

*International Fellows Program  
Handbook*



**CENTER ON PHILANTHROPY  
AND CIVIL SOCIETY**

# TABLE OF CONTENTS

---

Introduction	2
About the Center on Philanthropy and Civil Society (CPCS) and The Graduate Center, The City University Of New York (GC, CUNY)	3
How to Get to the Center on Philanthropy and Civil Society (CPCS) at The CUNY Graduate Center (GC, CUNY)	5
The Graduate Center (GC) and International Fellows	6
Center on Philanthropy and Civil Society (CPCS) and International Fellows	7
The International Fellows Program (IFP)	9
Medical Insurance and Medical Care	13
Tips on How to Get Around in NYC	15
Graduate Center Academic Policy	17
More about The Graduate Center, City University of New York (GC, CUNY)	18
Explore New York	20
Where to Shop	27

# INTRODUCTION

---

## Welcoming the 2024 International Fellows

Congratulations on your selection as an International Fellow and welcome to the Center on Philanthropy and Civil Society. We are delighted that you will be participating in the Center's International Fellows Program and hope that it will provide you with opportunities to learn and to share your experiences, interests, and concerns with others in the field of philanthropy. As a 2024 Community Philanthropy Fellow, your cohort of eight joins a family of 257 scholar-practitioners from 74 countries; by adding Chile, you'll bring our total to 265 alumni from 75 countries.

As a Community Philanthropy Fellow at the Center on Philanthropy and Civil Society, you will be expected to explore community philanthropy, grantmaking practices and related issues in comparative perspective. You are encouraged to use your time to read, conduct research, and to engage in discussion with program alumni, practitioners/speakers, and other Fellows in order to explore best practices in terms of their adaptability and applicability to your home city, country, or region. Connections cultivated by the Center with organizations and professionals in the sector should facilitate your research efforts.

Please accept our warm welcome. We urge you to look through the following pages for information about the International Fellows Program, the Center on Philanthropy and Civil Society (CPCS) and its home institution, The Graduate Center (GC) of the City University of New York (CUNY). This document is meant to acquaint you with program requirements and the Center's expectations of program participants.

We strive to address many facets of the program here, but we expect that you may have additional questions that we have not addressed. If this is the case, please let us know.

Again, welcome to the Center. We look forward to working with you!

*Staff of the Center on Philanthropy and Civil Society  
September 2024*

## **ABOUT THE CENTER ON PHILANTHROPY AND CIVIL SOCIETY (CPCS) AND THE GRADUATE CENTER, CITY UNIVERSITY OF NEW YORK (GC, CUNY)**

---

Founded in September 1986, the Center on Philanthropy and Civil Society's mission is to strengthen philanthropy and civil society through education, research, and leadership training. The Center serves as a base for research and ongoing exchange among scholars and practitioners in the field. Its activities are interdisciplinary, with an emphasis on multicultural, international, and women's philanthropy.

Since 1989, the Center's International Fellows Program has provided opportunities for emerging and senior level Third-sector practitioners to study and conduct research on topics in the field of philanthropy within a comparative perspective. The program is designed to provide leadership training and professional development through seminars, applied research, and networking opportunities. It also allows time for reflection – a rare commodity for NGO professionals. While for over a decade the program's focus has been community foundations and place-based, community-driven philanthropy, other issues have also engaged the Fellows' attention, including corporate social responsibility; diaspora philanthropy; social justice/social change; governance; evaluative thinking and impact measurement; youth engagement; and social media.

The incoming group joins 257 program alumni from 74 countries on 6 continents. Current Fellows and alumni have the opportunity to connect virtually via a program listserv that, along with other virtual platforms, facilitates connections beyond the temporal boundaries of Fellows' own cohorts and the geographic boundaries of place.

Situated in one of the most cosmopolitan cities in the world, the Center is located at the mid-Manhattan campus of The Graduate Center of **The City University of New York (CUNY)**. Founded in 1847, CUNY counts 13 Nobel Prize and 26 MacArthur ("Genius") grant winners among its alumni. CUNY students, alumni and faculty have garnered scores of other prestigious honors over the years in recognition of historic contributions to the advancement of the sciences, business, the arts, and myriad other fields. The University comprises 25 institutions: 11 senior colleges, seven community colleges, William E. Macaulay Honors College, CUNY Graduate Center, Craig Newmark Graduate School of Journalism, CUNY School of Labor and Urban Studies, CUNY School of Law, CUNY School of Professional Studies and CUNY Graduate School of Public Health and Health Policy. The University serves more than 275,000 degree-seeking students as well as 250,000 continuing education and certificate students.

**The Graduate Center of The City University of New York (CUNY)** is a leader in public graduate education devoted to enhancing the public good through pioneering research, serious learning, and reasoned debate. The Graduate Center educates over 3,200 students taught by more than 130 faculty members appointed to the GC and more than 1,700 faculty from throughout CUNY. It is the home of award-winning faculty and students. With more than 30 doctoral programs and the addition of a growing number of master's programs in cutting-edge fields; its more than 30 centers, institutes, initiatives; and the innovative Advanced Science Research Center (ASRC), the Graduate Center is one of the leading Ph.D.-granting institutions in the country, educating students of diverse backgrounds from all over the world. Fostering groundbreaking research and preparing students for creative problem-solving, whether it's for academic careers or for careers outside of academia, the Graduate Center continues to be a trailblazer in graduate education. For additional information visit: <http://www.gc.cuny.edu> and <http://www.cuny.edu>.

Within this intellectual context, the **Center on Philanthropy and Civil Society** is uniquely positioned to promote research, education, and public discourse about philanthropy among a wide variety of constituencies.

## HOW TO GET TO THE CENTER ON PHILANTHROPY AND CIVIL SOCIETY (CPCS) AT THE CUNY GRADUATE CENTER (GC, CUNY)

---

The Graduate Center (GC) is located at 365 Fifth Avenue. The GC is on the east side of Fifth Avenue, diagonally across the street from the Empire State Building, and takes up the full block between 34<sup>th</sup> and 35<sup>th</sup> Streets. No matter where you are coming from, it is easy to check that you are headed in the right direction by looking up for the Empire State Building spire.

