

## With clutch free throw, basketball wins sixth-straight

BY ZACH GLUBIAK  
*Spectator Senior Staff Writer*

It wasn't easy, but nothing was on this night.

Junior center Mark Cisco's second free throw rattled home with 2.4 seconds remaining to help Columbia edge visiting Holy Cross 46-45 in a thrilling come-back win at Levien Gymnasium. Trailing by as many as 20 points early in the second half, the Light Blue clawed its way back in the gritty affair, its fourth game in five days. With their backs against the wall, the Lions went on a 31-10 run over the final 17:50 of the game, taking their first lead of the game on Cisco's free throw.

"I couldn't be happier right now," junior point guard Brian Barbour said. "Just coming back from down 16 at half, not shooting well, and just digging down and getting one done—it's huge."

Cisco couldn't get his first free throw to drop with the game tied at 45, but his teammates were not worried.

"We do this pressure free throw drill every day before game," Barbour said. "And we have to make 10 straight. It seems like every time we make eight or nine in a row, it's Mark at the line. So I had plenty of confidence in him."

"I also miss the first one to screw us over in the drill," Cisco said with a laugh. "But I always make the second one."

Tuesday night, that was all he needed. Cisco finished with a game-high 14 points to go with eight rebounds.

SEE BASKETBALL,  
back page

## After 43 years, Navy meets with students about CU ROTC

BY JEREMY BUDD  
*Columbia Daily Spectator*

For the first time in over 43 years, representatives of the Navy came to campus on Tuesday to meet with undergraduates interested in joining a Columbia Reserve Officers' Training Corps program, which was reinstated last semester following an absence that dates back to the Vietnam War.

Last week, Provost John Coatsworth said in an email to undergraduates that he was "pleased to announce that the program at SUNY Maritime is ready to accept Columbia undergraduate students from the College, SEAS and General Studies as early as the upcoming 2012 spring term."

Jose Robledo, a University Senator and military veteran, said that the Navy's information session on Tuesday showed that "the University is keeping its promises to bridge its divide with the military."

"It's the first time that the University community has had the opportunity to talk to SUNY Maritime and see what they have to offer the community," Robledo said.



LUKE HENDERSON / STAFF PHOTOGRAPHER

**DRESSED TO IMPRESS** | Lt. Andrea Benvenuto spoke to students about NROTC Tuesday.

"That's amazing."

Last spring, University President Lee Bollinger signed an agreement with the Secretary of the Navy that would allow students to participate in the NROTC

program at SUNY Maritime in the Bronx. The agreement came after the repeal of the "Don't Ask, Don't Tell" policy, which barred openly gay people from serving in the military, and a semester of heated debate on campus.

Although only a handful of students stopped by the information session to speak with Naval representatives, Ryan Cho, CC '13 and Army ROTC cadet, said that the information session "was much more publicized than usual."

Robledo said that upcoming finals could have prevented some students from attending.

"This is the last week of classes," he said. "How many people are going to take the time out of their day to go to an information session?"

Cho noted that while the School of General Studies has a flourishing relationship with veterans, Columbia could still improve its relationship with the military.

"Columbia will always have the opportunity to produce officers in the military," he said. "We've always welcomed veterans with open arms and will be fostering relations even further to

SEE ROTC, page 3

## Neighbors demand Papisito quiet down and tidy up

BY CASEY TOLAN  
*Columbia Daily Spectator*

If an Upper West Side restaurant doesn't clean up its act, it risks losing its liquor license.

Members of Community Board 7 voted Tuesday night to disapprove the license application for Mexican restaurant Papisito. The resolution stipulated a number of concerns that the restaurant must address in order for it to be able to reapply.

Neighbor after neighbor voiced complaints of the late-night crowds that frequent Papisito, on Broadway between 104th and 105th streets.

"Seldom in my time on the board have I heard such a widespread, unanimous, detailed list of issues with a particular enterprise."

—CB7 member Hope Cohen

"After midnight, it turns from a restaurant into a nightclub," neighbor Peter Ackerman said. Violent altercations have occurred outside, he said, including one incident where a police officer was pepper sprayed.

"It's a menace," he said. Neighbor Paul Shapiro,

whose bedroom windows face Papisito, said he's been awakened between 1 and 4 a.m. every weekend since it opened this fall.

"People come out screaming obscenities, they don't leave, there's police activity there," he said. "I'd like them closing at 12 o'clock."

