

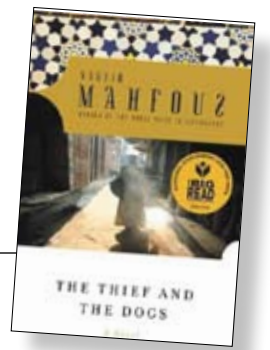


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COLUMBIA UNIVERSITY *The Record*

VOL. 34, NO. 08

NEWS AND IDEAS FOR THE COLUMBIA COMMUNITY

MARCH 12, 2009

CAPITALISM IN CRISIS: HOW DO WE FIX IT?

By Carrie Coolidge

It is the end of capitalism as we once knew it.

This was the consensus of a group of leading economists from around the world, including Nobel Prize-winning faculty members and government leaders who participated in the sixth annual conference held by Columbia's Center on Capitalism and Society on Feb. 20.

Many of the experts speaking at the conference, titled "Emerging from the Financial Crisis," said they were stunned by the swiftness and the ferocity of what has turned into a worldwide banking calamity.

The all-day conference, held at the Italian Academy, began with a welcome from Edmund S. Phelps, the McVickar Professor of Political Economy and the 2006 Nobel laureate in economics, who founded the center. Panelists discussed how the financial sector might be reshaped, not only from the perspective of recent events, but in ways that could restore and improve the economy's dynamism.

"Even the experts don't quite know what is going on."

"What the U.S. government, including Congress, does to repair and reform the financial sector may be extremely dangerous to capitalism's performance," said Phelps in his opening remarks. "The financial sector is the heart—or the brain—of the capitalist system... In my mind, the financial crisis in which the world now finds itself raises the question of whether a basic restructure, or reconstruction, of capitalism is in order. Has sustaining the historical level of innovativeness in the U.S. economy come to require excessive risk-taking?"

Paul Volcker, chair of President Obama's Economic Recovery Advisory Board, said in the keynote lunch address that the current financial crisis will transform the way the financial system works. After much of the damage is dealt with, he said, the banking structure "will not revert to the kind of financial system we had before the crisis. I don't think that is going to happen."

Volcker also said that while some economists and politicians may say that it is worth risking some inflation in order to right the economy, he is not among them. "I think a little inflation is bad, because a little inflation leads to more inflation, and I don't think

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THE NEW DEAN

EILEEN SHARROSO

By Record Staff

President Lee C. Bollinger named philosopher Michele M. Moody-Adams the new dean of Columbia College and vice president for undergraduate education, effective July 1.

Moody-Adams is currently the Hutchinson Professor of Ethics & Public Life and director of the Program on Ethics & Public Life at Cornell University. For the past four years, she has also been Cornell's vice provost for undergraduate education.

She will succeed Austin E. Quigley, who was dean for 14 years, longer than all but one of his 17 predecessors. He will remain at the University as the Brander Matthews Professor of Dramatic Literature and will become a special adviser to President Bollinger for undergraduate education.

In announcing the appointment, Bollinger praised Moody-Adams' "extraordinary commitment to teaching, scholarship and public service, as well as her hands-on experience as an academic administrator for undergraduate education," adding that these qualities "make her uniquely well suited to this new challenge."

"The Columbia undergraduate experience combines the best ideals of a liberal arts education."

A scholar and academic administrator who has taught at Cornell, Indiana University, University of Rochester and Wellesley College, Moody-Adams has produced a large body of work in moral philosophy and has written and lectured extensively on a wide range of timely public issues. Her 1997 book, *Fieldwork in Familiar Places: Morality, Culture, and Philosophy*, was widely praised as "a major contribution to moral philosophy."

"The Columbia undergraduate experience combines the best ideals of a liberal arts education with the highest respect for cutting-edge scholarship and research," said Moody-Adams. "I look forward to joining the Columbia community and to taking a leading role in the continuing development of its outstanding undergraduate programs."

As an administrator, she has been responsible for ensuring the integrity and coherence of undergraduate curriculum and instruction at Cornell and overseeing a number of academic and residential initiatives. Before that, she was a professor and associate dean for undergraduate education in the College of Arts and Sciences at Indiana University, Bloomington.

Moody-Adams received B.A. degrees from both

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Lenfest Awards Honor Seven Faculty Members

By Record Staff

When University trustee Gerry Lenfest (LAW'58) endowed Distinguished Columbia Faculty Awards in 2005, he said he wanted to make sure that great teaching at Columbia is rewarded along with important scholarship.

This year, seven professors received the annual honor, which goes to faculty members who have shown exceptional merit in scholarship and dedication to teaching. The awards provide each recipient with a stipend of \$25,000 per year for three consecutive years.

The seven have won many awards for their writing, acclaim for their insight and fellowships to pursue research interests. But at a dinner Feb. 25, they were celebrated as well for their commitment to students and life-long learning. *The Record* asked the recipients to talk about their teaching styles.

Darcy Kelley is a biologist whose research focuses on how one brain communicates with another. Her commitment to teaching at all levels is reflected in her laboratory, which has always included undergraduates as researchers and even co-authors. "I think we have this concept of this great teacher being someone who stands up and does a spectacular job lecturing," she said. "That's an out-of-date notion."

She prefers "highly collaborative" teaching, she said. "We're a research university, and one of our great strengths is we discover new things, create new knowledge and disseminate it." She learns from her students "every single day." Recently, two graduate neurobiology students gave the main lecture for the undergraduate course. "I learned a lot from watching and listening to them," she said. "And the students responded really well."

For Francesco de Angelis, an associate professor in the Department of Art History and Archaeology, "a great teacher is best defined as somebody who never gets tired of learning." As proof of his own axiom, de Angelis was recently awarded a 12-month Alexander von Humboldt Research Award, with which he will study style and identity in Roman art, his specialty, in Germany. Good teachers, de Angelis said, consider teaching and research two sides of the same coin and believe in their students' intelligence and passion for learning. Most important, he added, is that they "are not afraid to show how profoundly they love the subject of their study and yet are able to look at it, and themselves, with the right degree of self-ironical attitude."

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ON CAMPUS



PHIL BEBESWILL/COLUMBIA UNIVERSITY ATHLETICS

THINK PINK

Enthusiastic fans donned pink body paint at the Columbia Women's Basketball Game on March 15 as part of Think Pink, a nationwide initiative to raise breast cancer awareness on the court, across campuses and in surrounding communities. Columbia won the home game against Dartmouth, 88 to 57. Half of all ticket revenues from the WBCA Think Pink initiative were donated to the Breast Program at the Herbert Irving Comprehensive Cancer Center at Columbia University Medical Center. For more information, see a video about the event at www.news.columbia.edu/oncampus.

MILESTONES



Lipshitz

The Alfred P. Sloan Foundation has chosen three Columbia University faculty members as 2009 fellowship recipients. **ROBERT LIPSHITZ** and **JULIEN DUBEDAT**, professors of mathematics, were named Alfred P. Sloan Research Fellows and will each receive a



Dubedat



Taylor

\$50,000 award over a two-year period to support the work of early scientists, mathematicians and economists. **JOHN E. TAYLOR**, assistant professor in the Department of Civil Engineering and Engineering Mechanics, was recognized with the 2009 Sloan Industry Studies Fellowship, a \$45,000 award that will allow Taylor to expand his research on global engineering design services to optimize complex knowledge system exchanges in globally distributed, cross-cultural teams.

