, through Human Ecology’s Urban Semester Program, Sarkar interned at a private high school in Brooklyn for low-income students. “I was shocked that the ninth-graders’ realities were shaped by neighborhood gang fear/violence, housing instability, and weak academic foundations. Yet the students I taught remained resilient and seized every opportunity to ask me about my undergraduate experiences. Ever since, I knew I wanted to empower urban youth as a career goal.”

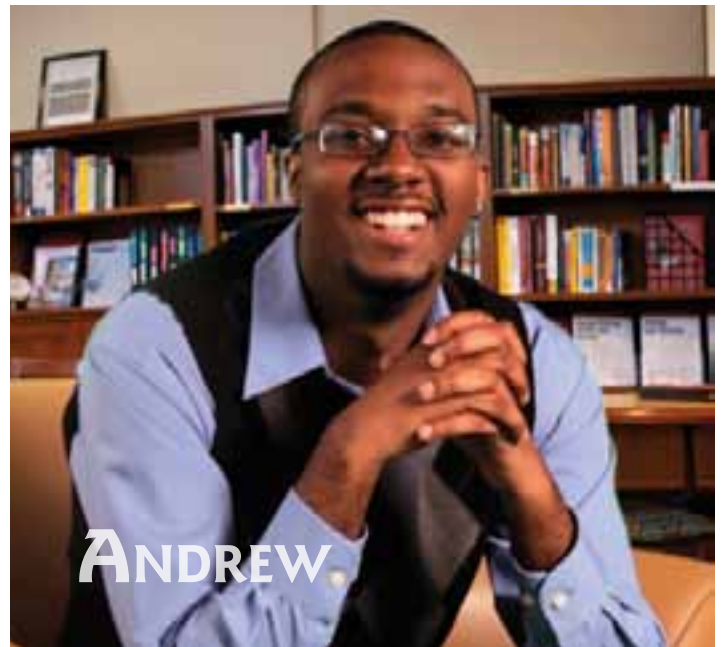
Sarkar worked as a peer advisor for Cornell Career Services and a peer counselor in EARS (Empathy, Assistance, and Referral Service). She was also a REACH team leader and board member, which, she said, “allowed me to watch the organization evolve and mobilize enthusiastic Cornellians to mentor children in our community.”

She also dabbled in acting for Bengali Student Association (BSA) Cultural Night and continued to coordinate BSA events.

Sarkar said she grew up in a traditional Hindu household, came from a working-class community, and is “the first person in my family to be educated in the United States. In recognizing my family’s continual sacrifices for my success, I often prefer to weigh their input more than my own when making decisions. Additionally, my multidimensional background allows me to contribute my unique perspectives in any environment while continuously learning about values others hold.”

Next year, Sarkar will be a high school math teacher as a Teach for America member. She then intends to pursue a master’s in counseling. “Within 10 years, I hope my friends and I open up a nightclub (tentatively called Clubb Sandwichh) and a vegan restaurant.”

HBHS major plans to advocate for access to health care



Andrew

ANDREW DELAPENHA '10 chose the College of Human Ecology because of its focus on improving the human condition. He began, he said, “as a pre-med student who was completely unaware of any other health professions. However, I became heavily interested in public health through classes like Introduction to Global Health. My experience working for a small health policy research firm over the past year has also shown me that there are ways outside of medicine to impact the health and quality of life of others.”

Delapenha's main extracurricular activity at Cornell was working in the College's Career Exploration Center, where he said he played an integral role helping students identify their career interests and navigating Cornell resources. "It has been extremely rewarding knowing that I have had a hand in assisting others as they prepare for their future career pursuits," he said.

He also worked for the Learning Strategies Center as an organic chemistry tutor and served on the executive board for the Association for Students of Color.

Delapenha said that Darryl Scott, director of admissions for Human Ecology, had the most influence on his Cornell education. "Darryl really helped me to stay grounded," he said. "More than anything, he encouraged me to reflect and understand why I want to do something before jumping into any endeavor."

But his most treasured memory is participating in Cornell in Washington. "Spending the semester in D.C. was an amazing opportunity that gave me a chance to reflect and solidify my decision to expand my understanding of public health issues," Delapenha said. "I got hands-on experience in health policy working with L&M Policy Research and composed my own research paper on health-care access that I hope to expand in graduate school. Even though I'm from the [D.C.] area, I had never been to the White House, sat in on a Supreme Court session, or seen a performance at the Kennedy Center until my semester in Washington."

Next year, Delapenha will work on obtaining a master's in public health with a focus on health policy. He said he would ultimately like to practice medicine and serve as an advocate for better access to health care through policy improvements.

Houng will work for international breast-feeding alliance

KATHY HOUNG '10 said that becoming a chimesmaster was probably one of the most challenging moments of her time at Cornell. "Not only was it a test of endurance (with its 10-week audition) but also a test of self-motivation. The payoff is incredibly rewarding, as I get to share in a timeless Cornell tradition."

Houng used that self-motivation throughout her undergraduate years.

She said that spring semester of her sophomore year was a huge turning point. "We had just been evacuated from Kenya in January 2008 (while on a service project to train locals on nutrition and managing HIV/AIDS), disappointed that our project had ended abruptly. I was frustrated, questioning my motives for coming to Cornell and wondering what it was all for. As I reflected back, I realized that the purpose of doing all of these things was to pave the way for future students to partake in the same enriching experience without as many barriers. This philosophy has defined the remainder of my time here at Cornell."

Houng chose Cornell for its diversity and for offering the best of



both worlds by housing smaller colleges within a larger university. Plus, she added, "there are so many different programs, performances, lectures, festivals, etc. to attend each week."

"I came [to the College of Human Ecology] to follow a traditional pre-med route with a focus on nutrition," Houng said. "My interests have expanded to include global health, education, anthropology, and South Asian film (thanks to a randomly selected freshman writing seminar). The beauty of Cornell's breadth and depth of academics and extracurricular activities is that it gives you a chance to explore the whole spectrum of interests and turn these interests into passions."

Her self-motivation also led her to be a resident advisor and a manager at the student phoning program of the Cornell Annual Fund. "I had a difficult time transitioning as a freshman and navigating Cornell's complex systems," she said. "I am eager to share my knowledge so students don't have to go through the same troubles that I had to."

Houng said she is grateful for earning the Iscol Family's Leadership Award in Public Service. As a result, she said, "I've had two incredible summer experiences: one at an education/research-based nonprofit through the College's Urban Semester Program, and one at the Kilimanjaro Christian Medical College and a local HIV/AIDS-focused nonprofit in Moshi, Tanzania, through the Global Health department."

Next year, Houng will work for the World Alliance for Breastfeeding Action in Penang, Malaysia. After a year or two, she plans to go to graduate school to pursue a career in international or public health.

Iconic Cornell trees preserved as benches on National Mall

Two sugar maple trees uprooted from campus to make way for construction have found a second life—as the raw material for a set of benches in the new People’s Garden on the National Mall in Washington, D.C. And mall visitors can hear all about the history of the benches as they relax by dialing up a recording on their cell phones.

The VanRose benches, named in honor of Martha Van Rensselaer and Flora Rose, founding co-directors of the then College of Home Economics, were dedicated on April 22 as part of the U.S. Department of Agriculture celebration of Earth Day.

The benches are located in a new garden at the USDA’s Whitten Building.

The benches came from two iconic trees, which for roughly 80 years stood over a children’s garden outside the east wing of Martha Van Rensselaer (MVR) Hall. In fall 2008, they were cleared as part of construction of the new Human Ecology building adjacent to MVR Hall and headed for a landfill. But **Jack Elliott**, associate professor of design and environmental analysis, salvaged the trees, roots and all, and worked with a group of students to craft them into benches.

It took nearly a semester for the group to scrub the dirt, clay, and rocks from the roots, laying bare the wood to be sculpted. From there, they used hand and power tools to cut, shape, and smooth the wood. The resulting benches, about 500 pounds each, preserve the lower portions of the trunk and root ball—parts that would normally be scrapped.

“The parts of the tree that are often rejected for conventional furniture making are among the most beautiful,” said Elliott, who designed the sustainable pieces to raise awareness of forestry waste. “By keeping these elements, the design helps to remind people of the



Children sit on Cornell’s VanRose benches outside the Cornell Silo House at the 2009 Solar Decathlon in Washington, D.C. The benches are now a permanent part of a new garden on the National Mall.

origin of the benches. The whole story of the tree is told by these benches—the roots, rings, spalting, and cracking.”

The VanRose benches first appeared on the National Mall as part of Silo House, Cornell’s entry in the 2009 Solar Decathlon contest held by the U.S. Department of Energy. They impressed USDA officials visiting the exhibit, who soon after worked with Elliott to install them.

“It’s important that something lasting and valuable came out of this wood,” said Elliott. “It’s very fitting that they’ll live on in the People’s Garden and to remind visitors of the value of the natural world.”

Another pair of benches Elliott and his students created from the sugar maple trees is planned to be located within the new Human Ecology building scheduled to open in 2011.

Hear ye, hear ye: All about the VanRose benches now on the National Mall

Cell phone tour number: 202.595.1185

Recorded by: Jack Elliott

“The relationship between the garden and furniture is an old one. Almost 2,000 years ago, the Roman statesman Pliny the Younger described his garden in a letter in which, ‘In different quarters are disposed several marble seats, which serve as so many reliefs after one is wearied with walking.’ The idea of rest is also caught up with the idea of reflection, and these are the central motivations for this seat, the VanRose benches.

“These benches were once part of a single sugar maple tree that overlooked a children’s garden of the College of Human Ecology at Cornell University. It was planted around the time of the college’s founding in 1925. In 2008, the tree had to be removed for a major construction project. Rather than being cut close to the ground and felled for firewood, I asked that the tree be cut five feet above the ground and that the lower trunk and root ball be dug up for delivery to my studio. Here I could work on it with my undergraduate research assistants to create a new form of sustainable furniture prototype. I did not have a preconception of the result. I simply wanted to work with the piece to let it reveal a meaningful artifact, while raising public awareness about some environmental issue, in this case, forestry waste.

“In addition to the environmental message, the VanRose benches celebrate the founders of the College of Human Ecology at Cornell. In 1925, through the stewardship of Martha Van Rensselaer and Flora Rose, a school of home economics was converted to the New York State College of Home Economics, the first state-chartered college of home economics in the country. As co-deans for the first eight years of the college, they were often seen together and became known collectively as ‘VanRose.’ The pairing of the benches reflects this close relationship of the two pioneering women.

“The VanRose benches also speak to the tradition of using a rustic aesthetic to more clearly express the close human/nature relationship typically found in the garden. Here a square plan and orthogonal planes intersect a part of the tree that is normally discarded to reveal the inner beauties of its full natural form, while providing a place to sit and enjoy the outer beauties of the new People’s Garden on the Mall.

“Press the star key to learn more about my research and designs. Thanks for listening.”



MORE CHOLINE DURING PREGNANCY, NURSING linked to improved cognition in study of mice



"We found that supplementing the maternal diet with additional choline resulted in dramatic improvements in attention and some normalization of emotion regulation in a mouse model of Down syndrome."
—Barbara Strupp

More choline during pregnancy and nursing could provide lasting cognitive and emotional benefits to individuals with Down syndrome and protect against neurodegenerative conditions such as Alzheimer's disease, suggests a new study of mice.