Board members were very sympathetic to the residents' complaints.

"Seldom in my time on the board have I heard such a widespread, unanimous, detailed list of issues with a particular enterprise," CB7 member Hope Cohen said. "There doesn't seem to be any reason whatsoever to approve the liquor license for the applicant."

The resolution gives Papisito until Jan. 31, four weeks before its temporary license lapses, to meet the stipulations of the disapproval, which include closing earlier on the weekends, addressing noise and ventilation complaints, and placing two bouncers at the front door.

Papisito co-owner Alain Chevreux said that while some customers had "misbehaved" in the weeks after the establishment opened, complaints to the city's 311 line had decreased since then. He and co-owner Sylvia Chevere stressed that they had made improvements to the restaurant.

"Half the people seem to understand, but half the people—they are liars or something," Chevere said. "They are against us for no reason. We spend thousands, thousands of dollars to change the speaker system, the vents, the chimney. They'll

SEE PAPASITO, page 2

## Split on health insurance points to broader TC-Columbia divisions

BY HENRY WILLSON  
*Spectator Staff Writer*

The main entrance to Teachers College sits on 120th Street, right across from the main Columbia campus. But even though TC bills itself as part of the University—the words "Teachers College Columbia University" are embossed across the 120th Street entrance—many TC students say they feel like second-class citizens at Columbia.

While TC has been a Columbia affiliate since 1898, it's also a financially independent entity, with its own endowment and budget. But a 40 percent jump in premiums for TC students on a Columbia health insurance plan this year, coupled with TC's relatively low funding levels for doctoral students, has some students frustrated by the lack of a closer relationship



HENRY WILLSON / STAFF PHOTOGRAPHER

**A PERSISTENT DIVIDE** | Some TC students say the gap between TC and Columbia on 120th Street is more than just 30 feet.

between the two schools.

Columbia's Graduate School of Arts and Sciences grants the degrees to TC's more than 5,000 students, and there is cross-registration between TC and Columbia classes. But TC doctoral student Michelle Hodara, CC '03, said the idea that TC doctoral students are really GSAS students "just doesn't mean anything."

"I don't even cross the street anymore ... it feels very separate," she said.

Even TC deputy provost John Allegrante, who expressed confidence in a cooperative future for TC and Columbia, said that 120th Street "has been at times referred to as 'the widest street in the world.'"

**'LET-THEM-EAT-CAKE-ISM'**

Columbia administers the health insurance plans for TC, as it does for the Union

Theological Seminary and the Jewish Theological Seminary, which are also affiliate schools. Columbia recently decided to split off the health insurance plans for its affiliate schools, leading to a premium increase of \$1000 per year for doctoral students on the comprehensive version of the plan.

Many students were outraged by this change, with some seeing it as the latest evidence of an inequality in the University's treatment of TC students. TC doctoral candidate Rachel Rosen called Columbia's decision to split off affiliate schools' health insurance plans a sort of "let-them-eat-cake-ism."

"We are actually GSAS students, but ... Columbia doesn't treat us that way," she said. According to a Columbia Health statement issued to Spectator, Columbia tried, during renegotiations with insurance provider Aetna, to avert a larger across-the-board increase in premiums by creating a separate risk pool for students at TC, JTS, and UTS.

The TC student body is older, on average, than the University as a whole—the average TC student is 29—and over 70 percent female, and is thus more expensive to insure.

Ultimately, the separation of the plans led to an approximately 40 percent increase in premiums for students at affiliate schools and an approximately 10 percent increase for all other students.

According to the Columbia Health statement, administrators from TC, UTS, and JTS were involved in the discussions

SEE TC, page 3

## Barnard endowment thrives with outside manager

### Pooled endowment means 7.4 % gains

BY MADINA TOURE  
*Spectator Senior Staff Writer*

Barnard's financial returns have surpassed the benchmarks of peer institutions and other schools with small endowments, and it may be thanks to the college's partnership with an external investing company that pools together the endowments of ten organizations.

Returns for the fiscal year, which ended June 30, were 20.2 percent, compared to a benchmark of 19.1 percent for other small, liberal arts colleges, according to Chief Operating Officer Gregory Brown. Over a five-year period that included the recession of 2008-09, Barnard's overall return was 7.4 percent, better than the average of 6 percent.