GRANTS & GIFTS

WHO GAVE IT: Dart Foundation

HOW MUCH: \$7 million

WHO GOT IT: Graduate School of Journalism

WHAT FOR: Dart Center for Trauma and Journalism
HOW WILL IT BE USED: To support the center, which is dedicated to improving media coverage of violence, conflict and tragedy. The center also addresses the consequences of such coverage for those working in journalism.

WHO GAVE IT: Anonymous

HOW MUCH: \$2 million

WHO GOT IT: School of the Arts; Columbia College; School of General Studies

WHAT FOR: Financial aid

HOW WILL IT BE USED: Each school will receive one-third of the gift, or almost \$667,000, to support student fellowships.

WHO GAVE IT: William Acquavella; Louis V. Gerstner Jr.; Miranda Wong Tang

HOW MUCH: \$600,000

WHO GOT IT: College of Physicians and Surgeons

WHAT FOR: Department of Ophthalmology

HOW WILL IT BE USED: Each donor gave \$200,000, which will go toward supporting the Comprehensive Vision Care Center and new research initiatives in the Department of Ophthalmology.

WHO GAVE IT: Anonymous

HOW MUCH: \$1 million

WHO GOT IT: Columbia Business School

WHAT FOR: Asian initiatives

HOW WILL IT BE USED: To strengthen the school's brand and presence in Asia. Activities may include events and conferences, student study trips, partnerships with Asian institutions, faculty research and new curriculum development.

CLARIFICATION

Abram Stevens Hewitt, where were you when we needed you?

The Ask Alma in the last issue of *The Record* stated that there has been a Columbian in every session of Congress since the institution began. Alas, upon further research we found that this is *almost* true. Although hundreds of Columbia graduates have served in the House and Senate, it appears that not one of them sat in the 46th session of Congress, from 1879 to 1880. Hewitt, an 1842 graduate of the College, was a House member in the 44th, 45th, 47th, 48th and 49th Congresses, at which point he resigned to become New York City's mayor.

Also, in our story on Columbians serving in the Obama administration, we failed to mention that Lanny Breuer, who was nominated to head the criminal division of the Justice Department, is not only a 1980 graduate of Columbia College but also a 1985 graduate of the law school.

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Happening at Columbia

For the latest on upcoming
Columbia events, performances,
seminars and lectures, please go to
<http://calendar.columbia.edu>

Starry, Starry Nights

I recently got interested in astronomy and saw that dome on top of Pupin Hall. Is it open to the public?

—Morningside Stargazer

Dear Stargazer,

It is, and there is much to see right now. The comet Lulin is visible; so is the planet Venus, which is best seen at dusk. And soon, Saturn will become observable.

All these celestial bodies can be viewed from Pupin Hall's Rutherford Observatory, which is open to the public and provides free stargazing events. (Please turn to page five for a schedule of upcoming events.)

On twice-monthly Open Nights, faculty and graduate student volunteers from the astronomy and astrophysics department guide the viewings and share their knowledge of the night sky.

The evenings begin with a 30-minute lecture and slideshow that is kid-friendly and wheelchair accessible. After each lecture, weather permitting, visitors climb to the roof of Pupin to stargaze through an assortment of telescopes.

About 4,000 people participate in the viewings each year, according to Cameron Hummels, the graduate student who directs the department's Public Outreach Program. The popular program welcomes visits from K-12 school groups and also hosts Family Astro nights, which allow parents to explore astronomy with their children. And the mission is expanding to begin mentoring New York City public high school instructors on how to best teach astronomy.

The outreach program would have sat well with Lewis M. Rutherford, the amateur astronomer for whom the observatory is named. A Columbia trustee from 1858 to 1884 and an original member of the National Academy of Sciences, Rutherford left a career in law to follow his true passion: astronomy. He built a small observatory in the garden behind his Manhattan home, where he invented



ASK ALMA'S OWL

a photographic method to capture accurate photos of the sun, moon and star clusters. Rutherford bequeathed these photogenic negatives and all his observatory equipment to the University. An astronomy department professorship is also named after him.

When Pupin Hall opened in 1927, the observatory housed a 13-inch refracting telescope, which was sold in 1996 when the astronomy department purchased more modern equipment, including a 16-inch telescope as well as smaller ones used for student labs and the general public. The University's most powerful research telescopes—52-inch and 94-inch scopes equipped to detect faint objects—are located on Kitt Peak in southern Arizona, where Columbia classes frequently travel.

For upcoming lectures and stargazing dates, visit the outreach program online at <http://outreach.astro.columbia.edu>. And remember to dress warmly; the roof of Pupin can get quite cold.

—Melanie A. Farmer

Send your questions for Alma's Owl to curecord@columbia.edu.

Jazz Center Enhances Website

By *Melanie A. Farmer*

Rare and out-of-print jazz recordings can be hard to find, even for scholars. But the Center for Jazz Studies, as part of an overall enhancement of the resources on its website, has added audio samples of classic jazz, video clips and out-of-print music journals as they draw in more jazz fans, scholars and students.

Jazz Studies Online (www.jazzstudiesonline.org), which originally launched a year ago, offers a multimedia jazz glossary, developed by the Columbia Center for New Media Teaching and Learning, that features short essays and audio and visual demonstrations of a variety of jazz vocabulary terms, such as bebop and the lindy hop, a dance better known as the jitterbug. A digital resource library contains short essays, book excerpts and scholarly papers and includes interviews with both the authors and artists mentioned in them.

John Szwed, professor of music and editor in chief of the website, said the aim was to create a "broad-based forum" for the work of the center, which focuses on research and scholarship in all jazz-related disciplines, fiction, film and visual arts. The online content comes from lectures, performances and research at Columbia as well as

from magazines and books on the subject. The site "is not a how-to in jazz music, but a how-to in understanding the larger picture of jazz," said Szwed.

Jazz Studies Online also will be a portal through which users can find the best jazz resources and websites available on the Internet. Scholars, teachers, students and jazz aficionados will find links organized around artists, locales, eras and styles—swing, bebop, Latin jazz, free jazz, fusion and more. The idea is to make jazz scholarship accessible to anyone who might lack access to urban centers, universities or performance venues.

"Jazz has so many parts to it ... and it's becoming much more difficult to define," said Szwed. "There was no website that dealt with the issues that we thought were important, such as improvisation. And improvisation not just in music, but [as it relates to] life itself."

One of the primary goals is to increase the interactive elements in the site. Later this spring, Jazz Studies Online will host its first online discussion on New York City musicians and their personal experiences. Musicians scheduled to participate include saxophonist Dave Liebman, pianist Dado Moroni and trombonist Dave Gibson. The discussion, slated to be a regular feature, will be hosted by Tad Shull, a jazz performer, scholar and the site's editor.

The project, funded by a three-year grant from the Ford Foundation, is co-managed by the Center for Jazz Studies and the Libraries' Center for Digital Research and Scholarship. In the next year, they plan to create a component that will allow scholars, artists, teachers and students to collaborate online on their own creative projects.



This LP by trumpet player Dizzy Gillespie is in the collection of the Center for Jazz Studies.

Dearth of Women in Top Executive Ranks Is Bad for Bottom Line

By *John H. Tucker*

Hillary Rodham Clinton's presidential bid may have produced 18 million cracks in the political glass ceiling, but the corporate glass ceiling has proven much harder to shatter.