The findings, published June 2 in *Behavioral Neuroscience*, could help lead to increasing the maternal dietary recommendations for choline (currently 450 milligrams a day during pregnancy, 550 milligrams for lactation), a nutrient found in egg yolks, liver, nuts, and such vegetables as broccoli and cauliflower.

"We found that supplementing the maternal diet with additional choline resulted in dramatic improvements in attention and some normalization of emotion regulation in a mouse model of Down syndrome," said lead author **Barbara Strupp**, professor of nutritional sciences and of psychology (above, right). The researchers also found evidence for "subtle, but statistically significant, improvement in learning ability in the non-Down syndrome littermates."

In addition to mental retardation, Down syndrome individuals often experience dementia in middle age as a result of brain neuron atrophy similar to that suffered by people with Alzheimer's disease. Strupp noted that the improved mental abilities found in the Down syndrome mice following maternal choline supplements could indicate protection from such neurodegeneration "in the population at large."

Strupp and her co-authors tested Down syndrome-model mice born from mothers fed a normal diet and those given choline supplements during their three-week pregnancy and three-week lactation period, as well as normal mice born from mothers with and without additional choline. The choline-supplemented mothers received approximately 4.5 times more choline (roughly comparable to levels at the higher range of human intake) than unsupplemented mothers.

At six months of age, the mice performed a series of behavioral tasks for about six months to assess their impulsivity, attention span, emotion control, and other mental abilities.

In addition to dramatic improvements in attention, the researchers found that the unsupplemented Down syndrome-model mice became more agitated after a mistake than normal mice, jumping repeatedly and taking longer to initiate the next trial, whereas the choline-supplemented Down syndrome-model mice showed partial improvement in these areas.

"I'm impressed by the magnitude of the cognitive benefits seen in the Down syndrome-model mice," Strupp said. "Moreover, these are clearly lasting cognitive improvements, seen many months after the period of choline supplementation."

Strupp noted that the results are consistent with studies by other researchers that found increased maternal choline intake improves offspring cognitive abilities in rats. However, this is the first study to evaluate the effects of maternal choline supplementation in a rodent model of Down syndrome. This is also one of the few studies that has evaluated offspring attentional function and effects in mice, rather than rats, Strupp noted.

Previous studies of humans and laboratory animals have shown that supplementing the diets of adults with choline has proven to be largely ineffective in improving cognition. "Although the precise mechanism is unknown, these lasting beneficial effects of choline observed in the present study are likely to be limited to increased intake during very early development," Strupp said.

The study, funded in part by the National Institutes of Health (NIH), was part of the dissertation of **Jisook Moon PhD '06**. Other Cornell collaborators included **Myla Strawderman**, research associate in nutritional sciences; **David Levitsky**, professor of nutrition and of psychology; **May Chen '07**; and Shruti Gandhi '07.

Strupp and collaborators have received additional NIH funding to study the neural mechanisms underlying the positive cognitive effects of perinatal choline supplementation observed in this study.

Obendorf honored with lifetime achievement award



Kay Obendorf receives the 2010 Olney Medal. To her left is Fred Cook, AATCC president, and to her right is Harold Freeman, chair of the Olney Medal selection committee.

Helping to develop smart textiles that can protect against biological or chemical attacks or pesticides or that can scrub the air of dangerous toxins in hospitals are examples of the kinds of critical advances that fiber scientist Kay Obendorf MS '74, PhD '76, has made in her career.

For her contributions in improving the understanding of the surface chemistry of fibers and their performance, with applications in the areas of pesticide protective clothing, detergency, and functional textiles, Obendorf was awarded the American Association of Textile Chemists and Colorists' 2010 Olney Medal, the organization's award for lifetime achievements, on May 19 during its international conference in Atlanta.

"It is very humbling to be recognized with this honor," said Obendorf, professor of fiber science and apparel design and senior associate dean for research and graduate education. "The research in our lab has long been focused on the application of rigorous analytical methods to better understand the chemistry, structure, and performance of textiles. This information has been used by indus-

try to create products that enhance the health and safety of individuals."

In her Olney Medal address, she highlighted her recent work in developing novel materials through the application of nanotechnology. She and collaborators have developed such new textiles as smart, breathable membranes engineered with a pore structure that is responsive to moisture in the environment. Such textiles can help minimize health risks and offer protection and comfort by shielding soldiers or emergency responders, for example, during biological or chemical terrorist attacks or protecting workers from hazardous substances in industrial or agricultural settings.

"We have designed fabrics to offer protection in common scenarios, such as treating your yard and garden with pesticides, to more toxic threats like chemical warfare," Obendorf said before her address.

She also is credited with defining the basic phenomena of aroma chemical adsorption within fiber structures, the level of adsorption, and the changing locations and adsorption rates of different aroma chemicals. Using electron microscopy imaging, she developed a process to quantitatively measure such residues as stains, soils, and fragrances on fabrics, information that enabled ap-

"Kay's research embodies the essence of human ecology—where research on technology is focused on improving the human condition."

—Alan Mathios

parel and detergent manufacturers to develop higher-quality consumer products.

"Kay is probably the top academic researcher in the country, and possibly the world, in the area of surfactants, detergency, and the underlying chemistry of soils and their interactions with fibers," said **Ann Lemley**, chair of the Department of Fiber Science & Apparel Design. In addition to her scholarly contributions, Obendorf chaired her department from 1985 to 1995 and oversaw the formation of the fiber science PhD program. She has served in the Human Ecology administration since 1997, leading the College's recent facility upgrades, including renovations to Martha Van Rensselaer Hall and construction of the new Human Ecology building scheduled to open in 2011.

"Kay's research embodies the essence of human ecology—where research on technology is focused on improving the human condition," said **Alan Mathios**, the Rebecca Q. and James C. Morgan Dean of the College of Human Ecology. "She has impacted the college in so many different ways. In fact, she deserves a lifetime achievement award in administration as well, as her vision and guidance have been instrumental in the development of our new facility that integrates science and design."



Study: Environmental volunteering linked to improved mental and physical health in retirees

Heads up, retirees: Volunteering on environmental projects could not only prompt you to get more exercise but also improve mental and physical health through old age, according to a new study published online in *The Gerontologist* (February 19).

The study found that environmental stewardship is strongly linked to greater physical activity, better self-rated health, and fewer symptoms of depression over a period of 20 years. In fact, the researchers found that environmental volunteers are half as likely as nonvolunteers to show depressive symptoms 20 years later, whereas other forms of volunteering lower one's risk by roughly 10 percent.

What's more, environmental volunteers gain more dramatic health benefits compared with people engaged in other types of service, according to the study, which was conducted by researchers in Human Development and Weill Cornell Medical College.

"It's very rare in society that we get to address two problems at once," said lead author **Karl Pillemer**, professor of human development and College associate director of outreach and extension. "As baby boomers retire, they [create] a vast untapped resource to help improve our natural environment, which is a pressing need right now. The bonus is that by doing so they also gain substantial health benefits."

The authors analyzed data collected between 1974 and 1994 from the Alameda County (Calif.) Study, an examination of health and mortality that has followed nearly 7,000 adults since 1965. They note that this is the first study to examine the health benefits of environmental volunteering in a large population over an extended period of time, unlike past studies that have focused on a one-time survey or data set.

Pillemer, who with Cornell researchers Linda Wagenet and **Rhoda Meador** launched an environmental stewardship training program for retirees in 2008, said the findings could prompt more conservation groups to embrace older volunteers.

"We associate environmental activism with younger adults, but it carries tremendous rewards for older adults," he said. "In addition to the benefits to physical health from being in nature, protecting the environment also helps older adults gain a sense of generativity, the notion of working to achieve something for the good of future generations. They can help the Earth and at the same time help themselves."

Co-author **Nancy Wells**, associate professor of design and environmental analysis, called the link between environmental service and improved physical and mental health "quite compelling."

"Time spent outdoors in the natural environment is a critical factor linking volunteering to the health outcomes observed in this study," Wells said. "Prior studies have shown that views of—and time spent in—the natural environment are associated with a variety of positive health outcomes, including cognitive functioning, psychological well-being, and physical activity levels."

The researchers suggest further study to determine whether conservation activities could benefit older adults suffering from chronic conditions and persistent pain and to better understand the connection between such volunteering and health outcomes.

The study was funded by the National Institute on Aging. Co-authors include Dr. Cary Reid, geriatrician at Weill Cornell, and **Thomas E. Fuller-Rowell MA '07, PhD '10**, a postdoctoral research fellow at the University of Michigan.



PAM studies examine dramatic

In the next 35 years, America's minority population will be the majority, but among the young, "majority-minority" populations already blanket many places.

Minority youth under age 20 outnumber their white counterparts in 504 U.S. counties—almost one in six, according to research by demographer and sociologist **Daniel Lichter**, the Ferris Family Professor in the Department of Policy Analysis and Management (PAM), and Kenneth Johnson, a demographer at the University of New Hampshire. Their findings appeared in the March 2010 issue of *Population and Development Review*.

Already, more than 47 percent of all children under age five are minorities. Of all young people, 43 percent were minorities in 2008 (compared with 31 percent of those 20 or older), up from 38.5 percent just eight years earlier.

The U.S. Census Bureau recently projected that racial and ethnic minorities—everyone but non-Hispanic single-race whites—will be the majority population by 2042, Lichter said, and will constitute 54 percent of the U.S. population by 2050.

But "in many parts of America, the future is now," Lichter said, noting that the Hispanic population's booming fertility rate and fewer births by non-Hispanic whites are contributing to a steep rise in minority youth.

In a separate study of America's changing demographics, Lichter, PAM lecturer Julie Carmalt MS '08 PhD '09, and Ohio State University researcher Zhenchao Qian discovered that intermarriage rates have slowed down in the past two decades after sharp increases in the mid- to late 20th century, particularly marriages between whites and Asians and between Hispanics and non-Hispanic whites.

Lichter shed light on the changing data and other aspects of interracial marriage in an online discussion, "Racial and Ethnic Intermarriage in the United States," hosted by the Population Reference Bureau on May 20.

He noted that for many immigrant groups, intermarriage with whites has been viewed as the completion of one's assimilation to America. But with the influx of new immigrants in recent decades, there is a larger pool of potential marriage partners from one's same ethnic and racial background, which could explain the recent pause in overall intermarriage rates.

Lichter responded to more than 30 questions about religion's influence on intermarriage, intermarriage rates in different regions of the country, attitudes about intermarriage among recent and more established immigrants, and its prevalence in same-sex relationships compared to heterosexual unions. Questions came from people in the United States as well as parts of Asia, Africa, and Australia.

shifts in U.S. demographics

Lichter's research captures headlines worldwide



News of Lichter's demographic studies appeared in hundreds of major press outlets around the globe, including the *New York Times*, the *Wall Street Journal*, MSNBC, and the Associated Press.

As the news spread, he was invited by CNN.com to write a special editorial, titled "U.S. far from an interracial melting pot." Even though 2008 was a high-water mark for intermarriage, with one in seven new marriages between couples of different

racies or ethnicities, Lichter cautioned against using the figures as "tangible evidence of America's entry into a new post-racial society." Nor is it, as some pundits claimed, a sign of a fundamental change to the character of the United States.