"Relative to the benchmark of peer institutions, we do slightly better than they do when the market is up and lose less than they do when the market is down," Brown said.



**Investigating Investment**

This article is the first in a series examining Barnard's and Columbia's financial returns and investment strategies.

### Women are at partner level or senior level positions at 59 percent of the companies Barnard invests in.

**AN OUTSIDE FIRM**

Unlike Columbia, which manages its investments internally, Barnard outsources its investment office to Investure, a firm that provides mid-sized non-profit organizations with investment expertise. The school has been working with Investure since 2006.

Barnard does not have a chief investment officer. Instead, the school is part of a consortium of six schools—including Smith College, Middlebury College, and Dickinson College—and four foundations that pool their investments and participate in the same group of funds, eliminating the need for in-house endowment management, a move that Brown says saves money and reduces risks.

"It allows you to be part of a bigger group and not to have people on staff who manage the endowment—it's a very expensive thing," Barnard President Debora Spar told Spectator last month.

Investure manages \$6.5 billion for the 10 organizations, a number that rivals Columbia's \$7.8 billion endowment. Alice

SEE BARNARD, page 2

### OPINION, PAGE 4

#### A grand tour

Amanda Gutterman says adieu.

#### Reform service

Community service in college must be revamped.



### SPORTS, BACK PAGE

#### Deadline nears in coaching search

With its self-imposed deadline of Dec. 15 now just over a week away, the athletic department continues its search for a new head football coach.

### EVENTS

#### Awareness Into Action

A student-produced leadership panel on environmental concerns.  
304 Barnard Hall, 7 p.m.

#### Love, Globalization, and Marriage in Rural Mexico

Jennifer Hirsch, a professor at the Mailman School of Public Health, explores changes in the ideals and practices of love and sexuality south of the border.  
Sulzberger Parlor, 6 p.m.

### WEATHER

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53°/37°

#### Tomorrow



46°/31°



# Provost’s office to discuss ROTC academic standards

ROTC from front page

allow NROTC to recruit on our campus.”

Barry Weinberg, CC ’12 and co-president of Everyone Allied Against Homophobia, said he thought the information session was a minor event and should not have warranted an email to students from the provost.

“What is unfortunate is that it awards credits that not all students are eligible to earn,” Weinberg said, in reference to the inequality transgender students face, as they are still barred from serving in the military. “They shouldn’t award academic credit, which is under the discretion of the faculty.”

“Columbia will always have the opportunity to produce officers in the military.”

—Ryan Cho, CC ’13 and ROTC cadet

The provost’s office has formed an advisory committee to help discuss how to keep the NROTC program consistent with Columbia’s academic standards and nondiscrimination policy.

Captain Matt Loughlin, one of the Naval representatives who hosted the information session for students, said he hoped that the program would raise interest among Columbia students.

“I think that the program is sure to grow with students who are interested in joining the military, especially now that Columbia will be an option for their education,” Loughlin said. “We’ve already had some students accepted for next year.”

Although the turnout was limited, Loughlin remained positive about the future of the program.

“If we get one great candidate, we call that a successful day,” he said.

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IN UNIFORM | Captain Matt Loughlin speaks to students about a Reserve Officer Training Corps program that Columbia students can participate in for credit at SUNY Maritime in the Bronx.

# Experts say Investure is good move for small school

BARNARD from front page

Handley, who was not available for comment, started Investure in 2003 after managing the University of Virginia’s endowment for 29 years.

Barnard has made significant gains in recent years. The endowment was approximately \$175 million when Barnard hired Investure in 2006—now, it stands at \$215 million, even taking into account the market crash.

Brown said that Barnard outsources the management of its endowment “to maximize returns and to provide stability in the management of its funds.”

Columbia’s endowment is managed by 18 analysts and managers who comprise the Columbia Investment Management Company.

“Investment professionals are among the most highly compensated employees at universities

investments in companies that are environmentally-friendly.

EXPERTS WEIGH IN

Economics professors at Barnard said that, for schools with small endowments, outsourcing is a strategic move.

“A key issue in these matters is the cost of investment management,” Barnard economics professor Perry Mehrling said in an email. “For small endowments, outsourcing makes good economic sense.”