As of 2006, less than a third of the nation's largest 1,500 public firms counted at least one woman on their senior management team, according to Standard & Poor's. Less than six percent of those firms claimed two top-tier female managers that year, and just 12 Fortune 500 companies were headed by a woman.

Such statistics may be depressing for women's rights advocates, but it turns out the situation they reflect may be detrimental for firms that hew to an all-male executive philosophy, says David Ross, assistant professor of management at Columbia Business School. Together with his colleague Cristian Dezsó, of the University of Maryland, Ross has uncovered data showing that having a higher percentage of women in senior management is positively associated with better performance by a company.

"We document that those firms with some level of

female participation in the upper echelon substantially outperform their peers, on average," says Ross. "And we find evidence that suggests that it is the presence of these women that is driving the superior performance."

Ross says that having even a single female manager on an executive team, for example, is associated with a three percent increase in a firm's market-to-book ratio, a measure of the current value of a company. Ross, a former vice president with Citigroup Investment Banking, now studies how firms organize themselves in order to influence their competitive behavior.

His research has gained the attention of his academic peers. "David shows there is a smoking gun here—that there are gender differences in management styles that impact the bottom line, which is somewhat unexpected," says Ben Campbell, a professor at Ohio State University. As the findings become public, "It's going to be harder for the old-boy network to persist and

ignore what women managers can bring to the workplace," says Campbell.

Ross's argument has been echoed by many influential people who point to Wall Street's all-male executive suites. Columnist Nicholas Kristof of *The New York Times* recently opined that the nation might not be in the same mess today if Lehman Brothers had been "Lehman Brothers and Sisters." In a January *Washington Post* op-ed column, Barnard President Deborah Spar wrote, "It may be that women perceive and act on risk in subtly different ways; that they don't, as a general rule, embrace the kind of massively aggressive behavior that brought us a Dow of 14,000 and then, seemingly overnight, a crash of epic proportions."

To reach their conclusions, Ross and Dezsó measured the success of the 1,500 public firms over 14 years ending in 2006. They tracked the success of the firms by using traditional metrics, such as the market-to-book ratio, return on assets and annual sales growth.

The study provides evidence for the existence of the so-called female management style, Ross says, which holds that female executives tend to manage in

a more democratic way, as opposed to the more autocratic approach associated with the stereotypical male boss. That democratic style fosters creativity, teamwork and desire to solve problems, says Ross.

In addition, he notes, research indicates that male managers are prone to overconfidence, which may have contributed to the current financial crisis.

The study, which is in the process of being submitted to a major journal, finds that the presence of senior female managers is most strongly associated with superior performance in firms that put high emphasis on innovation. Such firms often belong to creative industries and tend to spend disproportionately on research and development.

"There's often a tradeoff between doing right and doing well," says Ross. "But we see that providing more opportunities for talented female managers is doing right and well."

Providing more opportunities for talented female managers is doing right and well.

ON EXHIBIT: VIEWS OF NORTHERN MANHATTAN

The relationships between urban design and the natural landscapes of Upper Manhattan are explored in painter Tony Serio's upcoming solo exhibition, *Views of Northern Manhattan*. Serio, whose Washington Heights studio provides him with spectacular views of the George Washington Bridge and the Hudson River, interprets the paths the eye takes with an improvised language of brush strokes and gestures to

capture the streets and buildings of Upper Manhattan that contour and twist with the natural geography. The exhibit, presented by the Office of Government and Community Affairs, runs from March 16 to April 24 in the Russ Berrie Medical Science Pavilion and the Lasker Biomedical Research Building. For more information on the artist, visit www.tonyserio.com.

—Ariel Bibby





Lenfest Awards

continued from page 1



ELEEN BARROSO

From studies on empathy to the history of 18th-century Britain, the 2008-2009 Distinguished Faculty honorees excel in various fields of academia, but all share a common passion for students and life-long learning. Left to right: Kevin Ochsner, Philip Kitcher, Brent Edwards, Darcy Kelley, Gerry Lenfest, Francesco de Angelis, Christopher Brown and Nadia Urbinati.

Philip Kitcher, the John Dewey Professor of Philosophy, said the key to teaching well is an interest in students and “a real enthusiasm for the material,” he said. That and “a dedication to clarity of exposition and the willingness to think things through in advance so that you can take your class to places where they might not have gone on their own.”

Kitcher has made scholarly contributions in many related fields—the philosophy of mathematics, the philosophy of science, ethics and politics, pragmatism, music and literature, and the philosophy of history. In 2004, he received the Lionel Trilling Book Award, given by Columbia College students, for *In Mendel's Mirror: Philosophical Reflections on Biology*. “I love teaching and the interaction with students,” he said. “Especially at Columbia, where students love to probe, to pose questions and to raise objections.”

A pioneer in the interdisciplinary field of social cognitive neuroscience, psychologist and assistant professor of psychology Kevin Ochsner researches the regulation of emotion and the ability to identify what others are feeling. “I try to bring to my teaching the enthusiasm and love I have for the research itself,” he said. “I think also trying to convey a sense of the big picture—why does what we’re teaching in the course actually matter and trying to connect it to their actual everyday experiences.” Ochsner has developed a new method for studying empathy and has discovered why years of behavioral research have failed to identify individuals with an “empathic trait.”

“The funny thing about teaching is that you can’t tell the impact you’re having on people,” said history professor Christopher Brown, whose research centers on the history of 18th-century Britain. Within the framework of that period, he pursues related topics such

as abolitionism (about which he wrote an award-winning book), slavery, the British Empire and the Atlantic world. In the classroom, he juxtaposes subjects that aren’t typically put together and that can tell “the rest of the story,” such as slavery from ancient Greece to the present day or teaching about the British Empire by connecting different parts of the English-speaking world. “I’m at my best teaching when I’m working in a kind of Q&A format,” he said. “I think I’m best when I’m challenging my class.”

In her recent book, *Representative Democracy: Principles and Genealogy*, Nadia Urbinati demonstrates that political representation properly understood has intrinsic democratic features and functions, rather than simply being a compromise between the realities of the modern state and the unlikely prospect of direct democratic rule. She is currently the Nell and Herbert M. Singer Professor of Contemporary Civilization (CC) in the Core Curriculum. In addition to CC, she teaches courses in political philosophy, encouraging students to read original texts so they can “make their own competent judgment on their life today,” she said.

As a professor in the Department of English and Comparative Literature, Brent Edwards draws on a mix of writers and fields, including African-American and African diasporic literature, 20th-century poetry, translation theory and jazz. He invokes the notion of improvisation—a key element in jazz—to describe how he teaches, a mélange of roles that include “guide, orchestra leader, encyclopedic authority, provocateur, questioner,” he said. “I shift my approach in relation to the circumstances ... When it goes well, for me, it also has something to do with the success of this improvisational aspect—the sense that you’ve been able to solve the demands the session posed, in real time.”

CAFÉ CON LECTURE

By Record Staff

What started as Café Science, a series of informal discussions with Columbia professors at an Upper West Side restaurant, is expanding the menu.