"The reality is that racial boundaries remain firmly entrenched in American society," Lichter argued. "They are not likely to go away anytime soon. We are still far from a melting pot where distinct racial and ethnic groups blend into a multiethnic stew."

He pointed out that more than 95 percent of married whites have a spouse of the same ethnicity, and few blacks (about 15 percent) marry outside their race. "This is hardly a basis for celebrating a new racial

tolerance in America or, if you prefer, for now believing that white identity is rapidly being lost to interracial intimacy and child-bearing," he added.

In closing, Lichter wrote: "In today's highly charged political environment, it is easy to latch onto information that buttresses our own point of view and preconceptions. Unfortunately, short headlines and easy-to-digest narratives about rising intermarriage rates tend to oversimplify or even distort a complicated statistical story that is still unfolding."

LINK www.cnn.com/2010/OPINION/06/14/lichter.interracial.marriage/index.html



Jan Stensland

DEGREE: Masters in Human Environment Relations & Applied Research, Class of 1997
POSITION: Founding Principal, InsideMatters, a sustainable design consulting firm

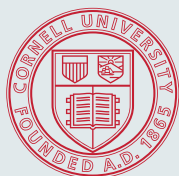


Cornell University
College of Human Ecology

I WAS ALWAYS INTERESTED IN
DESIGN THAT MAKES A DIFFERENCE,

and especially how creative thinking and problem solving can improve people's lives. Human Ecology was the keystone of my education and experience. It allowed me to walk through the door into the world of what I'm doing now — helping hospitals, universities, manufacturers and government agencies achieve their sustainability goals.

i am *a green building innovator.*
human ecology



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Learn more about the College of Human Ecology at human.cornell.edu

Alumna honored with Congressional Gold Medal for service in WASPS

Dawn Rochow-Balden Seymour '39

(center), one of 300 surviving members of the Women Airforce Service Pilots (WASPS) called to duty during World War II, received the Congressional Gold Medal on March 10. It is the highest award reserved for U.S. civilians.



Though never deployed overseas, the WASPS played a critical role in the war effort by flying training missions, testing aircraft, transporting supplies, and filling pilot shortfalls at home while male pilots flew combat missions. About 1,100 women volunteers logged 60 million miles during the experimental program, lured by the hope of one day flying as military pilots. However, the WASPS were disbanded in December 1944, just as the Battle of the Bulge began, and for decades the government hid their service in classified reports.

Even though the women paid for their pilot training and their transport home once the program ended, "we never had a complete circle," Seymour told the *Syracuse Post-Standard*. "It left a sting."

Seymour, who flew B-17s in the WASPS, has long sought recognition for the program's contributions to World War II. She led a drive to found the National WASP World War II Museum in Sweetwater, Texas, and a memorial statue on the National Mall in Washington, D.C., and successfully lobbied the U.S. Postal Service to issue a stamp in honor of famed aviator Jacqueline Cochran.

Seymour is retired and lives in South Bristol, N.Y., near Canandaigua Lake.

[link www.wingsacrossamerica.us/wasp](http://www.wingsacrossamerica.us/wasp)

Genser wins major prize for humanitarian work

Jared Genser '95, founder of Freedom Now, a nonprofit that has secured the release of prisoners of conscience from such countries as Pakistan, Vietnam, Burma, China, and Egypt, has won the 2010 Charles Bronfman Prize.

The annual award, which honors young Jewish humanitarians, includes \$100,000 to support Freedom Now, which fights for the freedom of nonviolent captives who have been arbitrarily deprived of their liberties by repressive regimes. It has freed nine prisoners since its founding in 2001 and currently represents Burma's Aung San Suu Kyi, the world's lone imprisoned Nobel Peace Prize laureate.

As an undergraduate, Genser majored in human service studies and devoted his spare time to public service. He founded the campus Best Buddies chapter—with the help of professor emeritus Robert Babcock—which pairs Cornell students with local developmentally disabled adults. Later, as a law student at the University of Michigan, Genser took on his



first human rights case, ultimately helping to free James Mawdsley, a British citizen jailed in Burma for distributing pro-democracy materials.

Genser, a partner in human rights and public international law at DLA Piper in Washington, D.C., told the *Washington Post* that he is most encouraged by his clients: "The stories of people who, despite incredible odds and incredible challenges that they are facing, manage to persevere and prevail... That provides me with tremendous inspiration and tremendous hope for the world."

[link www.freedom-now.org](http://www.freedom-now.org)

Biking—and blogging—for a cause



Just three days after her graduation from Cornell, **Julie Sheppard '10** (right) began pedaling across America to raise awareness and money to support osteoporosis research.

Sheppard, her mother, Marybeth Bond, a travel guide author for *National Geographic*, and her longtime friend Laura Maxwell, embarked on their 3,000-mile journey on June 3 after planting the back tires of their bikes into the Pacific Ocean in Sheppard's hometown of San Francisco. As they traveled east, they blogged at night—sharing stories about grueling climbs through the Sierra Nevada mountains, wheat threshers and hay trucks crowding tiny two-lane roads in the Midwest, and encounters with steamy weather and teeming insects. On July 28, they rolled into the Atlantic at Yorktown, Va., and are still seeking to raise \$1 or more for each mile logged to benefit the National Osteoporosis Foundation.

After nearly two months on the road, Sheppard, a policy analysis and management major, was most struck by the signs of financial ruin at nearly every stop, with many communities and families wilting under the economic recession. They saw, Sheppard said, "ghost towns" with rows of shuttered businesses and families forced out of their homes.

After the eye-opening experience, Sheppard is considering a career in public policy following her next stop—the University of San Diego School of Law, where she'll enroll this fall. "We are a country of good, hardworking people, and there is a lot more our government could be doing to serve and protect them," she said. "I'd like to be a part of that."

[link http://bondgirlsbikeamerica.com/blog](http://bondgirlsbikeamerica.com/blog)

PAM students take on real-world public policy challenges

As the global financial crisis started to unfold in spring 2008, **Sharon Tennyson**, associate professor of policy analysis and management, saw a teaching opportunity.



Sharon Tennyson meets with Brian Richman, a PAM honors student.

An expert on public policy and financial markets, Tennyson designed a new course, Regulating Financial Institutions, to introduce undergraduates to the fundamentals of government reforms for market failures.

A semester later, with such major U.S. banks and investment firms as Lehman Brothers, Merrill Lynch, and Washington Mutual failing, Tennyson's students examined the root causes of the collapse as the contagion spread across markets. They also dissected the controversial \$700 billion rescue package devised by then Treasury Secretary Henry Paulsen to relieve banks of toxic assets linked to the subprime mortgage crisis.

"There's a sharp focus on real-world outcomes in the course," said Tennyson, who has made the class an annual offering. "We're going far beyond just drawing a diagram to show in the abstract how government could solve a problem. Instead, we're looking closely at

the actual policy and market contexts and the political environment to apply the lessons from class to policy debates as they occur."

At nearly the same time, Associate Professor **Sean Nicholson** introduced a course, The U.S. Health Care System, to explain the basics of health insurance, Medicaid and Medicare, pharmaceutical companies, hospital management, doctor specialization, medical malpractice, and other factors that contribute to rising medical care costs in America. Students then learned to scrutinize competing reform proposals as they circulated in Congress and to predict their likely effects on health care quality, cost, and access.

"Health care spending amounts to one-sixth of our economy, so students see the immediate relevancy of the course and are excited to learn how the system operates," said Nicholson, whose class attracts 200 or more students each year. "By the end of the course, my hope is that they are equipped to make policy decisions and

“We teach students to apply a framework of rational decision-making that is informed by empirical analysis and data, with a focus on the public and private forces that influence our lives. You must understand the whole picture in order to make sound public policy.”

—Rosemary Avery

support them with evidence, to analyze all the elements of a proposal for positive and negative impacts.”

In many ways, Tennyson and Nicholson’s courses embody the teaching mission of Human Ecology’s Department of Policy Analysis and Management (PAM), which is to train students to understand how government and private policies shape people’s lives in areas from health and well-being to economic security, from education to consumer protection. Across the department, students acquire rigorous technical training—in such areas as statistics, economics, demography, and data and policy analysis—with an eye on using their skills to address major societal issues. Beyond a small core of required courses, PAM majors have the freedom to pursue a wide range of electives in Human Ecology and across Cornell.

“PAM students learn to think on their feet and be perceptive and logical,” Nicholson said. “It’s all about making decisions and supporting them with evidence. These are the skills you need to sink or swim no matter what career you go into.”

With their unique blend of practical and theoretical knowledge, PAM graduates are ready for leadership roles in any field, and many go on to become policy makers, analysts, managers, and entrepreneurs in the public and private sectors. (Read alumni testimonials on page 19.) Department chair **Rosemary Avery** described the major as the ideal fit for students who want to “better society at a larger level.”

“We teach students to apply a framework of rational decision-making that is informed by empirical analysis and data, with a focus on the public and private forces that influence our lives,” Avery added. “You must understand the whole picture in order to make sound public policy, or to thrive in any career for that matter. There is no cookie-cutter PAM major—our students use their electives to design very eclectic portfolios and pursue many different career paths in the private and public realms.”

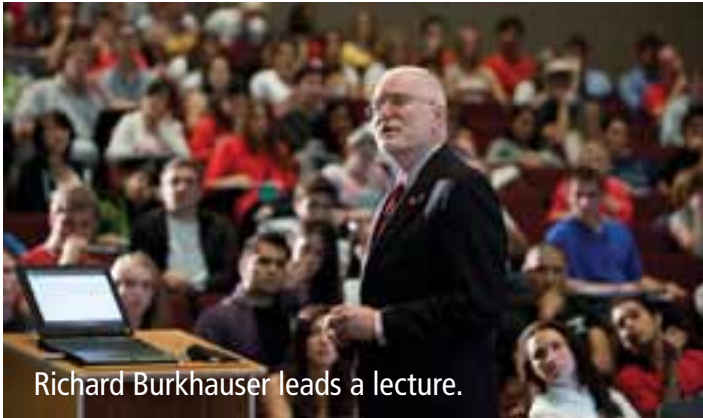
To fill in the picture, PAM faculty members often buttress classroom lessons with current examples from their research—and at the same time invite undergraduates to pursue research. Tennyson, for instance, wrote a policy brief about a proposed federal Consumer Financial Protection Agency and then asked her students to critique it. Nicholson, a research associate at the National Bureau of Economic Research, has tapped undergraduates to conduct cost-benefit analyses on chemotherapy drugs and to compare pharmaceutical performance in clinical trials and practice.

For every major policy issue in the United States, a PAM professor is tackling it. Professor **Richard Burkhauser** studies and teaches the economics of Social Security, a major government-funded social insurance program on the brink of insolvency. Associate professor **John Cawley** examines the economics of obesity—the financial causes and consequences of America’s growing girth. Demographer **Dan Lichter** looks at immigration patterns, marriage rates, and other factors related to family and welfare policy.