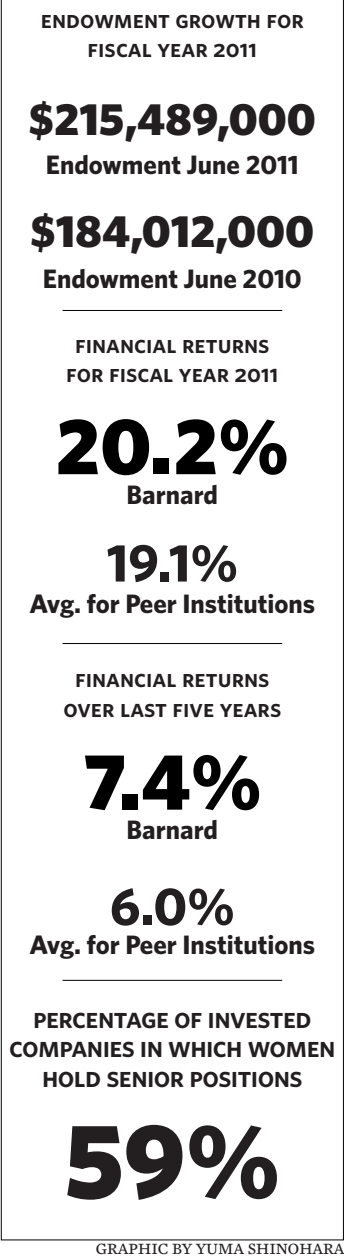
Barnard economics professor Marcellus Andrews wrote in an email, “While a university with an enormous endowment can become its own hedge fund ... it makes little sense for a smaller college with a smallish endowment like Barnard to manage its own endowment, especially in an extremely risky environment like contemporary capital markets.”

But Barnard economics professor Rajiv Sethi cautioned that the school’s gains may not necessarily be attributed to its arrangement with Investure.

“It could be good management (higher returns for a given level of risk) or greater risk exposure (riskier assets tend to have higher returns on average) or it could be just good luck,” Sethi said in an email.

According to Brown, the biggest issue for smaller institutions is staffing. Investure provides the school with professional investment managers and support for complicated transactions.

Barnard’s endowment is made up of roughly 800 individual funds for various purposes, including donor-restricted endowment funds and quasi-endowments, which are other funds selected by Barnard administrators to function like endowments.



GRAPHIC BY YUMA SHINOHARA

“Ironically and, you know, differently from how one might expect it, [it] allows us to make more of a statement because we’re grouping our funds with other institutions that have even more money,” Provo said.

“The strategy for us is simple—the college and its trustees determine asset allocation and spending rules, and we monitor all of what Investure does to follow these directives,” Brown said. “In finding the right partner, we made sure that the outsourced partner shares our values, investment objectives, and risk tolerance.”

Provo stressed that while Investure recommends a plan, “Barnard still has the option of dictating within that situation if there are companies which we want to avoid or which we are more interested in.” For example, women are at the partner level or senior level positions in 59 percent of the companies in which Barnard invests. She added that Barnard also prioritizes

ous purposes, including donor-restricted endowment funds and quasi-endowments, which are other funds selected by Barnard administrators to function like endowments.

The school’s endowment spending policy seeks to achieve an average 5 percent spending rate over time. Annual spending from the endowment, that is, money that Barnard can use from the endowment, is set at 5 percent of the rolling three-year average of the endowment’s market value as of Dec. 31 of the previous year.

Brown said that Barnard will continue to work with Investure.

“Barnard oversees Investure’s management of the endowment, and we have no plans to try to create an investment office of our own on campus,” he said. “Working with Investure has been an entirely positive experience and a tremendous help to us.”

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# Neighbors call for earlier closing time at Papasito

PAPASITO from front page

never be happy no matter what we do.”

Of the stipulations CB7 placed on Papasito, Chevere said they had complied with all except one: changing last call for liquor from 4 a.m. to 2 a.m. on the weekends.

“All of those 15 changes—we’ve made 14 changes,” Chevere said. “But because of the one, they are not happy.”

According to Chevreux, an earlier last call would crush the business.

“It’s a death sentence if you can’t stay open until 4 a.m.,” he said.

But residents aren’t buying it. Jackie Stewart, who lives around the corner from Papasito, said she didn’t think

that the owners had been doing enough.

“I haven’t seen any benefits yet, and I would like to see them before they were granted a license,” Stewart said. “Maybe they’ve invested, but there haven’t been results yet.”

“2 a.m. is ample time for a restaurant,” she added.