Starting this month, Café Social Science, Café Arts and Café Humanities will be added to the rotation, with a different field on tap virtually every Monday in the spring. “We were looking for broad topics to cover,” said Ken Catandella, executive director of alumni affairs at Columbia College. “The next two that made sense to us were humanities and social sciences, which cover a whole variety of different disciplines.” Before long, he added, “You’ll start to see us partnering with other schools, the professional schools.”

The Cafés Columbia, as the combined set of programs is called, is designed to engage alumni and people in the community with the intellectual life of the University. The new cafés use the same formula that originated with Café Science: a one-hour talk followed by a question-and-answer session with professors from a variety of fields. The discussions are held on Mondays at PicNic Café, 2665 Broadway at 101st Street. They cost \$10 a head, including one drink, and there are no reservations—first come, first served.

Coming up: Dante scholar Teodolinda Barolini on sexual morality in *The Divine Comedy*, neurologist Scott Small on memory and aging.

Past speakers at Café Science included astronomer David Helfand discussing intelligent life in the universe, ecologist Shahid Naeem on nature and Virginia Cornish on her research in biochemistry. Coming up in new cafés will be Dante scholar Teodolinda Barolini on sexual morality in *The Divine Comedy*, neurologist Scott Small on memory and aging, and historian Alice Kessler-Harris on how historians deal with memoirs that turn out to be fabrications. A complete listing can be found at www.cafes.columbia.edu.

The first Café Arts took place on March 2, featuring Katherine Dieckmann, an assistant professor of film at School of the Arts. A former journalist who got her start directing music videos and who now teaches screenwriting in the school’s film division, she talked about her film, *Motherhood*, a comedy that tracks a day in the life of a busy mother striving for career-life balance, as she deals



with everything from playground politics to birthday cake hell. The film debuted at Sundance Film Festival in January but has not yet been picked up by a studio.

During the hour-long discussion, she shared her experience about life as a “surly, unhappy” celebrity journalist, writing for publications like the *Village Voice* and *Rolling Stone* and how she hadn’t planned a career in film—one thing led to another, and she was a filmmaker. “I tell my students that in any career ... it’s an organic progression that you don’t control,” she said. “It just happens.”

New and Improved Lactation Rooms Open On Campus

By Record Staff

Columbia has opened six lactation rooms for students, employees and faculty in various buildings on or near the Morningside campus, and more are to come at the University’s other locations.

The Office of Work/Life, in cooperation with many schools and departments, organized the effort to provide private, appropriate places for women who are nursing to express breast milk.

The lactation rooms now open are in Carman Hall, Jerome Greene Hall, the School of Social Work, Seeley Mudd Building, Studebaker and Uris Hall. Two more are slated to open this semester—one at Lamont-Doherty Earth Observatory and the other at Columbia University Medical Center. Each room

will accommodate as many as four women and is equipped with a hospital-grade pump. All are private and secure.

“By providing the appropriate time, space and equipment for women to express milk, close to their offices and classrooms, working mothers can provide nutrition for their young children and also continue their studies or careers,” said Carol Hoffman, associate provost and director of Work/Life. In opening the rooms, the University is complying with a 2007 New York state law that requires employers to provide time and attempt to provide a private location for women to express milk or nurse their children.

The office of Work/Life, with funding support from the provost’s office, also has developed a comprehensive breastfeeding support program, which includes providing educational materials and selling attach-

ments to the hospital-grade pumps at cost. A lactation consultant will come to campus each semester to help mothers prepare for breastfeeding and expressing milk when they return to work or school. The first session is scheduled for April 13.

For post-doctoral fellow Tara Craft, having the lactation rooms on campus is a relief. Craft often pumped in bathrooms, which she found uncomfortable and frustrating. “You’re never going to feel totally relaxed pumping at work, but just to know that you have a place to sit that’s private and always clean, are the most important things,” she said.

“Bathrooms are not sterile environments for pumping,” said Erin Tolton, Work/Life coordinator of the Breastfeeding Support Program. “Expressing milk is about providing milk to your baby while you’re away from

him or her, and it also allows women to be able to continue to breastfeed the baby.”

Rebecca Penix-Tadsen, who works part-time in the mechanical engineering department, is pleased that the University is supporting breastfeeding mothers. “It’s nice to feel like this is an approved activity at the University,” she said, “and that they’re making accommodations for it.”

To use a lactation room, contact the Work/Life office at extension 4-8019 or e-mail worklife@columbia.edu. Currently, there are 20 registered users and the office receives about two new requests each week. Hoffman encourages buildings that do not yet have a lactation room to contact the Office of Work/Life for lactation room guidelines and assistance in setting up a room.

More information can be obtained at www.worklife.columbia.edu.

RESEARCH

Bamboo Bike To Help Build Sustainable Industry

By Clare Ob

When Marty Odlin, assistant director of the Center for Sustainable Engineering at Columbia's Fu Foundation School of Engineering and Applied Science, rides his bike on the streets of New York, strangers inevitably stare, smile and often stop to ask, "What are you riding?"

His bike, made entirely of sustainable bamboo, is one of 20 prototypes he created with volunteers for the Bamboo Bike Project. Founded by two Columbia professors, the project's aim is to replace poor-quality imports in Ghana and, perhaps, ignite the spark for a cottage industry in the west African nation, where the unemployment rate is 11 percent and bicycles are often the only means of transportation.

Bamboo, part of the grass family, is as strong as it is beautiful. The tensile strength of bamboo fiber is about 28,000 Newtons (unit of force) per square inch—greater than that of steel, which measures 23,000 Newtons per square inch. Bamboo is indigenous to East and Southeast Asia, parts of Latin America and sub-Saharan Africa, and is plentiful in Ghana, making it a cheap material for building. In 2001, the country's Ministry of Forestry established the Bamboo and Rattan Development Program to increase the value of bamboo and promote sustainable uses of the natural resource.

In 2007, two researchers at Lamont-Doherty Earth Observatory, John Mutter and David Ho (who is now at the University of Hawaii), began looking into the feasibility of low-cost, highly durable bamboo bicycles that could be assembled and sold in Ghana. Collaborating with a bike maker on concept and design, they traveled there to test the prototype and gauge its social viability.

Based on enthusiastic feedback, they returned to New York City excited to roll out the bamboo bike on a broader scale. Mutter and Ho continue to work on achieving their ultimate goal to make the bikes with local materials and to sell them at about \$55, half the price of imports.

"In Ghana, where most people live miles away from the closest market or hospital, an affordable, rugged bike can be the difference between life or death, opportunity or stagnation," said Mutter, who is also a professor of earth and environmental sciences and international and public affairs at Columbia. "We are working toward the day when a bamboo bike is no longer a novelty, but rather an everyday, household item that is part of a sustainable, local industry."

The bamboo bicycle is designed to carry large loads, par-



Marty Odlin shows off prototypes of bamboo bikes.

ticularly agricultural products, at great distances from villages to cities. Odlin, who was once a product designer for K2, a successful sports equipment maker, attests to the bamboo bikes' street-strength. "I ride the bike from Red Hook (in Brooklyn) to work at Columbia almost every day," said Odlin, who heads up logistics and process design for the project in his off hours. "While the streets of New York are not equal to the unpaved roads in rural Ghana, the bike has shown that it can withstand the stresses of everyday use."