“The teaching is so relevant to the current economic and policy environment,” Tennyson said. “Public policy is always changing, so the research and teaching need to reflect that. The students care about the issues and understand they’ll play a part in shaping these big issues in their careers. It adds extra life to the courses.”

A unique package of skills

In her courses, Tennyson puts her students in the role of economic analysts. Before a policy can be recommended, they must weigh three factors of regulatory theory: the nature of the market failure, whether the market can correct itself, and if government is capable of improving the outcome. Once they’ve sorted through the economic arguments for regulation, they turn to the political realm to consider the winners and losers from a proposed policy and how to make their case for or against a policy.



Richard Burkhauser leads a lecture.

“Policy making is a difficult job—it’s not as simple as recognizing a market failure and coming up with a fix,” Tennyson said. “You have to start with the economic reasoning, then think through the intended and unintended consequences of a proposal, and then be able to state your position logically and articulately. What’s unique about PAM is the balance between analytical work, applied research, an understanding of the current economic and policy environments, and the communication skills needed to move an idea forward.”

Tennyson said these skills apply to a broad range of occupations, not just public policy. Indeed, many PAM graduates go on to successful careers as entrepreneurs, lawyers, and investment bankers, often with academic internships as the launching point for their professions. “PAM grads who go into business often have a distinct view because of their study of regulatory issues,” she added. “In class, we talk about ethical business practices, internal controls, appropriate compensation structures, and other private policy measures. They get a well-rounded view of the regulatory environment of business.”

PAM Faculty in Focus

Watch four PAM faculty members, including Sean Nicholson (shown below), in the program on Consumers, Pharmaceutical Policy, and Health discuss how they apply their research and teaching to the key components of pharmaceutical policy and regulation, with special emphasis on consumer health and well-being. Check out the College of Human Ecology YouTube channel at www.youtube.com/CornellHumanEcology.

Similarly, Nicholson hopes his students learn to assess the factors that contribute to rising health care costs in America—whether they pursue careers in health policy and management or not. (In fact, a majority of the students in his class on the U.S. health care system are pre-medicine majors.) Over several years, Nicholson’s classes studied the health care reform debate from its early stages during Barack Obama and Hillary Clinton’s protracted presidential primary race in spring 2008 up to the passage of the Patient Protection and Affordable Care Act in March 2010.

“What PAM students learn is a great sense of how public policy affects their lives and how it’s likely to affect the industry they go into,” said Nicholson. They understand statistics and econometrics, how to analyze data, and what makes a good research design, and then apply all that knowledge in a framework where they can assess what a policy is supposed to do and whether it succeeds.”

In PAM 2300, Introduction to Policy Analysis, one of the major’s flagship courses, early in the semester Avery leads students through an eye-opening exercise. She calls on students to recount their mornings, from the time they woke up to the moment they entered class. By 12:20 p.m., the start of class, her students have already had dozens of encounters with government policy—using electricity to turn on the lights and water to shower, grabbing breakfast at a café accountable to cleanliness and worker safety standards, or following traffic laws en route to campus.

“Public policy is ubiquitous,” Avery said. “You see it in every aspect of our life. Your quality of life is deeply impacted by decisions made by people at the local, state, and federal levels. PAM students are investigating the issues big and small that we come up against every day. It really energizes them.”



PAM alumni speak out



TRACEY YI HSU '10
Summer Intern, President's
Commission for White House
Fellowships

"What makes PAM training special is that it is interdisciplinary and collaborative—as a student, your analytical and quantitative skills are tested, but you are also expected to be articulate and concise in reporting your results, both in writing and in speaking. More often than not, you are required to work in teams on projects. Above all, PAM teaches you how to step back and ask the right questions before diving in to work with the details."



KATHLEEN ALEXANDER '07
Director of High School
Placement and Alumni
Counseling, the East Harlem
School

"I transferred into PAM after taking an introductory policy course my sophomore year at Cornell. More than anything else, I developed the ability to think critically and solve problems, two skills that I continue to use and refine in my work at a privately funded middle school for low-income students in East Harlem. Thanks to the variety of classes I took in PAM, I have a strong understanding of the many challenges faced by families living below the poverty line in urban areas, and I am better able to serve the families that I work with."



JESSE ROTHSTEIN '03
Northeast Regional
Sales Manager, Activeion
Cleaning Solutions

"When I arrived at Cornell, I had an interest in business and in law. PAM allowed me to explore these two fields in both a classroom setting and in practical, real-world internships. PAM also taught me that results can often be achieved through a lot of hard work and follow-up. What makes PAM special to me is the great relationships that I developed with fellow students, faculty, and alumni."



GOGI GUPTA '00
Founder, Gupta Media

"Currently, I run an online marketing agency specializing in the entertainment world. We do work for most of the major record labels and such artists as Lady Gaga, Dave Matthews Band, Bruce Springsteen, and the Beatles, with a smattering of TV networks and music festivals sprinkled in."

"My PAM background helped solidify my belief that a numbers and data-oriented approach could be applied to something as 'soft' as advertising and marketing. We've carved out a great niche for ourselves—doing upwards of 400 campaigns a month—and have certainly established ourselves as the 'numbers geeks' in the online marketing space. I give a lot of credit for that foundation to the economics, statistics, and marketing classes that I took at Cornell."

YANERIS ROSA '04
Associate General Counsel,
Planet Payment
Graduate, Harvard Law School

"When I first visited Cornell in 1999, I was very attracted to the College of Human Ecology because of its interdisciplinary majors and especially PAM because it provided students with both theoretical and practical training. I always knew that I wanted to attend law school and believed a hands-on major like PAM would give me the best preparation. My PAM background gives me an advantage over my peers in the legal field because it provided a holistic analytical approach to solve problems. PAM is a very special major and I am extremely happy with my choice!"

KATIE BANG '07, SLOAN '08
Diabetes Health
Representative, Eli Lilly

"I work for one of the nation's largest pharmaceutical companies, in the area where hospitals, insurers, policy makers, and our company interact. We make multifaceted decisions with large-scale outcomes every minute of every day. PAM gave me a framework and an incredible tool set aimed at synthesizing data, opinions, and interests in order to evaluate solutions. We can sort through the gray areas, dive to root causes, and think critically about how to get what we need."

DAVID M. SCHIFF '93
Partner and Portfolio Manager,
Perella Weinberg Partners

"I oversee a team of investment professionals and am responsible for investment decisions for nearly \$1 billion of investor capital. My PAM experience was made extraordinary by the dedicated team of faculty and their ability to inspire me to excel. While many programs may offer rigorous training, in my opinion, few afford the opportunity to connect with such a dedicated team of professors. Beyond making great investments my job is to inspire my team to excel."

A New Shade of Green

Elena Bondareva is out to remake Australia's green movement.

To start, she wants to set aside the term “green.” And “sustainability” can go, too—she even deep-sixed it from her job title. “They have become enormous buzzwords that are useless at the moment,” said Bondareva, director of a new consulting business for the Thinc Group, an international project management firm. “People associate them with sacrifice and loss, as ideas they follow out of obligation and with no enthusiasm.”

And though the cause has much to celebrate Down Under, where in the past decade the tenets of green building and other notions of environmentalism have taken hold among industry, government, health care, education, and other sectors, Bondareva fears the onset of complacency. The movement, she argues, is preoccupied with looking back at yesterday's gains rather than anticipating tomorrow's opportunities.

“Sustainability has an us-versus-them feel, a sense that people inside the movement know what's best and people on the outside just don't get it,” Bondareva said. “The perspective needs to be one where we join together to build the best possible future and to bring about transformational change. The key is to work toward social and environmental justice and to create a vision for the future without having to make it a hard sell.”

At Thinc, Bondareva's broad-minded approach includes far more than green building. When Bondareva joined the company in February 2009, her bosses gave her broad autonomy to design a new business to serve existing clients and attract new ones. She is now growing a consultancy that aims to help clients refresh their business plans in order to take advantage of the emerging trends that will affect their bottom lines in upcoming decades. Among them: the flow of workers from the United States and Europe to Asia; the consequences of climate change, such as water shortages, rising sea levels, and an overcooked planet, a rise in untethered workers who can plug in to their jobs from nearly anywhere; the rapid growth of India, China, and other developing economies. “It's a way to apply the movement's relevance to a much broader set of questions,” Bondareva said.

Bondareva has advised Sanitarium, a health food company in Australia and New Zealand, on the future shifts likely to shape its operations, products, and customer base, and also developed a broad sustainability strategy for a large health care agency. It's through such interactions—solutions tailored to individual companies and organizations rather than top-down mandates—where Bondareva believes advocates for social and environmental change can win over skeptics and gain political traction.



“If you want to influence people, you have to find the right button to push to motivate them,” she said. “In this respect, the sustainability movement has done a terrible job.”

A star is born

Bondareva first made waves in the sustainability movement as a graduate student in the Department of Design and Environmental Analysis (DEA). Her master's thesis on how to establish green building standards in her native Russia, with the U.S. Leadership in Energy and Environmental Design (LEED) system as a model, drew the attention of Ché Wall, founding chair of the World Green Building Council (GBC). With no mechanism in place in Russia, the paper made Bondareva her homeland's de facto expert on green building, and Wall invited her to present at the 5th Annual World GBC Congress in June 2005.

After 40 hours of travel, Bondareva arrived in San Francisco and went immediately to the conference. In a room of 40 influential

social and environmental justice



"I describe my skills as thinking laterally, as seeing the connections among many divergent areas and to understand why they fit together.



That's what Human Ecology and DEA teach you: to go beyond the surface and explore how things relate and influence the environments around us." —Elena Bondareva

executives and sustainability advocates, she was the only student and the only person younger than 30. But she presented on the opportunities and obstacles related to a green building ratings system in Russia to great interest.

Afterward, Maria Atkinson, CEO of the Green Building Council of Australia (GBCA), approached Bondareva with a job offer. "I had never been to Australia and had no idea what standard of living I could have for the dollar figure they gave," Bondareva recalled. "I only knew that it wasn't much, because the GBCA was an NGO powered by passion not money. And Maria is the kind of leader who I'd cross the world to work with. It was a win-win."

In October 2005, Bondareva started as the GBCA technical manager, where she oversaw the expansion of its Green Star ratings, a national voluntary system to evaluate the design and construction of new buildings for environmental impact. With rigorous standards in eight categories, such as energy and water use, emissions, indoor air quality, and land use, Green Star rewards qualified eco-conscious projects with four, five, or six stars. Compared to LEED, Bondareva describes it as the next generation of green building ratings tools.

Bondareva also helped develop rating mechanisms aimed at specific sectors, such as retail centers, educational campuses, and health care settings. As a result, GBCA membership more than doubled from 2005 to 2007, as developers raced to have their projects Green Star certified. Soon after, Bondareva was promoted to GBCA national technical manager.

By November 2008, Bondareva wanted to move beyond green building, toward the panoramic view of sustainability she has

initiated at Thinc. She attributes this shift in part to her training at Cornell and her two DEA degrees. "I describe my skills as thinking laterally, as seeing the connections among many divergent areas and to understand why they fit together," said Bondareva. "That's what Human Ecology and DEA teach you: to go beyond the surface and explore how things relate and influence the environments around us."