There are many **subway** lines near the GC. On Manhattan's west side are the number 1, 2, 3 and A, C, E lines stopping at 34<sup>th</sup> Street Penn Station (between 7<sup>th</sup> and 8<sup>th</sup> Avenues) and the B, D, F, M, N, Q, R lines at 34<sup>th</sup> Street Herald Square (at junction of 6<sup>th</sup> Avenue and Broadway). On the east side, the number 6 line stops at 33<sup>rd</sup> Street and Park Avenue.

Several **bus lines** also stop on Fifth Avenue within a block or two north or south of 34<sup>th</sup> Street; and the 34<sup>th</sup> Street crosstown bus stops at Fifth Avenue (which in midtown is the dividing line between the East and West sides of Manhattan).

→ *When you reach 34<sup>th</sup> Street and Fifth Avenue, the GC is the tan/grey stone-colored building on the northeast corner, located diagonally across from the Empire State Building. Look for a set of stairs with flags overhead. That's the entrance to the Graduate Center; The Center on Philanthropy and Civil Society is suite 5401 on the fifth floor.*

### **To get to the GC from Bridge Suites Apartment at 351 East 60<sup>th</sup> Street:**

We suggest that you allow at least 30 minutes of travel time by subway, at least for your first few visits, though the trip is really must faster than that. Options include:

- Take the downtown (southbound) #6 local train at 59<sup>th</sup> Street (entrance at Lexington Avenue and 60<sup>th</sup> Street) to the 33<sup>rd</sup> Street stop. From the #6 train, exit the station on Park Avenue, walk north (towards uptown) to 34<sup>th</sup> Street and then turn left, continuing to walk west two avenue blocks, past Madison Avenue to 5<sup>th</sup> Avenue, and make a right. The Graduate Center is the building on your right.
- Take the downtown (southbound) N, R, or W train (entrance at Third Ave. and 60<sup>th</sup> St.) to 34<sup>th</sup> Street Herald Square (at junction of 6<sup>th</sup> Avenue and Broadway). To reach the Center from Herald Square (at junction of 6<sup>th</sup> Avenue and Broadway), walk east along 34<sup>th</sup> Street for one avenue block until you reach 5<sup>th</sup> Avenue and the Graduate Center (across Fifth Avenue).
- Take a **southbound bus** from 57<sup>th</sup> to 34<sup>th</sup> street (along any southbound avenue).

Finally, New York is a **great walking city**; exploring on foot is one of the best ways to orient yourself.

## THE GRADUATE CENTER (GC) and INTERNATIONAL FELLOWS

---

The Graduate Center (GC) is the apex institution of the City University of New York (CUNY). It is devoted primarily to doctoral studies and awards most of CUNY's Ph.D.s.; it is also home to a growing number of Master's programs.

To facilitate your work as a Fellow, the GC has arranged for the following:

- **Computer access** – We request individual accounts for you at the University so that you may log onto computers available throughout the GC and so you have a CUNY address for logging onto your own laptop (if you have one), using the GC community network. You may use the desktop computers in the Mina Rees Library (the GC's library), at the Center on Philanthropy and Civil Society, and in the Doctoral Student Council computer hub, located on the fifth floor in room 5487.

Wireless Internet connection is available in the Center on Philanthropy and Civil Society's office (suite 5401), the Robert E. Gilleece Doctoral Student Study (room 5409) and at most other locations within the GC, including seminar rooms, and the Mina Rees Library (ground floor).

There are three wireless networks at the Graduate Center:

- **GCcommunity** wireless network is the secured and encrypted preferred network for GC network account holders
- **GCguest** wireless network is unsecured and unencrypted

**Important Note:** After **three unsuccessful attempts** to log into your account using the Wi-Fi networks at the University, you will be **locked** out for 30 minutes.

- **Scanning, Photocopying and Printing** – Photocopying (for a fee) and scanning and printing facilities (free of charge) are available in the GC's library. In addition, you can make photocopies and scan and print documents in the Center's resource room (room 5401.01).

In addition, in the vicinity of the university, pay-per-use copying and printing services are available at FedEx Office (Madison Avenue between 34<sup>th</sup> and 35<sup>th</sup> Streets).

## **CENTER ON PHILANTHROPY AND CIVIL SOCIETY (CPCS) and INTERNATIONAL FELLOWS**

---

In addition to an orientation meeting on the first day of the program, CPCS staff will be available during subsequent weeks to provide logistical and academic support. Fellows may schedule appointments with Barbara Leopold individually and/or collectively to discuss their research and related resources or contacts.

Other facilities available to you through CPCS include:

- **Computer access** – Several desktop computers in the CPCS offices are available for Fellows' use during office hours (usually 9:30 a.m. to 6:30 p.m., Monday through Thursday, and 10 a.m. to 5:00 p.m. on Friday). The computers in these rooms are connected to the Konica Minolta copier/scanner/printer in room 5401.01. The Minolta copier also allows printing directly from a flash (thumb) drive. Electronic scanning is available using the Konica Minolta copier/printer.  
***Important Note:** After three unsuccessful attempts to log into your account, you'll be locked out of your GC account for 30 minutes.*
- **Computer-based video** – While the desktops are not equipped with video cameras, several small webcams are available at the Center for your use for Skype, Zoom, meeting chats, etc., if needed. A headset or two may also be available for use at the Center.
- **Photocopying and scanning** – You will have limited printing and photocopying privileges at the Center's office, using the document center in the resource room (5401.01). For additional copying options see p. 6, above.
- **International Fellows Program (IFP) web page** – Be sure to make frequent use of the program's **password protected page on CUNY Academic Commons**. The easiest way to access the CPCS Academic Commons page is to enter the following shortcut from any internet browser-- [cuny.is/philanthropy](http://cuny.is/philanthropy). From there, you can select in the left-hand column from several different topics under the heading "**International Fellows Program (IFP)**"

This password protected web page, "**IFP Program Materials**" (sub-heading under "**International Fellows Program**") on the left-hand column) will contain electronic copies of this handbook, calendar and syllabus, as well as information about visiting speakers (past and present) and many other resources. Unless noted otherwise in the syllabus, assigned readings will be posted to that webpage. The page also includes links to many additional readings that you may wish to consult for your research, your professional work, or simply to increase your knowledge of the field.