In 2008, the Millennium Cities Initiative, part of Columbia's Earth Institute, worked with the project team to assess the feasibility and investment opportunity for a bamboo bicycle

production facility in Kumasi, Ghana's second largest city, located in the rain forest region. The assessment found that the production and sale of bamboo bicycles in Ghana "could be a financially viable, scalable, and socially responsible venture" according to the report by consulting firm KPMG.

Mutter, Ho and Odlin now want to take the project to the next phase by finding investment to scale-up the assembly and sale of the bamboo bikes. The team hopes to return to Ghana soon to work with potential investors and lay the groundwork for starting development and assembly.

For more information about the project, visit www.bamboobikes.org.

UP TELESCOPES!

Columbia Astronomy Public Outreach, a part of the Department of Astronomy and Astrophysics, will celebrate the International Year of Astronomy with a series of stellar events this spring. These free events will comprise a half-hour lecture—aimed at lay people and suitable

for children—a slideshow and weather permitting, a two-hour guided stargazing session at the historic Rutherford Observatory, situated on the roof of Pupin Hall. No reservations needed—just show up and look up!

—Ariel Bibby

March 20, 8:00 p.m.

Imaging New Planets From Here on Earth

SASHA HINKLEY

April 3, 8:00 p.m.

Putting Hubble Images in Context

MAUREEN TEYSSIER

April 17, 8:00 p.m.

Astrophysics at the LHC or How I Learned to Stop Worrying and Love Microscopic Black Holes

KYLE PARFREY

May 1, 8:00 p.m.

The Violent Tendencies of Galaxies

ANTARA BASU-ZYCH



STUDY MEASURES EMPATHY

By Melanie A. Farmer

Kevin Ochsner would have been a good shrink. As a child, he was curious about why his family and other people acted in certain ways. Later as a graduate student, he said, "I came to realize that I was actually spending a lot of my mental waking life trying to understand why I or others had the emotional experiences that we did."

To his surprise, it was the research side of psychology that captivated him. "I woke up in the middle of the night and just had this idea that I needed to study emotion," said Ochsner. "I wasn't sure what aspect of emotion, I just thought, 'I have to figure this out.'"

Now, as an assistant professor of psychology and director of the Social Cognitive Neuroscience Laboratory, he researches topics such as empathy and emotional regulation. In doing so, he uses techniques more typically used by cognitive neuroscientists, such as functional brain imaging.

Ochsner is currently working on a study, with graduate student Jamil Zaki and their colleague Niall Bolger, on what capacity people have to accurately understand how someone else feels.

A self-described naturally empathic person, Ochsner realizes that not everyone can easily relate to other people's feelings and

emotional experiences. He's interested in figuring out how some people can create a deeper connection with others, something beyond casual chemistry.

"For a long time, people thought that was all you need to be accurate, to just kind of resonate on the same emotional wavelength as someone and if you had that you would know what they were feeling," he said. "But it turns out, on average, people are not very accurate...The reason they're not very accurate is it really depends on what information the other person is expressing."

In their first study on this topic, Ochsner and colleagues asked about 50 participants ranging in age from 18 to mid-20s to share personal emotional experiences

in front of a video camera, documentary film-style. Alone in a room, talking straight into a camera focused on them from the waist up, they shared their stories, which ranged from memories of losing a loved one to the end of a relationship.

Afterward, these "target" participants watched each video and continuously rated how they felt while recalling each memory on a scale from very positive to very negative. Separately, "perceiver" participants watched the tapes and judged how positive or negative they thought each target person felt in the videos.

The match between what targets reported

continued on page 8

How well do people accurately understand how someone else feels?



SENATE EXTENDS CUMC TENURE LIMIT, SEEKS ROLE IN BUDGET DECISIONS

By Tom Mathewson



The University Senate approved four action items on Feb. 27, including a resolution to extend the eight-year time limit for applying for tenure to 11 years for certain Medical Center faculty members with substantial clinical responsibilities.

But as at the plenary three weeks earlier, the main preoccupation was the University's budget, both in President Lee C. Bollinger's remarks to the Senate and in a Faculty Affairs resolution calling for Senate involvement in the difficult budget decisions that may lie ahead.

While peer institutions reported worsening financial outlooks in February, Columbia's projection hasn't changed since Bollinger's public statement on Jan. 28, announcing a 15 percent decline in the value of Columbia's endowment over the second half of 2008. What was new on Feb. 27, was his acknowledgement that the year-end endowment total used a three-month lag in the valuation of Columbia's "alternative" investment categories, including private equity. Updated numbers will mean a further drop in the endowment, he said.

Bollinger identified two bright spots: a "perverse joy," he said, that Columbia has a smaller endowment than its peers, and so depends less on endowment income, which provides 13 percent of its budget, in contrast to Harvard, whose endowment supplies 30-40 percent of that school's budget. The second was that Columbia's investments were faring less poorly in a falling market than those of some richer peers.

Bollinger also repeated his Jan. 28 projection that Columbia's schools and divisions, which depend to varying degrees on the endowment, will receive 8 percent less endowment income 2009-2010 next year than during this academic year.

The Resolution to Assure University Sen-

ate Participation in the Budgetary Reckoning Columbia May Face was presented by Faculty Affairs Committee co-chair Robert Pollack (Ten., A&S/NS). Resolving that the Senate "must participate in any major impending decisions about budgetary priorities, with access to essential information in transparent deliberations," the measure had unanimous Faculty Affairs Committee approval, but had found rougher sailing in the Executive Committee, whose members include Bollinger and Provost Alan Brinkley. After prolonged negotiations, it was released to the Senate only a day before the plenary, and only for discussion.

On the floor, Bollinger and Brinkley said the resolution was too broad, asserting a Senate role in certain decisions that are strictly administration responsibilities. Pollack assured Brinkley that the faculty committee "recognizes the distinction between making a decision and participating in a decision. Our wish to participate is the wish to be heard, not to decide."

Citing the symbolic value of recognizing a Senate role before the March meeting where the Trustees will make budget decisions for 2009-10, Pollack asked for a consensus on compromise wording—that the Senate "requests inclusion by consultation with appropriate Senate committees prior to future decisions about reallocation of central funds to meet university priorities."

Bollinger expressed qualified support, but declined to put the measure to a vote. Brinkley offered to meet with Pollack's committee to find different language.

The Senate meets next on April 3. Anyone with CUID is welcome. Most plenary documents are available at www.columbia.edu/cu/senate.

Tom Mathewson is manager of the University Senate. His column is editorially independent of The Record. For more information about the Senate, go to www.columbia.edu/cu/senate.

Crisis

continued from page 1

there's any argument for a little inflation solving any of our problems in any realistic sense," Volcker said.

Volcker's half-hour speech, introduced by Columbia President Lee C. Bollinger, ranged from the causes of the financial crises to the possible impact that the Federal Reserve's response to the crisis will have on the future role of the central bank. And he said that the "massive economic and financial crisis," is a "challenge to capitalism and society." When people ask him whether he thinks capitalism will survive, he answers yes, he said, "but I'm not so sure about financial capitalism."

As chairman of the Federal Reserve from 1979 to 1987, Volcker is widely credited with taming inflation during his tenure. The current financial crisis, he said, is unlike previous recessions in that it was not brought about by tight credit and high interest rates but by an excess of capital. This time, he said, global financial markets operating have broken down and they can't be replicated. "This is no ordinary crisis," he added. "Even the experts don't quite know what is going on."