Her upbringing in Russia, where she witnessed the disintegration of the Soviet Union as a child, has also inspired Bondareva to forge an independent path. At 14, she cut short her schooling in search of a more liberal education. A year later, she was accepted into Mary Baldwin College, a women's college in Virginia, as the first international student in its Program for the Exceptionally Gifted. She transferred to Cornell at 18 as one of eight undergraduate international scholars on a full scholarship.

She calls her itinerant life since leaving Moscow as "13 years on the road." Today her journeys continue as a leader of KNOWCHANGE, a grassroots vehicle to bring together individuals to share bold ideas for a sustainable society in "an enjoyable, no 'elephants in the room,' non-corporate, non-hierarchical way."

Bondareva is crossing much of Australia, spreading the seeds of KNOWCHANGE to such cities as Melbourne, Sydney, and Canberra. "It's not so much about sustainability, but just seeking ways to create better alternatives in all areas of life," she said.

[link thincprojects.com/](http://link.thincprojects.com/)

A Match Made in PAM

Robert Dicks and his wife, Caroline Spector Dicks, met during their sophomore year at Cornell in a class called Consumers in the Market taught by Professor Rosemary Avery, now chair of the Department of Policy Analysis and Management (PAM).

From the first project they worked on together, it was apparent their personalities were different. Caroline is extremely detail oriented, while Rob focuses on the big picture. Caroline went on to work as one of Professor Avery's teaching assistants the following semester and Rob was a student in the class. In the spring of their junior year, they started dating.

The pair both graduated from Human Ecology in 1999—Rob with a degree in consumer economics and housing and Caroline with a degree in policy analysis and management, the first class to graduate from the newly formed PAM major. They married in 2002 and have three children—three-year-old twins Emily and Matthew, and Ryan, who will turn one in November.

Today, Rob is a principal in Deloitte Consulting's Human Capital group, where he leads their sales effectiveness practice, which helps organizations with the structuring, deployment, compensation, and development of their sales forces. And Caroline works as a corporate attorney at Gibson, Dunn & Crutcher LLP in New York City, focusing primarily on mergers and acquisitions and private equity transactions.

While their careers and their personalities are vastly different, both say their PAM education taught them the skills they need to be successful in work and life.

"It was this great interdisciplinary major that brought together all of my areas of interest," explained Caroline, who also considered majoring in business, government, or economics. "It gave me a very strong foundation in economics, and then taught extremely solid applications in the fields of business and government."

A real-world foundation in business

For Rob, the most valuable part of his PAM education was working on projects with practical applications in the corporate world.

"It's extremely easy for me to connect my career today back to my degree," he said. "It's my job to solve real-world problems for our clients. Our business is not focused on the theoretical. And the major focus of my degree was on real-world issues."

Rob's time at Cornell also provided him with connections to the business world. One experience that made a strong impression was a summer internship at an Internet startup firm founded by several Cornell alumni. "This is where I really saw the consumer marketplace in action for the first time," he said.

After Cornell, Rob went on to get a master's degree in business administration from Columbia Business School's Executive MBA program in 2006.

In 10 years at Deloitte, Rob has worked to design compensation plans aligned with his clients' business strategies. He has worked with a wide variety of industries, including financial services, technology, media, and life sciences businesses.

"My team and I are on the ground meeting with people and helping them solve problems," he said. "I'm working with firms to come up with innovative ways to motivate their employees and improve the sales force performance. These are all concepts I was introduced to in college."

Today, Rob actively recruits PAM graduates for internships and starting positions at Deloitte.

"We have had tremendous success bringing PAM graduates into the Human Capital practice at Deloitte," he said. "The balance of analytical skills and problem solving allows PAM graduates to contribute immediately on client projects."

A new way of thinking

For Caroline, her experience in PAM offered something completely different.

"Nothing really prepares you to be a corporate lawyer—not even law school," she said. "But the people who do the best are the ones who have been trained to analyze and think about issues differently. That's what I learned at Cornell."

The practical projects that sharpened Rob's business acumen helped Caroline focus on her writing and communications skills. "More than a decade later, these projects still stand out in my head," she said. "Today, I have a confidence in analyzing situations and communicating with clients that is absolutely essential in my job."

One especially memorable experience was a group project where students worked with Ithaca businesses to develop a marketing strategy.

—Rob Dicks
"We needed to communicate with the business owner, apply the concepts we learned in class, and prepare and present detailed recommendations," she said. "It was a great experience."

After her undergraduate degree, Caroline attended Fordham Law School and then went on to work as an associate at her current firm, where she had an internship as a legal assistant when she was an undergraduate. Today, she works part-time to spend more time with the couple's three children.

For the entire family, Cornell will always remain an influencing factor in their lives.

"Cornell is a huge part of who we are," she said. "Our kids have all of their Cornell gear, and we love to go back for reunions. We still have close-knit groups of friends from Cornell."

"Cornell shaped us. We wouldn't be where we are today if it hadn't been for our time there. We will always be Cornellians."



PAM grad deciphers Asia's n



"I'm learning to run a business, to define and capture an opportunity, to articulate a strategy, and to make the most out of what I have. These are all tools I'll need to be successful."

As Asia's economy goes, so goes the world's. To many economists, it is the engine of the global economy, a powerhouse that could ultimately lead the rest of the world out of a deep financial slump. The region's GDP, at \$24 trillion in 2009, only figures to grow, with most Asian banks and governments untouched by the failures that brought Western countries to the brink in recent years.

With Asia's financial power on the rise, 24-year-old Jarrett Goldman is on the ground in Citigroup's Hong Kong office, his finger on the pulse of an economic juggernaut that includes 46 countries and four billion people. He's tracking the domestic bond market in Malaysia, the movements of dozens of currencies, Asian investments in U.S. and European resources, the growing influence of Islamic banking, and a stew of other political, cultural, and social factors on economic activity.

"It's very exciting to be at the beginning of my career and in the middle of the fastest-growing economic region in the world," said Goldman, an analyst in Citi's Global Transaction Services division. "Right now, every

business is focusing on how to get ahead in Asia, and I am fortunate to be here analyzing its place in the global economy."

Upon his assignment to Asia in April 2010, Citi asked Goldman to prepare a comprehensive review of the region's market dynamics and to propose a plan for his division to capitalize on developing business opportunities. It's a daunting task, one he compares to piecing together a giant jigsaw puzzle.

"The Asian economy is very complex," Goldman said. "The United States is the world's largest market, but it is ultimately one market, with the one currency and set of regulations. In Asia, for the most part, each country operates on its own, with different needs, regulations, and socioeconomic structures. My challenge is to bring clarity and understanding to the opportunities underlying these dynamics."



massive economy

Incredibly, just two years ago, Goldman served as a teaching assistant for Professor **Rosemary Avery's** Introduction to Policy Analysis course. Now he's in a foreign land, 12 time zones away from his hometown of Woodbury, N.Y., making sophisticated transactions and planning strategies for a Big Four U.S. bank.

An education in super-drive

Goldman discovered the world of Far East finance as a junior in the Department of Policy Analysis and Management (PAM), when he studied in Beijing for a semester. He often put in 18-hour days, taking classes at a local university and interning with Standard & Poor's, where he evaluated the Chinese banking sector. His host family spoke no English, but Goldman got by thanks to Mandarin Chinese classes he had taken at Cornell.

"When you enter an entirely new place, you have to view the world through other people's eyes," he said. "There are different cultural norms and different ways of doing business. You discover ways of life you didn't know existed."

Goldman also credits the experience with expanding his view of the financial industry, which until then centered on U.S. markets. On his first day at Standard & Poor's, his supervisor handed him the most recent annual report for the Bank of Communications, one of China's largest, and asked him to analyze it for rating and research purposes. He was stymied at first, but learned as he went along, developing his skills with each challenge.

"In Beijing, I witnessed how things operate in the real world and made connection to skills I had learned in the classroom," Goldman said. "As a PAM major, one of the most important lessons you learn is how to ask the right questions and even more critically how to answer them. You learn the proper framework for analysis, how to look at problems



holistically, and then apply those methods to arrive at optimal solutions."

By his senior year, Goldman had secured a job on Wall Street with Bear Stearns. In March 2008, he was on spring break in Mexico when news broke about the company's financial calamities. Bear Stearns was losing millions on securities and derivatives tied to subprime mortgages. Within weeks, the company had dissolved, bought out for a pittance by JPMorgan Chase. Goldman's job was in jeopardy.

Back in Ithaca, he dug out his list of contacts and turned to the Cornell Career Office and his professors for advice. He spoke to dozens of companies, none of which were hiring as the financial crisis began to spread. With the help of professors and alumni, he quickly reconnected with Citi, where he had interviewed earlier, and secured a position in its New York City office. "Through it all, I kept my head up, eyes forward, and concentrated on what I could control," he said. "I wound up with a position at Citi that's been incredibly rewarding."

Goldman is now part of a growing Citi team in Asia, on assignment until April 2011. As he assesses the nuances of the Asian economy, mining for untapped opportunities and planning a business strategy, he often draws on his undergraduate training. He compares working with clients and colleagues twice his age to being a teaching assistant in the second semester of his freshman year: "In both cases, you are the youngest person at the table and have to prove through hard work and self-taught knowledge that you deserve to be heard."

In the future, Goldman wants to shift from international finance to public policy, a dream since he entered PAM. He wants to focus on such policy dilemmas as global development, education, and health care to "address issues that will ultimately become overarching challenges for my generation," he said.

"Working for Citi has really sent my Cornell education into super-drive," Goldman said. "I'm learning to run a business, to define and capture an opportunity, to articulate a strategy, and to make the most out of what I have. These are all tools I'll need to be successful."



Hong Kong's financial district

Peruvian designer weaves fashion with ethics



Constanza Ontaneda was packed into a minibus on a dusty road outside Lima, Peru, elbow-to-elbow with poor women toting vegetables to sell at market, when she decided to become a fashion designer.

It was 2005, near the end of her gap year taken between graduation from Deerfield Academy, a Massachusetts boarding school, and freshman year at Cornell. Ontaneda, who spent parts of her youth in India, Romania, Peru, Brazil, and the United States, had come to Peru to discover its ancient textile traditions.

Alongside poor artisans, many paid less than \$1 an hour, Ontaneda practiced techniques that had been passed down from Incan times. She learned how to weave on a loom, spinning organic Alpaca fibers into rugs. A family taught her to knit by machine, and she apprenticed under a shoemaker in a remote Andean village.

Each lesson intensified her lifelong desire to become a luxury fashion designer and to create clothes inspired by her homeland's cultural heritage. Yet she still had doubts about a fashion career, disturbed by the industry's unscrupulous practices: sweatshops, animal slaughter for fur and hides, mass production of garments, and an expansive carbon footprint. Ontaneda's stomach turned whenever she considered her dilemma.

As she bumped along on the bus, everything crystallized for Ontaneda: she could stitch together a fashion career and her personal ethics and create a luxury brand that stood for her notions of social and environmental justice. She would start at home, designing collections to

be crafted by Peru's many talented tailors, seamstresses, and jewelers and offering them reliable, good-paying jobs. Over time, she hoped, her brand of ethical fashion would spread to remake the entire industry.