The resolution is only a recommendation to the State Liquor Authority, which has the final say on alcohol licenses in New York. CB7 considered sending a flat-out disapproval of the license, but several board members said that in the past, the SLA has accepted applications when the community board has not provided a detailed rationale for their disapproval.

CB7 Business and Consumer

Issues Committee Co-Chair George Zeppenfeldt-Cestero said he recognized Papasito’s problems but defended the application.

“The applicant has made considerable effort to ... invest heavily in these stipulations and changes,” Zeppenfeldt-Cestero said. He said the board has “seen the types of efforts the applicant has made to ensure they are abiding both with the letter of the law and the spirit of the law.”

“We’re trying to find a way to make this work for both constituencies,” he added.

CB7 member Jay Adolf said that the testimony of the residents constituted a “litany of terrible things this establishment has done to this neighborhood.”

“Does anyone really believe that a café or lounge or restaurant that stays open to four in the morning—when people don’t usually go to dinner—is going to stop serving liquor at two?” he asked.

Cynthia Doty, Democratic leader of the 68th Assembly District, said her main complaint was the way the restaurant affected the community.

“If Papasito started out in a better, good-neighborly way, we wouldn’t be having as much conversation right now,” Doty said.

“It won’t breed a good sense of community if it’s very noisy, if it’s upsetting the people who live right over top of it,” she said. “I don’t think it’s a good addition to the neighborhood.”

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# Teachers College students say funding doesn’t compare to peers across the street

TC from front page

and supported the final changes unanimously. But Allegrante said in an email that the cost increase “was clearly far more than we had expected.”

“What has disturbed the TC community is that while Columbia Health’s action in adopting the change in policy effectively mitigated the increase for its own students under the new plan, it led to a much higher proportion of increase for TC,” he said.

“‘Unanimously agreed’ does not fully describe the events as they unfolded and does not speak to the complexity of the health insurance landscape at the time or the lack of options from which we could choose,” he added.

A Columbia spokesperson declined to comment for this story.

**FINANCIAL PROSPECTS**

Rosen started a petition opposing the health insurance changes—it garnered over 50 signatures—and the TC administration held a town hall meeting in September to listen to student concerns. Rosen described the event as “moving,” saying some students revealed that they had to rely on Medicaid for their health care needs.

At that time, administrators announced that some of the neediest students would receive a one-year assistance package equal to the amount of the premium increase. But although administrators have discussed the possibility of more long-term help, Allegrante said he doubts that TC has the funds to provide broad assistance on a permanent basis.

Health insurance isn’t the only issue where TC’s funding is lacking. As Spectator reported last month, compensation for teaching assistants at Teachers College is often just a fifth of the compensation for teaching assistants at Columbia, and TC students who teach in the Core Curriculum make just half of what Columbia students make.

On top of that, TC doctoral students also say that their overall funding packages cannot compete with those at peer institutions or with funding for Columbia’s GSAS students. Jeffrey Henig, a professor in TC’s department of education policy and social analysis, said that while there are many TC professors who “share with the Ph.D. students a wish” to improve funding, TC’s budget is more constrained than budgets at some other schools.

“We are competing for students who look a lot like the Ph.D. students across the street, we are competing with other institutions who have more to offer in terms of funding support,” Henig said.

Administrators have committed in principle to aggressively improving doctoral funding, including TA compensation. Faculty and administrators note that TC has far more doctoral



FILE PHOTO

**‘THE WIDEST STREET IN THE WORLD’** | Some students at Teachers College say they are frustrated by the persistent divide between TC and Columbia University. Although TC bills itself as a part of Columbia, it is a financially independent entity, with its own endowment and budget.

students than competing education schools and other Columbia doctoral programs, and bringing this number down is widely agreed to be an important part of achieving more competitive funding.

Allegrante said that Teachers College is “fully aware of the need” to provide more competitive funding to full-time Ph.D. students, and that a capital campaign taking over the next few years will hopefully make that possible.

“The campaign that will begin unfolding is going to be an opportunity to address this, and my own hope is that—and I think we will be able to do this—is that we will be able to commit many, many more dollars than we do now to students that will be coming to the college in the next decade,” he said.

**‘A HUGE MYSTERY’**

Still, some students doubt that TC can ever approach doctoral-funding parity with education schools at places like Harvard University, Stanford University, and Vanderbilt University, where the education schools are

direct parts of the overall universities—not affiliates.