Amar Bhidé, the Glaubinger Professor of Business, believes that reform should be made slowly and thoughtfully. "Regulators shouldn't rush to fix what is broken," he said. "Things have been done behind closed doors and legislation has

been pushed through. There was an argument made that unless we respond to the crisis immediately, the world will come to an end."

Those immediate reactions don't appear to have helped much. "The financial system continued to collapse," added Bhidé. "All they accomplished was the erosion of public confidence in democratic institutions."

Other key participants included France's Finance Minister Christine Lagarde, Deutsche Bank chair Josef Ackermann and investor George Soros.

The conference took place on another day of unsettled markets and new developments in Washington, and garnered national and international media attention with networks like CNBC and Bloomberg broadcasting live all day from campus. That weekend's edition of Fareed Zakaria's CNN International program featured an economists roundtable made up entirely of Columbia faculty members at the conference: Phelps, Nobel laureate Joseph Stiglitz and Earth Institute director Jeffrey Sachs.

Will capitalism survive the task at hand? "Capitalism is a little bit like magic," said Richard Robb, chief executive officer of Christofferson, Robb and Co., a money management firm. "Capitalism has restored itself before, so why can't that happen this time?"



Presidential economic adviser Paul Volcker, speaking at the Italian Academy, assessed the global financial crisis.

COLUMBIA PEOPLE

Maria Delgado



EILEEN BARRISCO

WHO SHE IS: Director of Space Planning, Columbia University Medical Center

YEARS AT COLUMBIA: 36

WHAT SHE DOES: Delgado has what may be one of the trickiest jobs at any university: working closely with administrators on space assignments. She maintains up-to-date information on what office is occupying which square footage for CUMC as well as its off-campus locations in Washington Heights and Fort Lee, N.J. She must keep track of the exact square footage of rooms or offices for every department. Delgado meets with department heads to identify their space needs and works closely with project managers in capital projects to get information on how spaces have been modified so that square footage information and room configurations are accurately reflected. She also handles space requests, which are reviewed by a committee. "Assigning space can be very political. It's a process that can't be left to one person."

SPACE IS ALWAYS IN DEMAND: At a university where space is like gold, Delgado admits her job requires patience and diplomacy. "At times it can be a difficult undertaking, but I know space and I enjoy tremendously what I do."

BEST PART OF THE JOB: Being a matchmaker between the perfect space and the department or individual needing it, and enjoying working with her colleagues and supervisors.

ROAD TO COLUMBIA: Born in Cuba but raised in Washington Heights, Delgado didn't have set

career plans after high school but knew one thing for certain: She wanted a college degree. So in 1972 she got a job as a secretary in the pediatrics department and took advantage of the University's tuition exemption benefit. Her parents had early on instilled a strong work ethic in Delgado and her two siblings. "We were taught very early to appreciate how fortunate we were to be in the United States. They taught us to work hard." Delgado earned her bachelor's in English and literature in 1989 from the School of General Studies and in 1994 graduated with a master's from the Mailman School of Public Health. Throughout her more than three decades at the University, Delgado has held administrative and officer positions in obstetrics and gynecology, the Mailman School, the Office of Science and Technology, the cancer center and Facilities.

FAVORITE COLUMBIA MOMENT: "When I graduated from General Studies and then from the Mailman School of Public Health, I not only got two degrees but landed a job I enjoy."

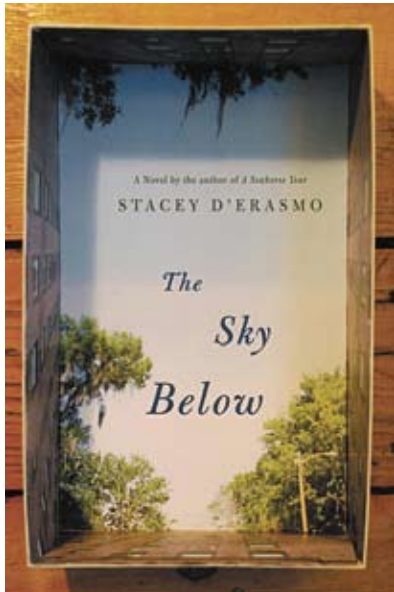
IN HER SPARE TIME: In 2007, Delgado, 56, went to Ecuador on her first medical mission; she volunteered with a group of surgeons to help children and young adults with cleft palates. She served as a translator but also ran errands for the doctors and assisted the nurses. "I think I found my calling," says Delgado, who plans to volunteer again this spring. Delgado commutes to work from Florida, N.Y., where she has a new home, and spends time with her nine-year-old Maltese, Madison.

—By Melanie A. Farmer

EX LIBRIS

Columbia Ink

Spring is on its way and with it, a new selection of notable books from Columbia faculty members. University professors explore a diverse set of topics, from corruption in the financial sector to polygamy to fashion footwear. School of the Arts professor David Ebershoff combines historical fiction with a murder mystery in *The 19th Wife*. In *Economic Gangsters*, business professor Raymond Fisman gives readers a look into corruption tied to the world of economic development, and in Edna Nahshon's *Jews and Shoes*, the professor of Hebrew examines the meanings of shoes, cobblers and bare-footedness in the Jewish experience.

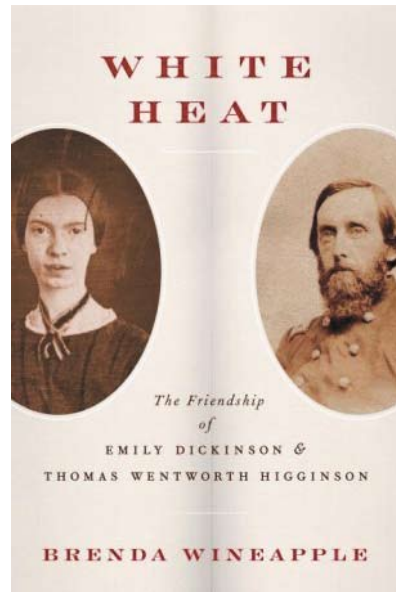


The Sky Below

BY STACEY D'ERASMO

Houghton Mifflin Harcourt

Gabriel Collins works halfheartedly as an obituary writer at a newspaper in lower Manhattan, which, since 9/11, feels like a ghost town. His wealthy lover hopes Gabriel will abandon his depressing career and move in with him. Instead, he moves to Mexico after facing several larger-than-life events. In *The Sky Below*, Stacey D'Erasmus, assistant professor of writing, takes readers on Gabriel's journey—from a rebellious adolescent to an adult who gets tangled in petty crimes to his eventual transformation.

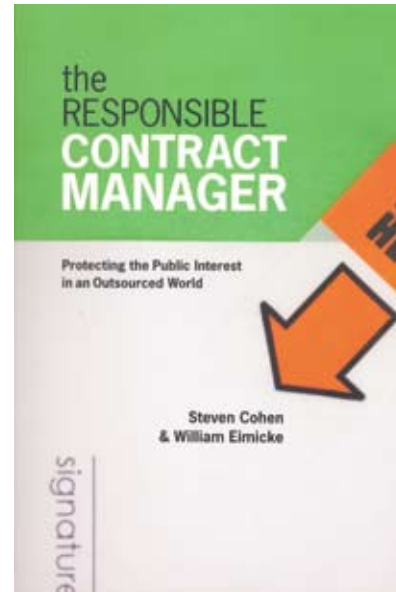


White Heat

BY BRENDA WINEAPPLE

Knopf

Brenda Wineapple, adjunct professor of writing, writes a non-fiction account of the remarkable friendship between Emily Dickinson (recluse, poet) and Thomas Wentworth Higginson (minister, literary figure, active abolitionist). Their friendship reveals much about Dickinson, throwing light onto the poet's imagination and a corner of the noisy century that she and Col. Higginson shared. *White Heat* is about poetry, politics and love. It is a story of seclusion and engagement, isolation and activism in 19th-century America.