- **International Fellows Program Alumni Publications** – Be sure to check out our [Alumni Publications Database](#) as a valuable resource for your position paper and to see all the amazing writing our former fellows have done on community philanthropy and beyond.
- **Center resource room** (5401.01) – All Fellows are welcome and encouraged to make use of the library’s print resources, including monographs and other printed material. Feel free to browse the shelves in the resource room and the main office.
- **Mail** – Any postal mail addressed to Fellows c/o of the Center will be dropped into folders with your names located in the Center resource room (5401.01). From time to time, Center staff may place other materials of interest in your folders. Should you expect a package for your attention at the Center’s address, please let us know so that we may check for it.

# THE INTERNATIONAL FELLOWS PROGRAM (IFP)

---

## ***Format and Structure***

As you already know, the Center's International Fellows Program aims to provide Third-Sector leaders (present and future) with professional development support. More specifically, the Center works toward affording Fellows: an opportunity to study and conduct research on community foundations and current sectoral issues; resources that support their investigations about philanthropic practices in different countries; and time and space to reflect, strategize and develop new perspectives. The intent of the program is to maximize Fellows' exposure to philanthropy, community foundations and civil society organizations more generally, through seminars, assigned readings, meetings (online and in-person), and other networking opportunities. Fellows, in turn, will use their time during the program to develop and write-up recommendations regarding the adaptability and implementation of best practices.

The program's components provide a basis for thinking about the development, adaptation or expansion of philanthropic models and should help you as you draft your position papers and prepare to present your findings and recommendations during the last week of the program.

**During the program, Fellows will: be connected with selected alumni; hold informal conversations with one-another, staff, and visitors to the Center; participate as a group in more formal seminar sessions at The Graduate Center; attend other occasional meetings/events as a group.**

### Seminars:

Your seminars are led by Barbara Leopold—with occasional participation from Professor Kathleen McCarthy—and by experienced IFP alumni and guest speakers from CUNY, foundations, support organizations or other nonprofit organizations. Fellows are encouraged to look at recommended or relevant readings and websites in advance of the program seminars.

### Course materials/readings:

In most cases, program materials, including assigned readings and other electronic resources, will be **available on** a password-protected **IFP page on the CUNY Academic Commons**; or will be provided via email. **To access seminar readings, click on the link, then enter the password CPCS-IFP.** Note another way to get to the IFP page is to use the following moniker –<http://cuny.is/philanthropy>– to get to the CPCS CUNY COMMONS page, and then select the appropriate inner page (e.g. "seminar readings") from the offerings on the left-hand side of the page.

Identified readings are meant to introduce issues for exploration, discussion, and critique, Speakers, mentors, and staff may suggest additional titles. And other material on community foundations, philanthropy and civil society is available to you on the Center's resource pages. **Throughout the program, we encourage you to select those items that are most relevant to your own research or work.**

We also **invite you to share** (with us and the other Fellows) **additional materials** that you consider of interest.

#### Alumni (Mentors/Peer Facilitators):

As part of the program, we may identify IFP alumni to serve as mentors or facilitators. Selected based on common research interests (and occasionally professional or regional affinities), they may be able to offer suggestions for your research, including organizational models to explore or individuals to contact.

We will provide your names and email addresses to the selected alumni, who may reach out to you via email; and we'll share their names with you so that you may contact them directly. We encourage you to make the most of any knowledge and experience they may be able to offer.

#### One-on-one Meetings:

You are encouraged to schedule virtual and/or in-person meetings with individuals who may be helpful in your research. They may be of your own choosing or recommended by mentors, staff, or speakers. We encourage you to invite/include others in your cohort to join in such conversations. And we welcome recommendations or introductions to individuals in the field who you think could be of interest to the group.

#### Collegiality:

The Center strives to foster a collegial spirit with each new cohort of Fellows and encourages all Fellows to maintain the *esprit de corps* of the program by engaging their colleagues and **actively participating** in all program activities.

To this end, we may also arrange with former program alumni to host one or two informal social hours (in-person or virtually), which are intended to help provide additional means of connecting.

## ***Academic Requirements and Expectations***

- Fellows are expected to attend all scheduled seminars or meetings planned by the Center, to arrive with questions and to participate in discussions.
- As part of the Peer learning component of the program, each of you will be expected to provide a very brief introduction to your work, organization, and your local philanthropy sector and, later, to share research findings, strategies, and next steps. More specifically:

### *Week One:*

Fellows should each be prepared to speak briefly (c. 10-minutes each) about how they, their organizations and/or their research fit within their national or regional community philanthropy contexts.

More specifically, please:

- Describe 3 characteristics of civil society and philanthropy relevant to your national or regional context. Ideally, these will be characteristics that shape your work (whether supporting or hampering);
- Identify and share 3 things about your work that are germane to your work and research on community philanthropy. [What expertise do you bring to the seminar table?]

(This will not be a comprehensive look at the civil society sector, but rather will focus in on issues that intersect with existing practices or development efforts focused on strengthening or developing community giving, community-based grantmaking and local civil society more broadly.)

### *Week Five:*

At the close of the IFP, Fellows will present their findings and recommendations (or next steps).

More specifically, please:

- Share the key points of your position paper, including findings and recommendations, or an action plan for next steps;
- Identify which of the program readings, conversations, presented models or other learnings contributed to your strategy paper;
- Feel free to share challenges and to invite feedback and suggestions.
- Prepare a 15-to-20-minute presentation (per Fellow), which will allow an additional 10 minutes for Q&A/discussion (per Fellow).

- Each Fellow is expected to produce:
  - **A short 12-to-15-page position paper** addressing their research issue and identifying models or strategies from around the globe that may be adapted, shared, tested.
  - **A 1-to-2 paragraph abstract** of the position paper suitable for posting to the Fellows research page.
  - To simplify the editing process, we request that papers and abstracts be submitted in MS Word format via email or a viable cloud link.
- A **FULL DRAFT** of your paper is **due by October 18<sup>th</sup>** (Friday).
- **Date for final versions** (incorporating any feedback provided on your drafts or during end-of-program presentations) will be discussed with the group and reflected on the program calendar.