Doctoral student Ruaridh MacLeod, a former TC representative in the University Senate, said that it’s a “huge mystery” to students why TC doesn’t receive more financial support from the University.

“It is patently clear that the college, as a going concern on its own, doesn’t have a particularly... illustrious financial prospect ahead of it,” MacLeod said.

Although some funds pass across 120th to account for mutual cross-registration, Allegrante said that the latest version of the affiliation agreement between Columbia and TC—which was written in 1965—states that Columbia is under absolutely no obligation to provide for “the physical maintenance or fiscal management of the College.”

“We are responsible for raising all of the institutional resources that enable us to run the institution. We do not draw on the Columbia University endowment,” Allegrante said. “And I think that’s where the confusion sometimes comes.”

**“We are competing for students who look a lot like the Ph.D. students across the street, we are competing with other institutions who have more to offer in terms of funding support”**

—Jeffrey Henig, TC professor

MacLeod isn’t alone, though, in thinking that TC would benefit from a closer relationship with Columbia. Robert McClintock, who recently retired after more than 40 years as a TC professor, said that there would be many benefits to closer integration

between TC and Columbia, even if it would be opposed by some TC faculty.

“Most people say ... the University is going to more and more envelop Teachers College as it moves uptown, and there I think will be a growing case for the eventual merging of Teachers College into Columbia,” he said.

**‘NOT GOING TO HAPPEN’**

Allegrante noted that the TC’s relationship with Columbia has “waxed and waned” over the years. TC Provost Tom James and former Columbia Provost Alan Brinkley had agreed to form a joint task-force to explore academic cooperation between the two schools, but this effort was stalled by the departures of Brinkley and then of his successor, Claude Steele, Allegrante said.

If these discussions were to happen, health insurance and pay for Core teachers, in addition to cooperation on faculty hiring, “would probably be on the table as well,” he said.

TC Student Senate president Vikash Reddy said he thinks that a complete integration of the two

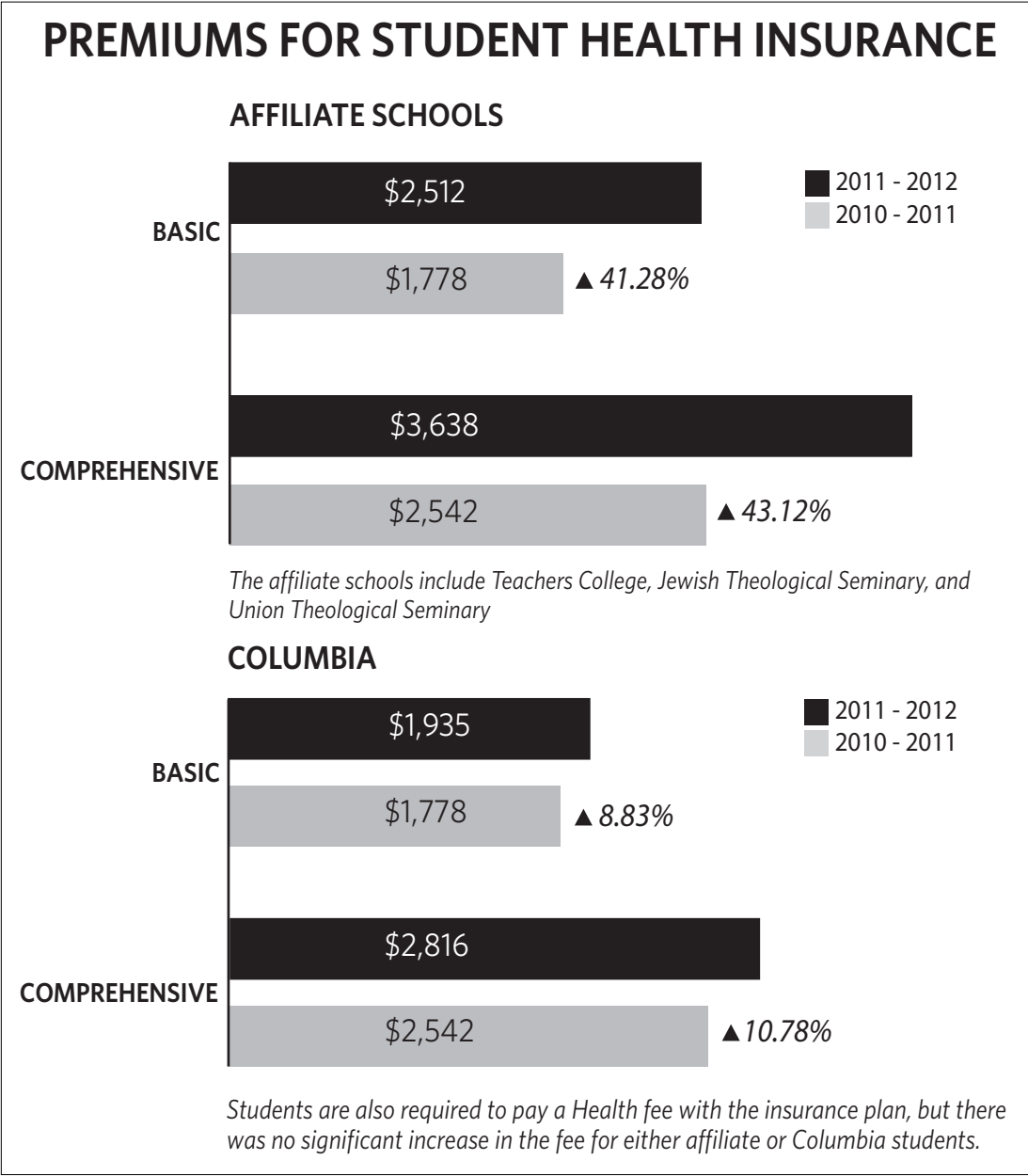
schools is “not going to happen.” He believes that TC could make the nature of its relationship with Columbia clearer to current and prospective students