"It truly was an epiphany—it finally struck me that I would be content to make a living at this," she recalled. "I thought, fashion can be ethical. It can be sustainable. It can be a source of economic security for workers. It was then that I knew there was really no controversy about it. I had to follow my dreams."

Ontaneda had finally dispatched her misgivings, but elation mixed with panic. She was set to enter Cornell's College of Arts and Sciences in a few months, with a plan to study international relations and painting while carrying close to a full scholarship. She worried that she would have to leave Cornell for a university with a fashion design program and lose her financial aid package in the process. Once off the bus in Lima, she hurried to an Internet café and searched the Cornell website in earnest until she came upon the site for the Department of Fiber Science & Apparel Design (FSAD).

"When I saw that FSAD existed at Cornell, I knew it was my destiny," she said. "I was literally in paradise. I nearly keeled over in happiness."

Startup struggles

Five years later, Ontaneda is carrying out her dream as head of production and design for Bernales & Goretti (B&G), a startup fashion label she co-founded in 2008 with Cornell classmate Angeline Stuma '09, an applied economics and management graduate. Ontaneda toils at designs in her Lima apartment, while Stuma tries to sell B&G collections

to New York City boutiques aligned with the brand's core values of sustainability, fair trade, and human and animal rights.

The two met halfway through their senior years and immediately started plans for B&G. They nurtured their idea through Cornell's eLab, a nonprofit to help student entrepreneurs accelerate their business plans, and finished as first runners-up in the social enterprise category of the 2009 Big Idea Competition, where undergraduates compete for startup funds before a panel of entrepreneurs, faculty members, students, and alumni.

Shortly after graduation, Ontaneda moved to Peru to focus on designing and Stuma made inroads into New York City's fashion world. In January 2010, B&G launched its first collection, a line of coats and winter wear named Santo Domingo. Stuma visited dozens of SoHo boutiques with sample garments, finding plenty of interest but no buyers amidst a down economy. But both Ontaneda and Stuma learned critical lessons about the manufacture and sale of clothing from their first release.

"It seems like so many companies are starting these days because they have a good idea and a computer," Ontaneda said. "When you're creating tangible goods from raw materials, it takes a huge amount of investment in time, effort, and dollars. You've got to fight for it and put your blood into it."

The first collection showcased the Bernales & Goretti brand, an ethos Ontaneda describes as "no secrets, no corruption." Among the B&G principles: no sweatshops or factory production; no fur; eschewing fast fashion—cheap clothes churned out to profit from the latest



Mariella Galliani, a 54-year-old model, wears a purple alpaca/wool dress with light gray cotton details (above) and a black wool dress with a multicolored alpaca fabric (left). Jewelry is by Maritza Fabris. The photographer, along with the model and the jewelry designer, are all friends and all worked for free or for clothes.



consumer trends—for hand-crafted durable garments; natural, organic fibers; and, most of all, paying living wages or better to Peruvian laborers.

"I'm a fashion designer who doesn't quite believe in the idea of fashion," Ontaneda said. "I'm allergic to creating clothing that looks like everything else. B&G proves that you can integrate ethics and fashion—that ethical clothing doesn't have to mean ugly."



Ontaneda drapes a skirt on a Fabulous Fit mannequin in her Lima apartment.

Ontaneda credits her devotion to ethical fashion in part to FSAD associate professor **Van Dyk Lewis**, who challenged her to distill her brand philosophy to its very essence. She also praises the department for sharpening her design skills and teaching her about fabrics, textile production, and pattern making.

"The FSAD professors are the program's biggest strength," she said. "If you open yourself up to their expertise, savvy, and wisdom, they'll give it to you."

Living her passion

For B&G's second collection, Costa Verde, released in April 2010, Ontaneda draped the fabrics and created patterns. She then turned to a seamstress she knows well and asked her for a quote rather than setting an hourly wage. It's the ideal arrangement for Ontaneda, who said she ends up paying the highest wages of any designer in Peru in return for luxuriously crafted garments.

"I know by first and last name the people doing the cutting, sewing, and crafting of our clothing," Ontaneda said. "I want to share this with our customers, for them to know exactly where their clothes come from and who made them. It's an extremely personalized experience—you're buying a dress sewn by a Peruvian woman named Marcela Aquije. My workers truly love their craft, and it shows in their work."

Costa Verde is a line of vibrant summer dresses accented by ethnic Peruvian belts. Ontaneda produced them with leftover material from a brand she had started as a student, buttons she crafted from Peruvian one-cent coins, and thread, lining, and other materials bought entirely within Peru. In a blog post announcing the collection, she referred to her shoestring budget as "making the magic happen even when one is penniless."

"Constanza is the ideal partner because she is very driven and passionate about her work and running an ethical business," said Stuma, who is shopping around the latest line to New York City sellers. "She is totally committed to helping the people of Peru and supporting the local culture."

In her Lima apartment, surrounded by mannequins and heaps of fabric, Ontaneda yearns for the day when Bernales & Goretti is widely recognized as an ethical luxury brand that secures a better standard of living for Peruvians.

"We are growing slowly and it's tough at times, but there's nothing else I'd rather be doing," she said. "I've been designing since I was seven or eight years old, sketching for my grandmother or creating designs in my head when I was bored in class. This is my passion."

LINK www.facebook.com/pages/Bernales-Goretti/75837951828

SLOAN *Update*

Editor's note: Hotelie magazine recently covered new initiatives and collaborations between the Sloan Program and Cornell's School of Hotel Administration that focus on shared themes across both fields. The article, from the Summer 2010 issue, is excerpted below.

Healing with hospitality



Brooke Hollis (left) speaks to Gerard van Grinsven, president and CEO of Henry Ford West Bloomfield Hospital, during a symposium on hospitality and health care at the 2009 Entrepreneurship@Cornell event.

Good food, comfortable bed linens and gowns, pleasant lighting, a calming color palette, places for visiting family to stay—such considerations have long been overlooked in the world of health care. Change is coming, however, and graduates of the Sloan Program in Health Administration—a share of them also alumni of Cornell's School of Hotel Administration (SHA)—are on the leading edge of the movement to inject hospitality into health care.

Ashland Community Hospital in Oregon, for instance, offers free massage, sleep kits, softer, more substantial gowns, televisions with more than 100 channels (including a 24-hour closed-circuit channel of nature scenery), and computers with Internet access to its patients and a full-service coffee bar in the main lobby for visitors. Harpists and other musicians play in the lobbies and patient-care areas.

Leading Ashland's focus on the comforts of patients and their families is president and CEO **MARK MARCHETTI '75, SLOAN '77**. All of Marchetti's employees participate in a one-day retreat for training in the hospital's philosophy of care, and the hospital is considering adding a new position for a director of hospitality services. Ashland Community Hospital affiliated in 2007 with Planetree, a nonprofit organization that promotes a patient-centered model of care.

"As an industry, we are dealing with a customer base that is more educated, more sophisticated, more involved in health care," Marchetti said. "Medicine has come to recognize that recovery is about more than pills and technology; it's about the patient's emotional and spiritual environment as well. Hospitals are now

required by the federal government to assess patient satisfaction—there has been a tremendous push for transparency in health care.”

Defining quality care

Beginning in 2006, the Department of Health and Human Services began collecting data for measuring quality and patient satisfaction with hospital care by means of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey.

R. BROOKE HOLLIS, SLOAN '78, executive director of the Sloan Program, noted that HCAHPS and other rating systems will allow prospective patients to compare the quality of care at various institutions and even to compare amenities and customer satisfaction. “Even less affluent hospitals are finding ways to integrate amenities and change their philosophy and operating practices,” he said.

“The next step will be to reimburse hospitals based on their scores,” said Marchetti. “It’s all an attempt to take what has been vague and quantify it. What is quality and how do you define it? This is something we discussed in graduate school. The patient’s perceptions are important. Was the staff courteous with you? Was your pain addressed in a timely manner? Did nursing communicate with you? These are hospitality issues—questions of comfort and responsiveness.”

Hollis noted another example of this new emphasis on customer service that more directly blurs the boundary between hospitals and hospitality. “**NANCY SCHLICHTING, SLOAN '79**, who is CEO of Henry Ford Health System and a strong believer in the importance of practicing hospitality in health care, hired Gerard van Grinsven, a former vice president of Ritz-Carlton, as president and CEO of their new hospital in West Bloomfield, Michigan,” he said. “Henry Ford now utilizes the same firm as Ritz-Carlton to screen new hires, and individuals who don’t have the right customer service orientation are not hired—despite whatever other attributes they may have.”

Another Sloan alumnus, **RICHARD AHLFELD '68, SLOAN '70**, went to work for Children’s Specialized Hospital in New Jersey soon after graduating from Cornell. Ahlfeld’s expertise in everything from lighting, room design, and air conditioning to business administration was brought to bear in creating a more successful healing environment when the hospital received an extensive facelift. He ultimately ran the hospital, with eight locations across the state, for 26 years.

Ahlfeld thinks that the influence of the hospitality industry on health care goes back at least 25 years. Even in the 1970s, he saw the whole health care field opening to nonmedical professionals. “In health care, there is no back of the house. There is a high degree of accountability and transparency.”

In a few cases, hotels have already begun to have a direct role in patient convalescence. “Almost every major medical center has a hospital-affiliated hotel nearby, whether it’s for cancer patients or parents who want to stay near a pediatric patient,” said Hollis. “As we change the model of how we care for people in the hospital, they are spending fewer and fewer days in the intensive setting, but a post-acute environment could be developed right in the hotels that are next to the hospitals. A number of different opportunities like this are beginning to develop, and more could open up over time.”

New partnerships

As the hospitality and health care industries continue to converge, Cornell has placed a greater emphasis on academic programs and partnerships to serve the changing needs of providers.

“The application of the principles of hospitality management within the health care professions is a natural area for scholarly collaboration between the School of Hotel Administration and the Sloan Program in Health Administration, and we are examining ways to expand our activities and educational offerings in this direction,” said Michael D. Johnson, dean of the School of Hotel Administration. “Our graduates are equipped with a unique combination of skills and knowledge that can have obvious value to health care, senior living, and other fields, and we would like to make them more aware

of the spectrum of career possibilities that lie at the intersection of health care and hospitality.” Indeed, the hotel school and Sloan have begun to explore these questions through roundtable discussions and the planning of a new course.

Such synergies were apparent to Alfred P. Sloan, then chairman of General Motors, as early as 1953 and furnished his inspiration to endow the Sloan Program two years later. “The Sloan Program was the first two-year program in health management in the country,” said **ALAN MATHIOS**, the Rebecca Q. and James C. Morgan Dean of the College of Human Ecology. “Sloan felt that the management of hospitals could be greatly improved through the application of sound business principles and a dose of hospitality as they were being taught in the School of Hotel Administration. As a result, he gave one of the biggest gifts he had ever made, and one of the few that he would ever give in the area of health care, to create the Sloan Program in Health Administration. By working with the School of Hotel Administration to develop a new kind of leadership for senior living and related industries, we are in a sense completing the circle and carrying out the vision that Mr. Sloan expressed so long ago.”

“As an industry, we are dealing with a customer base that is more educated, more sophisticated, more involved in health care. Medicine has come to recognize that recovery is about more than pills and technology; it’s about the patient’s emotional and spiritual environment as well.”