### ***A few additional items***

- As stated in your award letter, please arrive open to considering strategies, practices, and models not only in your home country and the U.S., but in other countries as well. During the IFP, you will be introduced to organizations, ideas, and approaches from different countries to help you in this endeavor.
- **Fellows are expected to read and adhere to CUNY policies about academic honesty**, which specify the need for researchers to identify and credit sources when quoting or otherwise drawing on the work of other authors. [**See page 17, below**, and link to guide to identifying plagiarism.]
- We ask Fellows to complete an exit evaluation questionnaire. This will help our ongoing efforts to update and improve the program, so your feedback is greatly appreciated. The questionnaire will be made available to you online at the end of the program. Responses do not require that you identify yourself by name.
- We also request that you prepare a list of any additional meetings or conversations held for your research that you arranged during the program. The information may be provided along with (or as part of) your final position paper. Please include the name of the organization, as well as the names and titles of the individuals with whom you meet.
- **Certificates of completion will be issued** after (a) a final paper is submitted and (b) Fellows respond to any requests for clarification or other comments from staff regarding their edited papers.

## MEDICAL INSURANCE and MEDICAL CARE

---

As required by the US Immigration and Customs Enforcement, the Center on Philanthropy and Civil Society has arranged for medical insurance coverage for Fellows travelling to New York City on J-1 visas. This health insurance policy covers basic emergency health needs, for evacuation on medical emergency; and repatriation of remains in the event of death. It does not cover most out-of-pocket expenses for doctor visits for basic healthcare for colds, sore throats, allergies, and ongoing conditions. Your insurance policy cards and additional information about your medical insurance benefits will be provided either via email or with your first-day materials, which will be available to you either upon your arrival at your apartments or at our first meeting on September 16th.

Fellows' health insurance extends from the date of arrival (within one to two days prior to the official start date) to the date of departure (not exceeding beyond two days from the official end date of the program). Fellows who plan to stay in New York City past the end date of the program may choose to extend their medical coverage at their own expense; arrangements for such extensions should be made at least two weeks in advance of the program end date.

***Please always carry your insurance card.*** While the card does not provide you with medical care that is free of charge, you should have it on hand upon request at any medical facility. Not having it in your possession could result in a cumbersome process requiring you to pay in advance and then to submit a claim to the insurance company for reimbursement of all or part of the cost of the visit.

The United States has a fragmented health care system which does not provide universal coverage. As a result, charges to individuals depend on a variety of factors, and can be surprisingly high. For this reason, it is always advised to inquire in advance about the cost of any doctor's visit, lab test or other medical procedure.

For emergency room/hospital visits, usually there is no payment due at the time of the visit. However, for other doctors' visits, payment is normally due at the time of the visit.

***Should you have a need to see a doctor,*** here are two suggestions near the GC:

1. New York Doctors Walk-In Urgent Care

(<http://www.newyorkdoctorsurgentcare.com/contact-us-walk-in-urgent-carelocated-in-manhattan-new-york-city>)

205 Lexington Avenue (between 32<sup>nd</sup> and 33<sup>rd</sup> Streets)

212-684-4700

No appointment necessary, open Mondays through Fridays, 8 am to 8 pm, weekends, 9 am to 4 pm

2. CityMD Urgent Care (<http://www.citymd.net>)  
561 Third Avenue (between 37<sup>th</sup> and 38<sup>th</sup> Streets)  
212-729-4668  
No appointment necessary, open Mondays through Fridays, 8 am to 8 pm,  
weekends, 9 am to 5 pm

And two walk-in centers near the Bridge Suites apartments:

1. CityMD Urgent Care (<http://www.citymd.net>)  
1150 3rd Ave, New York, NY 10065+212 933 0007  
Open 8 am to 8 pm Mondays through Fridays and 8am to 6pm on  
weekends.
2. CityMD Urgent Care (<http://www.citymd.net>)  
952 2nd Ave, New York, NY 10022 +212 271 4864 Open 8 am to 8 pm Mondays  
through Fridays and 9am to 5pm on weekends.

Please have your insurance card with you to show to the office receptionist.

Note that “urgent care” centers are found all over New York City. They are intended for non-emergency needs and offer care without appointments and with a relatively short waiting period. In contrast, a visit to a hospital emergency room may involve very long waits, often six hours or more from check-in to finish (or admission to a hospital).

For a **hospital** in the vicinity of the GC and the Bridge Suites, in case an emergency arises, visit:

**New York University Medical Center**, 550 1st Avenue between 30<sup>th</sup> and 33<sup>rd</sup> Street,  
(212) 263-7300 (*near GC*); emergency room entrance at 33rd Street

**New York Presbyterian Hospital**, 525 East 68<sup>th</sup> Street at York Avenue  
(212) 746-5454 (*near GC*)

**New York Presbyterian Hospital**, 445 E 69th St, New York, NY 10021,  
(212) 746-1067 (*near the Bridge Suites*)

**Lenox Hill Hospital**, 100 E 77th St, New York, NY 10075,  
(212) 434-2000 (*near the Bridge Suites*)

## TIPS ON HOW TO GET AROUND IN NYC

---

**In addition to walking, the easiest and least expensive way to get round New York City is via subway and/or bus. The cost of a ride is \$2.90.**

***NOTE THAT YOU MAY EXPECT TO RECEIVE A 30-DAY UNLIMITED USE METRO CARD AND A 7-DAY UNLIMITED USE METRO CARD FROM THE CENTER ON ARRIVAL IN NYC.***

Riding both the city's buses and subways will require you to swipe your MetroCard for each use.

To learn how to navigate New York City's transit system of subways and buses, we recommend that you download the following applications (from Play Store/App Store) to your mobile phones:

- Google Maps – real-time GPS navigation via subway, car and on foot
- Moovit – Timing, navigation, and trip planning for all transit types
- MyMTA – Status updates and real-time arrivals of subways and buses
- Map of NYC Subway: offline MTA – Includes all New York City (Manhattan, Brooklyn, Bronx, Queens, and Staten Island) bus and subway maps

While the subway system operates 24 hours a day and seven days a week, delays, suspensions, and re-direction are not unusual. Moovit and MyMTA are useful in helping you plan your subway route.

To learn more about fares, purchasing additional MetroCards or how to set up a credit-card linked phone app, visit the New York City Metropolitan Transit Authority's website at <https://new.mta.info/fares>.