“TC certainly sells the Columbia University portion of the name there, and Columbia also talks about TC as its education school,” he said. “Sometimes the affiliate status isn’t necessarily explained well or isn’t necessarily understood well.”

Allegrante said that the TC website mentions the affiliate status, and that he personally mentions it when he addresses prospective students. Still, for Keith Miller, TC’s student representative in the University Senate, the disconnect between the two schools came as a surprise.

“When I was looking to get into a graduate school, I couldn’t really find any information that detailed what’s happening at Teachers College. I didn’t know that Teachers college is an affiliate school,” Miller said. “I thought it was a full-fledged part of Columbia University.”

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GRAPHIC BY SINJHN SMITH





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# Changing community service

BY LULU MICKELSON, ALLIE RICHARD, AND  
MATT CHUPACK

Something is amiss about “college community service.” At one end of the phrase, we have “college”—an institution filled with money, power, libraries, resources, dedicated teachers, ruthless researchers, and bright young minds. On the other side we have “community service”—the concept of giving back to alleviate needs and provide services that are lacking on our campus and greater community. This semester, an interdisciplinary group of Columbia University undergraduates has begun to reevaluate and revolutionize how these two ideas can fit together.

As students, we came to Barnard and Columbia ready to serve, drawn to New York City with all its opportunities and all its flaws. We arrived excited to engage and help out. Giving back is important—it feels good and it looks good. We weave community service into the fabric of a well-rounded college success story—we see it as part of being a good person.

But when we explored the community service options available on campus, we were overwhelmed by their unoriginal, short-term nature. Well-intentioned and optimistic college students are filed in to fill routine areas of need—tutoring in a school, assisting in a soup kitchen, cleaning up a park—often without proper training, context about the realities of those being served, or critical discussion on the larger ramifications and root causes associated with problems that volunteers are assigned to address.

This low-commitment community service makes sense. In college, we are all strapped for time, and a few hours teaching sports at a local community center in Harlem fits neatly between calculus, debate, and swim team. We fully acknowledge that these positions are important and helpful—the homeless shelter needs extra hands organizing food, and the public school teacher could use help going over math assignments with his or her over-sized class.

However, this model for “college community service” is based on the Band-Aid approach of giving a temporary helping hand, while neglecting to address the greater social issues at play. While our experience at that after-school sports program may enable us to learn about sports, children, ourselves, and maybe even give us a context to start grasping the larger power-privilege dynamics in our community, we are not making a well-informed or sustainable impact.

When it comes to “college community service,” often the two elements of the phrase do not form a cohesive whole.



MELISSA FIGUEIRA

The energy and talent concentrated in our University has the potential to materialize into more than Band-Aid service, but into social and civic engagement that is creative, sustainable, and effective.