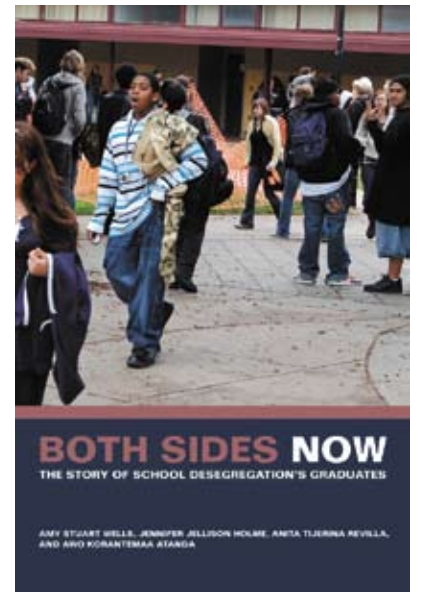


The Responsible Contract Manager

BY STEVEN COHEN & WILLIAM EIMICKE

Georgetown University Press

Contract management is a critical skill for today's public managers, primarily due to the increasing number of government jobs that are contracted out. Steven Cohen, director of the master in public administration program and executive director of the Earth Institute at Columbia, and William Eimicke, director of the Pickering Center for Executive Education at Columbia, provide a comprehensive guide to best practices of contract management that also includes discussions on public ethics and governance.

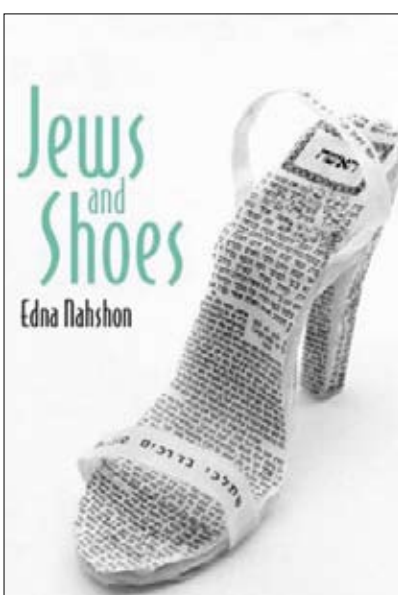


Both Sides Now

BY AMY STUART WELLS

University of California Press

Featuring the voices of blacks, whites and Latinos who graduated in 1980 from racially diverse schools, *Both Sides Now*, by Teachers College professor Amy Wells, presents a firsthand account of how desegregation affected students—during high school and later in life. Reflecting both the promise of the Civil Rights movement and the ongoing racial divide in the United States, Wells explores the various benefits of school desegregation while providing a perspective on the current backlash against it.

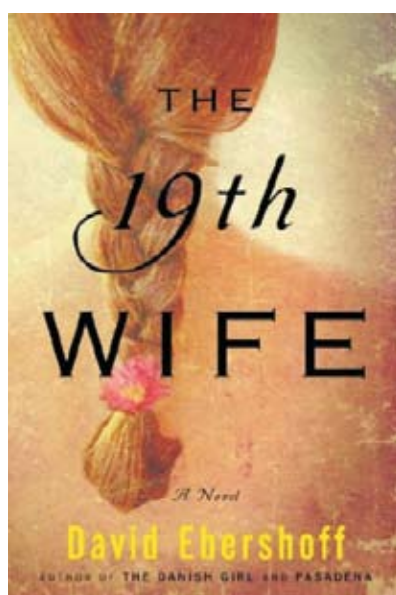


Jews and Shoes

BY EDNA NAHSHON

Berg Publishers

Jews and Shoes takes a fresh look at the meanings of shoes, cobblers and bare-footedness in the Jewish experience. Edna Nahshon, associate professor of Hebrew at the Jewish Theological Seminary, shows how shoes convey theological, social and economic concepts, and are intriguing subjects for inquiry within a wide range of cultural, artistic and historic contexts. The book's multidisciplinary approach encompasses a wide range of contributions from varied disciplines including fashion, history and anthropology.

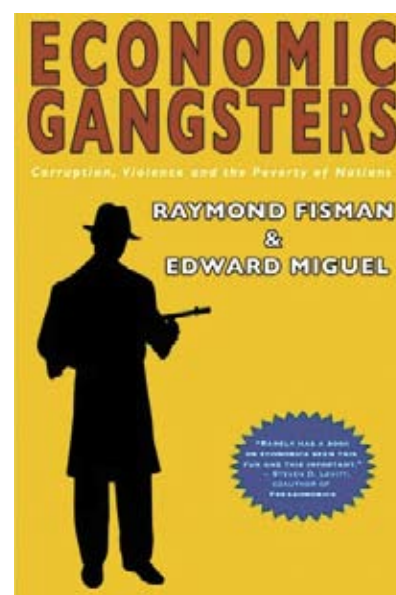


The 19th Wife

BY DAVID EBERSHOFF

Random House

David Ebershoff's *The 19th Wife* combines historical fiction with a modern murder mystery. In 1875, Ann Eliza Young, separates from her husband, Brigham Young, prophet and leader of the Mormon Church. An outcast, Ann Eliza embarks on a crusade to end polygamy in the United States. A rich account of a family's polygamous history is revealed, including how one young woman became a plural wife. Ebershoff is adjunct assistant professor of writing at the School of the Arts and has written three novels, including *The 19th Wife*, and a short story collection.

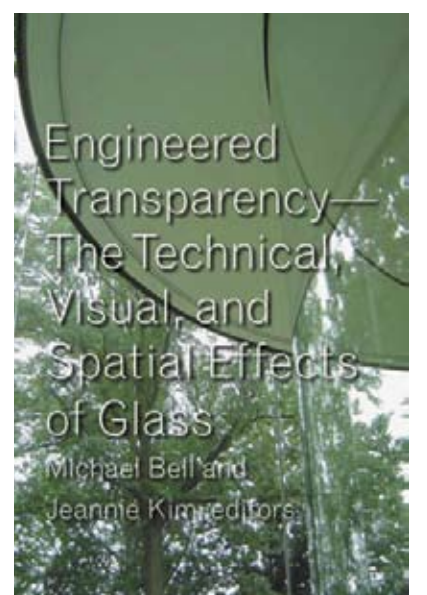


Economic Gangsters

BY RAYMOND FISMAN & EDWARD MIGUEL

Princeton University Press

An economic gangster could be the U.N. diplomat who double parks his Mercedes during rush hour knowing he won't get ticketed; or the dictator swindling the developing world out of billions in aid. These are just two examples explored in Raymond Fisman's new book, *Economic Gangsters: Corruption, Violence and the Poverty of Nations*, co-authored by Edward Miguel, associate professor at University of California at Berkeley. *Economic Gangsters* looks into corruption tied to the world of economic development.