*Please note that should you purchase a MetroCard at a vending machine inside a subway station using a credit card, follow the step-by-step instructions on the machine's screen. For the step where the purchaser is asked to enter their zip code, type "99999" if your credit card's billing address is outside the United States. This will indicate that an international credit card is being used, and the regular transaction authorization process will still take place.*

Hailing a New York City yellow cab or booking with an Uber or Lyft driver (by using the Uber and Lyft mobile phone applications) are other, more expensive options.



Hailing a cab and cab fares:

- Yellow medallion taxis are the only vehicles authorized to pick up street hails – do not accept a ride from anyone else.

- **Look at the roof of the cab. When the center of the roof light is lit, the cab is available for hire.** If the center light is not visible, the cab is already hired and cannot stop for you. If the center light is off, but the lights on either side are lit, that means the cab is “off-duty” and is not picking up fares.

- One fare covers all passengers, and cabs don’t have to be shared. The fare begins at \$3.00 and then jumps \$0.70 for each additional 1/5 mile (there’s also a \$1.00 surcharge on rides from 8 pm-6 am and a \$2.50 surcharge between 4 pm and 8 pm). All cabs can give printed receipts, so be sure to ask for yours – it helps in case you leave anything behind!

## GRADUATE CENTER ACADEMIC POLICY

---

The Graduate Center of the City University of New York is committed to the highest standards of academic honesty. Acts of academic dishonesty include—but are not limited to—plagiarism (in drafts, outlines, and examinations, as well as final papers), cheating, bribery, academic fraud, sabotage of research materials, the sale of academic papers, and the falsification of records. An individual who engages in these or related activities or who knowingly aids another who engages in them is acting in an academically dishonest manner and will be subject to disciplinary action in accordance with the bylaws and procedures of the Graduate Center and of the Board of Trustees of the City University of New York.

Each member of the academic community is expected to give full, fair, and formal credit to any and all sources that have contributed to the formulation of ideas, methods, interpretations, and findings. The absence of such formal credit is an affirmation representing that the work is fully the writer's. The term "sources" includes, but is not limited to, published or unpublished materials, lectures and lecture notes, computer programs, mathematical and other symbolic formulations, course papers, examinations, theses, dissertations, and comments offered in class or informal discussions, and includes electronic media. The representation that such work of another person is the writer's own is plagiarism.

Care must be taken to document the source of any ideas or arguments. If the actual words of a source are used, they must appear within quotation marks. In cases that are unclear, it is the responsibility of the writer to take due care to avoid plagiarism.

The source should be cited whenever:

- (a) a text is quoted verbatim
- (b) data gathered by another are presented in diagrams or tables
- (c) the results of a study done by another are used
- (d) the work or intellectual effort of another is paraphrased by the writer

Because the intent to deceive is not a necessary element in plagiarism, careful note taking and record keeping are essential in order to avoid unintentional plagiarism.

For additional information, including practical information on avoiding and detecting plagiarism, please consult the Graduate Center guide "Avoiding and Detecting Plagiarism," which is available on the Graduate Center web page at <https://www.gc.cuny.edu/sites/default/files/2021-07/AvoidingPlagiarism.pdf>.

## MORE ABOUT THE GRADUATE CENTER, CITY UNIVERSITY OF NEW YORK (GC, CUNY)

---



### **Powerful education**

The Graduate Center of The City University of New York (CUNY) The Graduate Center has been a trailblazer in graduate education since its founding in 1961. With highly ranked programs across our disciplines, learning here is immersive and agile. Our doctoral and master's programs inspire students to follow their passions with a deep sense of purpose. Students collaborate with faculty experts to build the knowledge needed to solve critical challenges, advance the public good, and launch meaningful careers in every field imaginable.

### **Renowned faculty**

The Graduate Center is renowned for our faculty — recipients of the Nobel Prize, Guggenheims, Pulitzers, and other accolades. They are groundbreaking scholars, top researchers in their fields, and bestselling authors. A unique consortium, we are home to a core faculty of approximately 140 teachers and mentors, virtually all senior scholars. The GC also draws on approximately 2,200 faculty members from across the CUNY colleges, as well as from cultural, academic, and scientific institutions throughout New York City and beyond



### **Remarkable students**

Due to our competitively funded doctoral programs, our emphasis on research, and wide-ranging professional training, the Graduate Center is made up of a highly ambitious and diverse student body. About 85 percent of our more than 3,500 students are enrolled in doctoral programs, and a growing number of our students pursue degrees in master's programs, many in unique, cutting-edge disciplines.

## **Research for a better world**

Research and the creation of theoretical and applied knowledge stand at the heart of the Graduate Center. Research by our faculty and students has garnered millions of dollars in grants as it advances the public good. Through our Advanced Science Research Center and over 30 research centers and institutes, the GC influences public policy and discourse and shapes innovation.



## EXPLORE NEW YORK

---

### About New York City

*The following article appeared in the New York Times on January 25, 1998.*

#### **A 300-YEAR DRESS REHEARSAL**

By RICHARD E. MOONEY

ECOLOGY created conditions for a wonderful port at the mouth of the Hudson River. It took an explosion of commerce to make it a great city and a strong political will to make Greater New York in 1898.

Early explorers seeking gold and spices were disappointed and sailed away: Giovanni da Verrazano in 1524, Henry Hudson in 1609. Several centuries later, mercantile interests in the several communities that ringed the harbor wanted to develop the region's full potential by pooling their strength. Spearheaded by Andrew H. Green, the Robert Moses of his day, and finally put over the top by the Republican boss, Senator Thomas C. Platt, the pieces came together 100 years ago this month.

Following Hudson's voyage up the river that bears his name, Dutch traders came and went. In 1621, the States-General in The Hague had chartered the Dutch West India Company to colonize the territory, and in 1623 the first settlers landed on Nooten Eylandt, or Nut Island, now Governors Island. The next year, needing more room for their crops, they moved to lower Manhattan and established New Amsterdam. While the sponsors and leaders were Dutch, the migrants were mainly French-speaking Belgian Walloons who had fled to the Netherlands to escape persecution. The West India Company, concerned about strengthening its new American foothold by filling it with people, invited other Europeans to settle throughout the region.