—Mark Marchetti

Sloan-led health care conference attracts more than 700 scholars

More than 700 health economists gathered on campus June 21–23 to discuss health care reform and the economics of such major public health issues as obesity, drug abuse, and smoking as part of the Third Biennial Conference of the American Society of Health Economists (ASHEcon) organized by the Sloan Program and the Department of Policy Analysis and Management.

The four-day event featured more than 160 sessions, 600 research papers, and 100 posters on a multitude of topics viewed from an economic perspective, including the uninsured, hospital competition, public and private care, prescription drug costs, consumer choice, small business insurance plans, and Medicare. Other aspects of discussion included the public and private costs of cancer treatment, suicide, aging, and H1N1 influenza.



In opening the conference, themed “Health, Health Care, and Behavior,” Cornell president David Skorton (shown at left), a cardiologist, hailed the passage of the 2010 Patient Protection and Affordable Care Act as a “strong first step” toward affordable, quality health care for all Americans. The work of the assembled health economists from academia, government, and the medical profession, Skorton said, will be critical to lowering health care costs, improving patient safety and quality of care, and alleviating such public health issues as obesity and smoking as health care reform laws are implemented.

With health care expenditures accounting for greater than 15 percent of the U.S. annual gross domestic product and millions of Americans uninsured, ASHEcon executive director Richard Arnould, emeritus professor of economics at the University of Illinois, said the field provides critical insights into controlling spiraling health care costs and improving access.

“While health economists cannot provide medical solutions, data exist in many areas that permit them to estimate the costs of



different proposed actions, as well as the impact of those actions on the economic behavior of the patients and providers,” he said.

“It was an honor for Cornell to have been selected as the conference site, especially because of the strong interests of our faculty in the areas of both health care organization and policy and the study of health behaviors,” said **William White**, director of the Sloan Program.

Event collaborators included the Maxwell School of Syracuse University and the Simon Graduate School of Business at the University of Rochester.

In brief

Davis promoted to oversee operations at Pa. health system

JUSTIN DAVIS, SLOAN '99, recently became chief operating officer of Wyoming Valley Health Care System, which is based in Wilkes-Barre, Pa. Davis oversees many operational aspects of the system's inpatient and outpatient services. He is also responsible for new business development and physician recruitment.



Wyoming Valley Health Care System, founded in 1992 with the merger of Nesbitt Memorial Hospital and Wilkes-Barre General

Hospital, includes four affiliate medical providers across northeastern Pennsylvania. With more than 3,000 employees, it is the largest employer in Luzerne County.

Davis, of Mountain Top, Pa., also holds a bachelor's degree from Binghamton University.

Student selected for Winston Scholarship

JUSTINE HAIMI '09, SLOAN '11, recently received a Winston Health Policy Scholarship from the Association of University Programs in Health Administration. The highly competitive awards recognize student excellence in health policy and seek to increase the number of



individuals trained in health care policy at state and federal levels. The award includes a \$5,000 scholarship and an invitation to a two-day health policy symposium in Washington, D.C.

Sloan alumni to lead executive panel at health care leadership academy

PETER BANKO, SLOAN '92, president and CEO of St. Vincent Health System in Arkansas (shown at right), and **KEN HANOVER, SLOAN '75**, president and CEO of Northeast Health System in Massachusetts, will be keynote speakers at the Academy for Healthcare Leadership Advancement.



Schlichting shares bold vision for future of hospitals



Push for dramatic change, take calculated risks, project confidence, and prioritize your goals, advised **NANCY SCHLICHTING, SLOAN '79**, president and CEO of Detroit-based Henry Ford Health System, in speaking to nearly 120 Sloan Program in Health Administration alumni, students, and friends at the program's 2010 Wagner Memorial Dinner.

In her keynote, "Going Radical: Creating the Hospital of the Future," Schlichting described how she applied these principles and took an atypical approach for the system's newest facility, Henry Ford West Bloomfield Hospital in suburban Detroit.

The 300-bed hospital, which opened in March 2009, resembles a luxurious Michigan lodge, with such amenities as 24-hour room service featuring gourmet organic food, upscale patient rooms with a view of the surrounding woodlands, overnight spaces for family visitors, and a retail corridor with shops related to health and dining. It is also a silver LEED-certified

facility by the U.S. Green Building Council for its use of green roofing and other sustainability features.

"We set out to design a hospital that would be a community center for health and well-being," said Schlichting. "Our intention is that people don't just come to the hospital when they are sick, but they also come when they are well."

Schlichting joked that when out-of-town guests visit she takes them to the hospital on weekends, where they can eat, shop, and go to the spa. She added that patient and staff response to the facility has been exceedingly positive, with patient satisfaction scores in the 99th percentile and employee turnover rates at half the industry average for new hospitals.

Schlichting also detailed the history of the Henry Ford Health System and how she reshaped its leadership team and reversed its financial losses since becoming the top executive in 2003.

"Hearing from Nancy was very inspiring," said Claudia Chujoy, Sloan '11, who met Schlichting at a

breakfast with other Sloan first-year women students. "She has a strong business background with a proven track record and great leadership skills."

Earlier in the year, Schlichting participated in a panel discussion as part of the annual Entrepreneurship@Cornell event, where she discussed her belief in the importance of merging hospitality with health care. She later sponsored a tour for Sloan alumni at the West Bloomfield Hospital along with the facility's president and CEO, Gerard Van Grinsven.

Other Wagner Weekend events included student research presentations, a book talk with Roger Battistella, professor emeritus and author of *Health Care Turning Point: Why Single Payer Won't Work*, and a student-alumni barbecue.

SCHLICHTING named to AHA board



In August, Nancy Schlichting was named to the Board of Trustees of the American Hospital Association (AHA), a nonprofit group of health care provider organizations and individuals that are committed to the improvement of health in their communities. She begins her three-year term January 1, 2011.

The AHA board sets the association's policy and also manages its finances. Founded in 1898, the AHA covers more than 5,000 member hospitals and health care systems and organizations, as well as 38,000 individual members.

Schlichting currently serves on the AHA Advisory Committee on Health Care Reform.

The six-week certificate program, which is co-sponsored by the Sloan Program, the Johnson School, the School of Hotel Administration, and the Healthcare Association of New York State (HANYS) provides participants with the skills, insight, and knowledge to lead health care organizations as they deal with fiscal, regulatory, and quality concerns. The sessions are taught by Sloan and Cornell faculty, along with HANYS affiliates.

In addition to their keynotes, Banko and Hanover will hold a special session for Sloan students. For more details about the academy, visit www.hanys.org/education/cornell.



Hollis awarded entrepreneurship grant

Sloan executive director and faculty member **BROOKE HOLLIS, SLOAN '78** recently received a grant from the Louis H. Zalznic Teaching Assistantship program administered by Entrepreneurship@Cornell.

The awards allow faculty members to extend their capacity to work with students by providing an assistant(s) to help with their courses and course development. Hollis plans to use the funding to develop a seminar on leadership and organizational change and to support a visiting entrepreneur and health care consultant.



70s

Roberta Golinkoff PhD '73, the H. Rodney Sharp Professor in the School of Education at the University of Delaware, is the 2011 recipient of the American Psychological Association's Urie Bronfenbrenner Award. She and her research collaborator of 30 years, Temple University professor Kathy Hirsh-Pasek, were both named to the award, which recognizes lifetime contributions to developmental psychology in the service of science and society. As a graduate student in Human Ecology, Golinkoff served as Bronfenbrenner's teaching assistant, making the honor particularly special, she said. Golinkoff and Hirsh-Pasek will present an address and accept the award at the APA National Convention in August 2011.

Edward M. Schottland Sloan '73 has joined Carl Marks Healthcare Partners LLC (CMHP), the New York-based operational performance improvement and advisory services firm, as partner. In his new role, Schottland will provide operational improvement services to a variety of health care clients. Schottland brings nearly 40 years of health care administration and management experience to CMHP, including quality management, reorganization, consolidation and transition, program development, and construction planning and coordination. Before joining CMHP, Schottland served as interim executive vice president and chief operating officer of St. Joseph Health Services of Rhode Island. Schottland graduated from the City University of New York's Queens College with a bachelor's degree in mathematics before earning his MPS degree at Sloan.

David B. Miller '74, Palisade, Colo., was promoted to assistant vice president for business development at Alpine Bank in Avon, Colo., in July 2010. Miller joined Alpine Bank in 2004 with more than 25 years of technical, business, and consulting experience. At Alpine, he chairs the bank's Green Team, which was named one of two 2009 Colorado Sustainability Team Champions for its use of environmental practices. Miller has a BS in social science and engineering and an MSS degree in social policy research from Bryn Mawr College.

Leah Ward Sears '76, former Georgia Supreme Court Chief Justice, has been elected to a six-year term to Emory University's Board of Trustees. Nominated by the Emory Alumni Board, Sears was elected as an alumni trustee during the board's annual meeting in June 2010. After retiring from the Georgia Supreme Court in 2009, Sears joined the Schiff Hardin law firm as a partner in its litigation group. She also serves as visiting professor on contemporary issues in family law at the University of Georgia School of Law and the William Thomas Sears Distinguished Fellow in Family Law at the Institute for American Values. She holds degrees from Cornell, the University of Virginia School of Law, and Emory School of Law.

80s

Penny S. Mills Sloan '82 became executive vice president of the American Society of Addiction Medicine (ASAM) on July 1, 2010. ASAM is the nation's leading professional society of physicians involved in addiction prevention, treatment, research, education, and public policy. Mills has served in leadership roles with a range of health care organizations, including the American College of Cardiology, where she was a member of the executive team for 13 years. She joins ASAM from Avalere Health, where she served as vice president from 2007. Mills serves on the Sloan Alumni Association board.

Patricia Claiborne MS '83, has been appointed board secretary for Orange Regional Medical Center's Board of Directors in Middletown, N.Y., through April 2012. Claiborne serves as executive director of Cornell Cooperative Extension (CCE) of Orange County, where she oversees operations and provides leadership and opportunities for county youth and families. During her 33-year career with CCE, Claiborne has served as an extension agent with the Expanded Food and Nutrition Education Program and as a home economics program leader and educator with an emphasis in financial management and housing programs. She has also served as a research assistant in the former Department of Human Service Studies and extension associate for the Division of Nutritional Sciences.

David S. Lustick '85, Nashua, N.H., has authored a book, *Certifiable: Teaching, Learning, and National Board Certification*, about teaching standards in the United States. It is due to be published in November 2010. Lustick explores all aspects of the certification process, using his experiences as a science teacher, National Board candidate, National Board assessor, and educational researcher. He is an assistant professor of science education at the University of Massachusetts-Lowell's Graduate School of Education and one of the first National Board-certified teachers in secondary science.

90s

Ann Nygard '91, East Burke, Vt., rejoined Incubator without Walls (iWOW), a collaborative project involving Lyndon State College, the USDA, the Vermont Small Business Development Center, and other partners, to improve the economic vitality of Vermont's Northeast Kingdom region. Nygard launched the incubator in 2007 as iWOW's inaugural director. She recently completed a two-year assignment as associate director for National Geographic Society's Center for Sustainable Destinations in Washington, D.C., where she advanced global geo-tourism programs, developed corporate responsibility strategies, and helped with strategic communications for small and large companies. Nygard has a BS from Human Ecology and an MBA from Helsinki School of Economics and Business Administration.