Engineered Transparency

EDITED BY MICHAEL BELL & JEANNIE KIM

Princeton Architectural Press

Michael Bell, associate professor at the Graduate School of Architecture, Planning and Preservation, with Jeannie Kim, the school's director of publications, examines the reemergence of glass as a novel architectural material in their new book, *Engineered Transparency*. The book features a portfolio of cutting-edge glass designs by today's innovative architects, including SANAA's acclaimed Glass Pavilion at the Toledo Museum of Art, Yoshio Taniguchi's MoMA expansion in New York City and Steven Holl's Nelson-Atkins Museum in Kansas City.



EILEEN BARROSO

The Department of Public Safety recognized various members of its staff for outstanding dedication and commitment to protecting Columbia's campuses at the annual Promotion, Awards & Recognition Ceremony. Pictured above are vice president James F. McShane (left) who received an award for one year's perfect attendance, and Officer Michael Layne, who has maintained a perfect attendance streak for eight years.



JOHN PINDERHUGHES PHOTOGRAPHY INC.

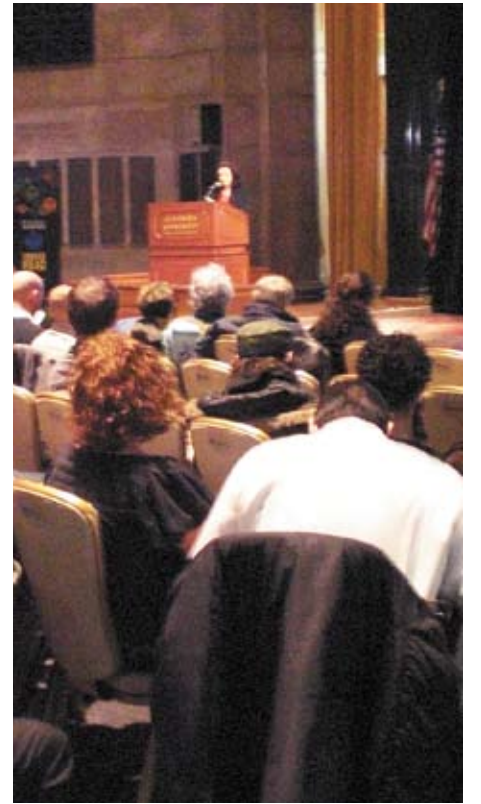
Manhattanville: *On the Cusp of Change*, an exhibit by sixth-grade students, opened at P.S. 161, 499 W. 133rd St., in February. The students spent last fall learning about the history and architecture of Manhattanville, researching documents, maps and photographs; they conducted neighborhood walks and interviews; and they documented the area of Columbia University's proposed expansion plan through photography and writing. The resulting exhibit documents the historical and cultural significance of this West Harlem neighborhood and gives the young people of the area a chance to voice their opinions about the changes the area will undergo in the next two decades.

THE BIG READ

The Big Read Egypt/U.S. came to Upper Manhattan as Columbia University took part in the initiative that encourages communities to read *The Thief and the Dogs*, a novel by Egyptian author and Nobel laureate Naguib Mahfouz. Columbia programmed a month-long series of free events based on the novel and the history and culture of Egypt. The program kicked off March 5 in the Low Library Rotunda with a film screening and a talk about the book and the writings of Mahfouz, led by Professor Noha Radwan of the Department of Middle East and Asian Languages and Cultures and Middle East Institute.

Columbia is one of four U.S. institutions selected to lead this program, which was designed to deepen cultural understanding and dialogue between Egyptians and Americans through the transformative power of literature. Columbia events have included lectures, film screenings, and panel discussions. The program culminates March 31 with a dance performance at the Ailey Studios, premiering a commissioned work based on the book. More information about Columbia's Big Read Egypt/U.S., including event listings and a full list of program partners can be found at www.neighbors.columbia.edu.

The Big Read Egypt/U.S. is an initiative of the National Endowment for the Arts and the U.S. Department of State, in partnership with the Institute of Museum and Library Services and Arts Midwest.



Upper Manhattan is reading *The Thief and the Dogs*

New Dean

continued from page 1

Wellesley College and Oxford University and went on to earn her M.A. and Ph.D. in philosophy from Harvard University. She has won numerous academic honors, including a National Endowment for the Humanities Fellowship and a Marshall Scholarship.

"Michele Moody-Adams comes to Columbia with an extraordinary background in the administration of undergraduate education," said Columbia's vice president for arts and sciences, Nicholas Dirks. "She is deeply committed to the traditional mission of general education and the liberal arts in the larger setting of our vibrant and global research University."

Professor Moody-Adams' husband, James Eli Adams, will join her at Columbia as a visiting professor in English and comparative literature. Adams has been a faculty member in the English department at Cornell since 2000.

"I am so pleased that Michele Moody-Adams is the person who will succeed me as dean of the College," said Quigley. "She has a splendid record of academic and administrative achievement and has all the abilities needed to sustain the momentum of the College's progress."

The college she will head has one of the most diverse student bodies in the nation. Moody-Adams will be the first woman named to head the College in its 255-year history and arrives during the 25th anniversary year of the College's admission of women. She is also the first African American to preside over any of the University's schools.

Morton Lowengrub, Yeshiva University provost, worked with Moody-Adams when both were at Indiana. "Michele is not only a brilliant philosopher but also a superb administrator," he said. "She helped mold our undergraduate general studies curriculum. I was particularly impressed with her ability to work with faculty and students alike ... Columbia College will be in excellent hands."



WHAT ARE YOU LOOKING AT?

The *New York Times* has Bill Keller, but who influenced New York City in the mid-1800s? Whose portrait is this and where is the medallion located? Send answers to curecord@columbia.edu. First to e-mail the right answer wins a Record mug.

ANSWER TO LAST CHALLENGE: The Venetian Well Head located in front of Schermerhorn, between Avery and Fayerweather; Winner: Robina Simpson, Curator.

Empathy

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they felt and what perceivers thought targets were feeling provided an empirical measure of the accuracy of empathic feelings. Whether or not a perceiver was empathically accurate depended on how emotionally expressive the target in the video was.

Ochsner used a radio analogy to explain these data, comparing perceivers and targets to a radio antenna and a transmitter. You need, "an emotional transmitter that's broadcasting with enough power, and then you need an antenna that's sensitive enough to pick up those signals," he said. "If the transmitter sends stronger and stronger signals, as long as the antenna has the right kind of sensitivity, it will pick up stronger and stronger broadcasts."

Ochsner, one of seven Columbia teachers recently honored with the Distinguished Columbia Faculty Award, studied psychology at the University of Illinois-Urbana/Champaign and completed his graduate work at Harvard University. He did his post-doctoral research both at Harvard and Stanford University before joining the Columbia faculty five years ago as an assistant professor.

Ochsner and colleagues eventually want to use the data from the empathy study to develop programs on how to train people to be more empathic. He is currently collaborating with researchers at Mount Sinai Medical Center to study empathy accuracy in children with autism spectrum disorders. In this regard, one of their most recent findings might be useful. They found that positive emotion is communicated more by what one says whereas negative emotion is communicated better through one's facial expressions. Ochsner and Zaki intend to use the data from this research—still in the early stages—to enhance social functioning by teaching people, including individuals with autism spectrum disorder, how to pick up on emotional cues.