Queens was first, in 1635, followed by Brooklyn in 1636 and the Bronx in 1641, when Jonas Bronck established a large farm. There was no permanent settlement on Staten Island until the 1660's, shortly before King Charles II of England summarily granted most of the northeast coast to his brother James, Duke of York, in 1664. James then captured the New Amsterdam colony with an overwhelming show of force. The Dutch regained control a few years later but then ceded it back to the English. Traces of the city's Dutch roots appear today in names like Roosevelt or the Bowery, from the Dutch for "farm," and in the blue, white and orange of the New York City flag, matching the colors of the Dutch flag.

Of the few structures that remain from Dutch and English colonial days, the oldest church is St. Paul's Chapel on lower Broadway, at Vesey Street, built in 1766.

George Washington worshiped as President there when New York was the new nation's capital for one year.

Fires during the Revolution and through the Civil War destroyed sections of the city. But Philip Hone, an auctioneer and one-term mayor, described another factor in the expanding metropolis in his wonderfully detailed diary, preserved at the New York Historical Society. "The spirit of pulling down and building up is abroad," he wrote. "The whole of New York is rebuilt about once in 10 years."

Hone chronicled the 1830's and 40's, years of explosive growth generated by the Erie Canal. The canal's influence on development in New York goes relatively unnoticed now, with the port in decline. But as the urban critic Lewis Mumford noted, its opening in 1825 made New York City "the mouth of the continent." Stretching 363 miles between Albany and Buffalo, it linked the Atlantic Ocean with the Great Lakes, creating a passage from Southampton, England, to Duluth, Minn., through New York Harbor and the Hudson River. At a cost of \$8 million, it was \$3 million over budget.

The 1820's saw the first push for consolidation by real-estate developers in Brooklyn. The movement did not become serious for almost a half-century. But what a half-century it was for creative New Yorkers. Clement Clarke Moore wrote "A Visit from St. Nicholas." P. T. Barnum showcased Jenny Lind and a midget he named Tom Thumb. Walt Whitman composed "Leaves of Grass," and Edgar Allan Poe "The Raven." Matthew Brady photographed the Presidential candidate Abraham Lincoln and other greats in his studio on Broadway. Stephen Foster wrote songs of the South. Samuel F. B. Morse patented the telegraph and devised the Morse code, and Walter Hunt patented the safety pin.

On the political front, William M. (Boss) Tweed took control of the Tammany Hall political machine and set about plundering the city. His scandals were exposed by *The New York Times* in 1871. He spent his remaining years in and out of jail, where he died of pneumonia in 1878.

Andrew Green offered an exemplary contrast. The historian Allan Nevins has said of him, "No citizen ever did more to improve and adorn the municipality." As City Comptroller, Green re-established New York's credit after the Tweed scandals. As president of the Central Park planning commission, he was overlord of public works. He played key roles in creating the American Museum of Natural History, the New York Zoological Society and the New York Public Library. And while the final act of consolidating the five boroughs was the work of Senator Platt, the Republican boss who effectively ruled the state, it was Green, a Democrat, who started it.

He began his campaign for consolidating the New York perimeter of the harbor in 1868. It would merge the City of New York, which was then only the island of Manhattan, and the City of Brooklyn, a large entity itself, with Staten Island and the

portions of Long Island and Westchester County that are now Queens and the Bronx.

Opposition existed on all sides. The large Protestant community in Brooklyn feared it would be overwhelmed by Manhattan lowlifes. Tammany Democrats feared that Republicans in Brooklyn, Queens and Staten Island would overwhelm Manhattan, and upstate Republicans feared the large consolidated city would overwhelm the state.

Green and the state chamber of commerce argued that a merger would save money, reduce taxes and interest rates and strengthen the economy with better infrastructures for shipping by rail and sea. Some advocates said the merger would remedy poverty, disease, crime and immorality. But an opponent warned that there were 60,000 prostitutes in Manhattan, presumably poised to infest the larger city.

As a Democrat, Green lost influence when the Republicans swept to victory in 1894. But Senator Platt apparently saw consolidation as a means to gain more power for himself and the Republican Party. The legislature approved the idea in 1894, recanted in 1895 and adopted a final plan to proceed in 1896. In a local referendum, consolidation carried by 45,000 votes—176,000 to 131,000— but in Brooklyn by only a margin of 277. In November 1897, voters approved a new charter and elected Robert A. Van Wyck, a Tammany Democrat, as the first Mayor of Greater New York.

At midnight on Dec. 31, there were fireworks, and a procession of bands and floats traveled from Union Square to City Hall, sponsored by William Randolph Hearst, the sensationalist publisher of the daily New York Journal. Rain turned to wet snow as the new city came to life.

~~~~~

*(For more information on the history of New York City, go to:  
<http://www.nytimes.com/specials/nyc100/contents.html> or  
[https://www.nypl.org/about/divisions/milstein/internet-resources/new-yorkcity#New\\_York\\_City](https://www.nypl.org/about/divisions/milstein/internet-resources/new-yorkcity#New_York_City))*

~~~~~

## About New York City's Boroughs

### Manhattan

The Manhattan Indians, in probably one of the most famous real estate transactions in history, sold Manhattan Island to the early Dutch settlers for twenty-four dollars in bartered goods. It is an island thirteen miles long and, at most, three miles wide, yet it holds 1.5 million people, as well as many world-famous attractions.

Manhattan is split into roughly five major areas: Downtown Manhattan; Midtown; the Upper East Side; the Upper West Side; and Uptown, with Fifth Avenue as the dividing line between the east and west side.