00s

Kathryn Billing Lundholm '01, Vejle, Denmark, won first prize in the 2009 Christmas cake competition in Denmark, part of the first Christmas in Miniland celebration at LEGOLAND Denmark. Her winning American ginger cake was featured in 132 Gold Bakeries shops through Denmark. Lundholm, a former Rotary Exchange student to Denmark as a student at Ithaca High School, lives in Denmark with her husband and two children.

Caitlin Sullivan-Fieldman '04, Bronx, N.Y., recently won the Excellence in Teaching Recognition Award from the New York City Early Childhood Professional Development Institute. She is the senior head teacher at Columbus Park West Nursery School in Manhattan. In her role, Sullivan-Fieldman builds a curriculum tailored to the children in her care. She is also planning a series of children's books to help parents and children cope with the common stressors of childhood.

Cynthia Michele Recca '05, Keasbey, N.J., is engaged to Steven Warshawsky of Bay Terrace, N.Y. Recca is a physician's assistant with Accredited Dermatology in Toms River, N.J. She has a BS in nutritional sciences from Human Ecology and an MS from Seton Hall University. Warshawsky is an engineer with the U.S. Department of the Treasury in New York City. The couple is planning an October 2011 wedding.

Andrew Valen Sloan '06 became associate director with USB Investment Bank in June 2010. He is a health care equities associate analyst covering hospitals and managed care companies.

Christy Listenbee Sloan '09 was hired as an operations analyst at NewYork-Presbyterian Hospital/Weill Cornell Medical Center in New York City in July. Before her new position, she completed a one-year administrative fellowship at New York Methodist Hospital in Brooklyn.

Grace M. Huntley '10, Frelinghuysen Township, N.J., has been awarded a Fulbright English Teaching Assistantship. The Fulbright program, an international educational exchange program sponsored by the U.S. government, is designed to increase mutual understanding between Americans and citizens of other countries. Huntley plans to travel to South Korea to teach English at the university level for one year.

Elsie (Clark) Paolini '29, Hasbrouck Heights, N.J., July 19, 2009
 Mrs. A. Elton (Beatrice Foster) Whanger '30, Fayetteville, W. Va., March 10, 2010
 Ruth W. Clements '35, Liberty, N.Y., May 13, 2010
 Mary W. (Steinman) De Barger '35, Raymore, Mo., July 19, 2010
 Evelyn (Goetheus) Beiderbecke '36, Kannapolis, N.C., June 17, 2010
 Louise (Manley) Cravens '36, Augusta, Mich., March 5, 2010
 Marjorie (Kane) Hoppen '36, Naples, Fla., May 24, 2010
 Roberta (Edwards) Patterson '37, West Lafayette, Ind., June 25, 2010
 Elizabeth (Nichols) Sheldon '37, Venice, Fla., June 10, 2009
 Fern (Bentley) Blackburn '38, Medina, N.Y., June 30, 2010
 LeVantia Smith Harrington '38, Naples, N.Y., December 31, 2009
 Eudora E. Hruschka '39, Kansas City, Mo., October 20, 2009
 Louise (Rider) Deller '40, Webster, N.Y., February 5, 2010
 Laurine (Raiber) Sutter '41, Jamesville, N.Y., January 8, 2010
 Carol (Ogle) Woods '41, Albany, Calif., May 31, 2010
 Dorothy (Marshall) Henderson '42, Peoria, Ariz., June 16, 2010
 Mary (Pearson) Brandis '43, New Hartford, N.Y., November 10, 2009
 Katherine (Kampel) Engelder '43, Pearland, Texas, January 31, 2010
 Mary (Warner) Nichols '43, Miami, Fla., June 14, 2010
 Rosemary (Williams) Wilson '43, Kingston, R.I., May 31, 2010
 Lucille (Frech) Coultrap MS '44, Oswego, N.Y., June 12, 2010
 Elizabeth (Kalnay) Fennelly '44, Osseo, Minn., June 29, 2010
 Ruth (Brown) Foy '44, Dansville, N.Y., December 5, 2009
 Claire (Michaelson) Bergrun '45, Los Altos Hills, Calif., April 4, 2010
 Rosemarie (Loew) Irving '45, Lawrenceville, Ga., March 26, 2010
 Dorothy (Kleine) Van Reed '45, Gwynedd Valley, Pa., January 16, 2010
 Marcia (Taube) Demarest '46, Chestertown, Md., January 7, 2010
 Leah (Smith) Drexler '46, Sherburne, N.Y., May 24, 2010
 Sara (McKissock) Vick '46, Albion, N.Y., April 24, 2010
 Elizabeth (Bastian) Chepus MS '47, Silver Lake, Ohio, February 7, 2010
 Dorothy (Corser) Gislason '47, Victoria, B.C., Canada, April 20, 2010
 Carmel Vertucci Maldari '47, Staten Island, N.Y., April 8, 2010
 Frances (Swinton) Jamison '48, Stuyvesant, N.Y., February 21, 2010
 Lola (Lackey) Weaver MS '48, Dallas, Texas, May 24, 2010
 Clara Ann (Newell) Lloyd '49, Ithaca, N.Y., April 30, 2010
 Billie (Beattie) White '49, Galesburg, Ill., February 17, 2010

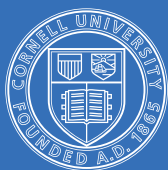
Adelaide (Doyle) Woodward '49, West Chester, Pa., December 5, 2009
 Jo (Kessel) Buyske '50, Crozet, Va., May 5, 2010
 Grace Perkins Naccarato '50, Lake Luzerne, N.Y., December 16, 2009
 Marcia (Pottle) Reynolds '51, Buffalo, N.Y., June 4, 2010
 Gladys M. Black MS '52, Martin, Ga., May 10, 2010
 Phyllis Berger Corwin '52, Pompton Plains, N.J., February 12, 2010
 Rev. Bonnie Hall Seitz '53, Red Lion, Pa., June 28, 2010
 Ann (Batchelder) Tucker '53, New Holland, Pa., December 19, 2009
 Betty (Greer) Waldner MNS '53, Newbury Park, Calif., June 1, 2010
 Diana Skaletzky Herman '54, Franklin Township, N.J., May 30, 2010
 Ann (Blodgett) Brown '55, Naples, Fla., July 14, 2010
 Linda (Mandelbaum) Caigan '55, Woodstock, N.Y., March 8, 2010
 Jacqueline A. Covert '55, Silver Spring, Md., December 13, 2009
 Marcia (Porter) Dowd '55, Moultonboro, N.H., June 18, 2010
 Roberta (Bellis) Lang '55, Pittsford, N.Y., January 20, 2010
 Sonia B. (Goldfarb) Brody '56, Summit, N.J., April 28, 2010
 Alice (Halsey) Mix '56, Keene, N.H., January 7, 2010
 Dorothy (Erler) Blank MEd '56, East Lansing, Mich., February 3, 2010
 Angie (Worley) Murphy MS '57, Trumansburg, N.Y., June 5, 2010
 Joanne (Clark) Nelson '57, Kennett Square, Pa., November 29, 2009
 Beverly (Graham) Powers '57, Fairport, N.Y., December 28, 2009
 Kathleen (Whiting) Lipp '59, San Antonio, Texas, August 1, 2010
 Patricia (Ceterski) Rebollo '60, Aurora, Colo., May 9, 2010
 Glenn E. Snelbecker PhD '61, Springfield, Pa., January 24, 2010
 Andrea Jacobson '66, Philo, Calif., January 7, 2010
 Barbara Polland Stein '67, Brooklyn, N.Y., December 21, 2009
 Maria (Carandang) Iletto '72, Singapore, June 3, 2009
 Beverly D. Roth '72, Brooklyn, N.Y., May 31, 2010
 Sherwyn F. Cunard MS '73, Warner Robins, Ga., June 19, 2010
 Joyce Freedman Garber '73, Boca Raton, Fla., May 18, 2010
 Barbara (Byrd) Fazio '75, Columbus, Ohio, July 7, 2010
 Carol Frerichs George '78, Ithaca, N.Y., December 13, 2009
 Cynthia R. Green '87, Berkeley Heights, N.J., March 3, 2010
 Christine (Husisian) Stewart '89, Vestal, N.Y., July 7, 2006
 Karen A. Carozza '95, Watkins Glen, N.Y., June 29, 2010



Donald B. Zilversmit, of Canton, Mass., professor emeritus of nutritional sciences and widely regarded for his research in the relationship between diet and cardiovascular disease, died September 16, 2010. He was 91.

A Cornell professor from 1966 to 1990, Zilversmit made important scientific contributions in better understanding atherogenesis, including basic mechanisms in lipid transport and exchange. Born in 1919 in Hengelo, Netherlands, Zilversmit began his studies at Utrecht University in Holland but left just before the German invasion during World War II. He came to the United States in 1939 to study at the University of California–Berkeley but decided to join the Dutch Canadian Army as a medic in 1940, the year he earned his BS. Following his service in the Army, Zilversmit earned his PhD at Berkeley in 1948 and joined the faculty at the University of Tennessee Medical College in Memphis.

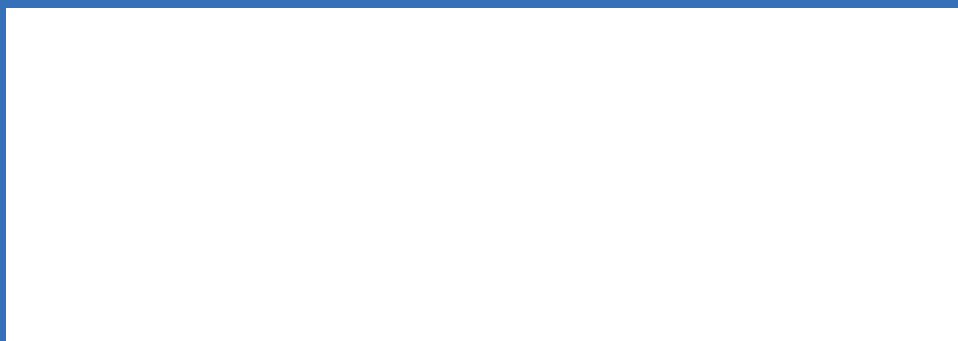
Among his many career honors, Zilversmit was awarded the prestigious Career Investigator Award from the American Heart Association, an honorary degree from Utrecht University, and election to the National Academy of Sciences. He was the author or coauthor of more than 300 publications.



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Here's to 75 years!

As Human Ecology alumni took in the recent upgrades to Martha Van Rensselaer Hall at Cornell's Reunion Weekend 2010, on campus for the festivities were three alumnae who recalled watching the building go up in the 1930s. Esther Batchelder, Florence DeRemer, and Ethel Myers from the Class of 1935 reminisced about the College's early days, when it was known as the College of Home Economics. They also joined other alumni in reliving the history of the college at a special lecture by archivist Eileen Keating, where they viewed many items from its archives.

LINK www.flickr.com/photos/cornellhumanecology/sets/72157624353720083