#### **Downtown Manhattan**

Downtown Manhattan includes: the Financial District, the Lower East Side, the East Village, Greenwich Village, SoHo, Chelsea, Chinatown, Little Italy, Gramercy Park, Nolita, and TriBeCa. The **Financial District** is the area at the southern tip of Manhattan. As the name suggests, it is the financial center of New York City. There you will find Wall Street, the World Financial Center and the New York Stock Exchange. The financial district is also home to the South Street Seaport, the Staten Island Ferry Terminal, and the Statue of Liberty, as well as many other attractions. The **Lower East Side** is bounded by Houston Street, Canal Street, and FDR Drive. There you can see the Lower East Side Tenement Museum, and do some bargain shopping on Orchard Street. **SoHo** is the area south of Houston and north of Canal Street. SoHo is an upscale area, known for its many galleries. Just south of SoHo is **TriBeCa** ("the Triangle Below Canal Street"). TriBeCa is home to many upscale restaurants and is one of the best places in New York for celebrity watching. **The East Village** runs from 14<sup>th</sup> Street to Houston Street on the east side. There you can find lots of smaller shops and ethnic restaurants, as well as many smaller Off-Broadway theaters. **Greenwich Village** is the area between 14<sup>th</sup> Street and Houston on the west side of Manhattan. There, you could sit in Washington Square Park and watch a street performer, visit a boutique on Bleecker Street, or have an espresso at Caffe Reggion, a coffee shop once frequented by Alan Ginsberg and Jack Kerouac. **Chinatown** is located south of Canal Street. While you're there, stop in at the Buddhist Temple with 100 gold Buddhas, grab a bite to eat at the Chinatown Fair, and visit the Museum of the Chinese Americans. Then, walk north past Canal Street to **Little Italy**, and have dinner at one of the many fine Italian restaurants. Many of these same restaurants have lunch specials, where you can get the same meal as on the dinner menu, but for half the cost. Just north of Little Italy is **Nolita**. In order to see the birthplace of Theodore Roosevelt, head to **Gramercy Park**, the area of New York bounded by 18<sup>th</sup> Street on the south side, 21<sup>st</sup> Street on the north side, and between Park and Third Avenue. Finally, in **Chelsea** (west of Park Avenue, between 18<sup>th</sup> and 21<sup>st</sup> Street) you can see Union Square and the Flatiron Building.



## **Midtown**

Midtown is home to many prominent New York attractions. If you want to see the bright lights of **Times Square**, take in a Broadway show, or shop at a large designer store, Midtown is where you want to be. Midtown is also home to the main branch of the New York Public Library, the Javits Convention Center, St. Patrick's Cathedral, Rockefeller Center, and Radio City Music Hall. Midtown is bounded on the south side by 30<sup>th</sup> Street, and runs up to 59<sup>th</sup> Street.

## **The Upper East Side**

The Upper East Side is best known for "**Museum Mile**," which stretches down the east side of Central Park. It is home to the Metropolitan Museum of Art, the Guggenheim, The Frick Collection, the Museum of Design, The Whitney, and many others. The Upper East Side stretches from 59<sup>th</sup> Street to 110<sup>th</sup> Street, from Fifth Avenue, across to FDR Drive.

## **The Upper West Side**

The Upper West Side runs from 59<sup>th</sup> Street to 110<sup>th</sup> Street on the west side, and encompasses the area from Central Park West to Riverside Drive. In the Upper West Side, you can see a *Tyrannosaurus rex* skeleton at the Museum of Natural History, see a show at Lincoln Center, or gaze at the stars at the Hayden Planetarium.

## **Uptown**

Uptown Manhattan includes: **Harlem** (from 5<sup>th</sup> Avenue to St. Nicholas, above 110<sup>th</sup> Street and below 155<sup>th</sup> Street); **Morningside Heights** (from 110<sup>th</sup> to 155<sup>th</sup> Street, West of St. Nicholas Ave.); **Spanish Harlem** (from 5<sup>th</sup> Avenue to FDR Drive, about 110<sup>th</sup> Street and below 125<sup>th</sup> Street); **East Harlem** (from 5<sup>th</sup> Avenue to FDR Drive, above 125<sup>th</sup> Street and below 155<sup>th</sup> Street); **Washington Heights** (from 156<sup>th</sup> Street to 200<sup>th</sup> Street); and **Inwood** (everything above 200<sup>th</sup> Street). In Harlem, you can catch a show at the Apollo Theater or see the Studio Museum. Morningside Heights is home to Columbia University, as well as the Cathedral of St. John the Divine. Go north, to Washington Heights, to see the Cloisters, the Metropolitan Museum of Art's medieval collection.

## **Brooklyn**

What is now New York's most populated borough became part of New York with the construction of the Brooklyn Bridge around the turn of the century. The Brooklyn, Williamsburg, and Manhattan Bridges all have walking and bike paths where you can get spectacular views of the Manhattan skyline. The **Williamsburg** neighborhood is known for its hipster restaurants and shopping, and **Bushwick** has more recently sprouted cutting-edge bars, restaurants and an art scene. In the **Downtown Brooklyn/Brooklyn Heights** area, Montague Street will give you access to the Brooklyn Heights Promenade. The nearby neighborhood of **Cobble Hill** offers many fine boutiques and restaurants. In the **Fort Greene, Park Slope,**

and **Prospect Heights** neighborhoods of Brooklyn, visit The Brooklyn Academy of Music, one of New York's performing arts giants, along with many fine restaurants and cafes. Close by, go to the Brooklyn Museum of Art on the *First Saturday* of every month for free access to their programs and activities. Nearby Franklin Avenue in **Crown Heights** has also become a dining and drinking destination. Grand Army Plaza is a hub where Prospect Park (the second largest park in New York after Central Park), the Brooklyn Botanical Garden, and the Brooklyn Museum of Art are all within walking distance. Longstanding and famous Brooklyn eateries include arguably the best steak (Peter Luger Steak House), best pizza (Grimaldi's Pizzeria), and best cheesecake (Junior's) in the five boroughs. And visit **Coney Island** to ride the Cyclone, the famous wood-rail roller coaster in operation for 75 years.

### Queens

Long Island City is an important focal point of the visual arts, home to PS 1 Contemporary Art Museum, Socrates Sculpture Park, The Isamu Noguchi Garden Museum, and The American Museum of the Moving Image. The Queens Chinatown in Flushing is less crowded than Manhattan's — while you're there have a picnic at Flushing Meadows State Park or catch a Mets baseball game at Shea Stadium. The Jackson Heights neighborhood is dense with ethnic shops and restaurants; have dinner at the Jackson Diner in Little India, then catch a Bollywood film. In Astoria, enjoy fantastic Greek restaurants or the Czech beer garden Bohemian Hall and Park, which has been hailed as the best outdoor bar in New York.

### The Bronx

You might be surprised to find out that 24% of The Bronx is parklands. There are 6,000 acres of parks in the Bronx, where you can go hiking or horseback riding, and pretend that you aren't in one of the biggest cities in the world. If sports are your thing, take in a ballgame at **Yankee Stadium**, one of the world's most famous ballparks. The Bronx is also home to the New York State Botanical Gardens, a park and garden complex that covers over 250 acres. The **Bronx Zoo** is also nearby, one of the oldest zoos in America, and the largest urban zoo. Visit **Riverdale**, a hilly area full of large estates, with views of the Hudson River and the cliffs of the Palisades, or **City Island**, a marine community that has opportunities for fishing, boating, and fine dining.

### Staten Island

Staten Island is probably most famous for the **Staten Island Ferry**, a ferry ride that goes through the New York Harbor, past the Statue of Liberty and Governor's Island. The best thing about the Staten Island Ferry is that it is free of charge. However, the ferry isn't the only thing to see in Staten Island, New York's most residential borough. Staten Island is also home to the Jacques Marchais Museum of

Tibetan Art, which the largest collection of Tibet art outside of Tibet, as well as one of only two Himalayan-style monastery buildings in the United States. You can also venture to the **Snug Harbor Cultural Center**, which includes a maritime museum and the Staten Island Botanical Garden, where you can see the Chinese Scholars Garden, a lovely and tranquil garden modeled after Chinese gardens. If you're looking for sandy beaches, head to **South Beach**, which has a 7,500 ft. boardwalk, a roller hockey rink, and a beautiful view of the Verrazano Narrows Bridge. Finally, if you want to immerse yourself in history, try the Sandy Ground Historical Society, which houses a museum that examines the life and history of freed African Americans who settled in New York prior to the Civil War.

*If you're interested in exploring Manhattan or any of the other four boroughs, or are looking for more things to do, please visit <http://www.citysearch.com> or <https://www.timeout.com/newyork>.*

## WHERE TO SHOP

### Variety Stores/Pharmacies/ Cosmetics – Selected locations



**CVS Pharmacy and personal items.**

- 358 Fifth Ave. (at 34<sup>th</sup> St.)
- 222 East 34<sup>th</sup> St. (between 2<sup>nd</sup> and 3<sup>rd</sup> Aves.)
- 300 Park Ave South (between 22<sup>nd</sup> and 23<sup>rd</sup> Sts.)



**Duane Reade Pharmacy and personal items.**

- 1270 Broadway (near 33<sup>rd</sup> St.)
- 401 Park Ave (at East 28<sup>th</sup> St.)
- 4 Park Ave (at 33<sup>rd</sup> St.)
- 155 34<sup>th</sup> St. (between 3<sup>rd</sup> and Lexington Aves.)

**Walgreens Pharmacy and personal items.**



- 350 Fifth Ave (at 34<sup>th</sup> St.)
- 883 9th Ave (at 57<sup>th</sup> St.)

### Food Markets – NB: Fellows will receive gift cards to purchase of groceries at Trader Joe's



**Trader Joe's Food & other groceries (most private label); competitive prices**

- 405 E 59th St. (at 1<sup>st</sup> Ave.)
- 200 E 32<sup>nd</sup> St. (at 3<sup>rd</sup> Ave.)
- 675 6<sup>th</sup> Ave (between 21<sup>st</sup> and 22<sup>nd</sup> St.)
- 142 E 14th St (Union Square)
- 670 Columbus Ave (betw 92<sup>nd</sup> and 93<sup>rd</sup> St.) ...and other locations



**Fairway Food & other groceries; competitive prices**

- 550 2<sup>nd</sup> Avenue (between 30<sup>th</sup> & 31<sup>st</sup> Sts.)
- 2127 Broadway (74<sup>th</sup>-75<sup>th</sup> St.)
- 766 6<sup>th</sup> Avenue (between 26<sup>th</sup> & 27<sup>th</sup> Sts.) ...and other locations



**Whole Foods Full-service supermarket with fresh meats, poultry, fish, organic fruits and vegetables, and prepared foods.**

- 63 Madison Ave. (between 27<sup>th</sup> St. and 28<sup>th</sup> Sts.)
- 4 Union Square South (14<sup>th</sup> St. between Broadway and University Place)
- 250 7<sup>th</sup> Ave (at 24<sup>th</sup> St.) ...and other locations



**Eataly** *Italian specialty foods (cheese, meat, pasta, groceries, fresh fruit); wine shop; restaurants*  
200 Fifth Ave (between 23<sup>rd</sup> and 24<sup>th</sup> Sts.), and other locations

**Morton Williams Supermarket** *American food retailer*

- **1031 1st Ave (at 56th St.)** ● **1066 3rd Ave (at 63rd St.)**
- 908 2nd Ave (at 48th St.) ...and other locations

**Garden of Eden** *Gourmet supermarket with organic, kosher, and prepared foods.*

- 7 East 14th St. (between 5<sup>th</sup> Ave. and University Place)
- 162 West 23rd St. (between 6<sup>th</sup> and 7<sup>th</sup> Aves.) ...and other locations

**Greenmarket (Farmer's Market at Union Square)**

- East 17<sup>th</sup> St and Broadway *Takes place on Monday, Wednesday, Friday and Saturday*

**Grand Central Terminal Market** *Gourmet market. (Expensive!)*

- 42nd St. and Park Ave./Lexington Avenues, on the Main Concourse in Grand Central Terminal.

**Kalustyan's** *Asian and Middle Eastern specialty foods store.*

- 123 Lexington Ave (between 28<sup>th</sup> and 29<sup>th</sup> St)

## Clothing

**Macy's** *Department store*

- 151 W 34<sup>th</sup> St (between 7<sup>th</sup> Av and Broadway)

## Electronics

**Best Buy** *Household and portable electronics*

- 529 Fifth Ave (at 44<sup>th</sup> St)
- 52 East 14<sup>th</sup> St (between Broadway & 4<sup>th</sup> Ave)

**Staples** *Office products and computer supplies*

- **442 5th Avenue (between 39<sup>th</sup> & 40<sup>th</sup> Streets)**
- 1280 Lexington Ave. (between 86<sup>th</sup> & 87<sup>th</sup> Streets) ...and other locations

**B&H** *Photographic equipment, computers, and other digital and electronic equipment*  
420 9<sup>th</sup> Ave (between 34<sup>th</sup> and 35<sup>th</sup> St)

## Bookstores

**Strand Bookstore** *Has both used and new books. Must visit!*

828 Broadway (at 12<sup>th</sup> Street)

**Barnes & Noble** - 33 East 17<sup>th</sup> Street (between University Place and Broadway) ...and other locations