This semester, we joined a dedicated, interdisciplinary team of Barnard and Columbia students to participate in Design for America (DFA). As one of eight American campuses participating, we are part of a national network of passionate young thinkers and activists reinventing the way college students engage in community service.

We have created a student-run “solutions studio” to design innovative and tangible local change. Our work is not a temporary fix. Through collaboration with professors, professionals, and local organizations, we aim to innovate long-lasting solutions based on extensive research and strong community partnerships. Using the human-centered design process, we work with those directly impacted by the problems we are tackling. This enables us to create solutions, in

the forms of products or systems, that fulfill the needs of our community and help alleviate aspects of our nation’s most pressing social, education, health, and environmental issues.

In the past two months, we have drawn together a “DFAfamily” network of over 200 student social entrepreneurs passionate about revolutionizing how we engage with and improve our world. On Dec. 9 we are hosting a Studio Review to showcase the work our 35-student DFA Studio has accomplished thus far and discuss where we are headed in the semesters to come. We invite and encourage the campus community and public to attend. Collaborate with us in redefining what it means to participate in “college community service.”

*Lulu Mickelson is a Barnard College sophomore and co-founder of Barnard-Columbia DFA. Allie Richard is a Barnard College first-year and is a DFA designer. Matt Chupack is a Columbia College first-year and a DFA designer.*

# Foreign flight

When I came to Columbia, I was surprised to meet students who had never traveled outside the United States. I was even disgusted by the idea that Americans, whose culture touches the remotest corners of the world, would not take the initiative to venture out and see them for themselves. Indeed, Americans have often been characterized on a national level as isolationists, and on a personal level, as solipsists. The notion of American supremacy has become a tradition deeply rooted in history. Does that explain our reverence for the flag, our unwillingness to learn other languages, or our record of nonparticipation in international organizations? These are enough to make almost any liberal intellectual shiver. Meanwhile, in recent years, Columbia has incurred both praise and criticism for spending millions on its global centers to expand its reputation abroad. More than ever, we are warned that America’s economic position is temporary, likely to be eclipsed by China in the near future. If we are to accept this premise, then American solipsism is impractical, even dangerous.

Pardon my nostalgia—after four semesters, this is my last column before I go to study in Paris, a farewell and also a question. What does it mean in the 21st century for American students to travel abroad? The concept of travel for its own sake—which I will crudely call “tourism”—is hardly universal. Seasonal changes forced nomads to decamp in search of game, merchants and explorers risked their lives with the hope of profit. There were no breaks or gap years, no time to spend “finding yourself” on your parents’ dime. Once you were old enough to dig ditches, you dug ditches. Anyway, Western tourism emerged as a result of the Industrial Revolution, the advent of safer means of transport, and the rise of a leisure class with time to kill. Tourism was, and still is, a luxury good. Bourgeois families sent their sons on the famous Grand Tour, an extravagant vacation through the major cities of Europe that could take months or years. We call it a “senior trip.”

Notice that only sons were sent abroad. No one was more stigmatized than a young woman traveling alone. Even when my grandmother was offered the opportunity to go on a tour of Europe, her parents decided no: a supervised trip with a chaperone and a group of girls would be too risky.

There is every reason to be grateful for the opportunity to travel. It is a product of unique and almost



AMANDA  
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**The Far  
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Familiar**

unprecedented historical circumstances. And yet, only 37 percent of American citizens have passports. Only one percent of college students study abroad.

Perhaps some of this can be explained by solipsism, but America, surrounded by oceans, is an expensive continent from which to travel. With so many facing prohibitive costs, I am confronted by the prospect that study abroad is a mere indulgence. After all, there is no concrete reason why one must study in Paris, Florence, or São Paulo. Columbia offers wonderful French classes. New York lacks in almost nothing. In the age of the Internet, it is possible to learn about a culture remotely. Education by experience is more the stuff of college fliers and costly summer program brochures than it is a reality. Once our museum visits and excavation projects in Central Park are done, we find ourselves cooped up in Butler for two weeks, learning from our bright little screens. Is this an inferior mode of education? Possibly not—what it wants in romance, it makes up in efficiency.

# What does it mean in the 21st century for American students to travel abroad?

Furthermore, travel abroad does not guarantee self-improvement. One can hardly visit the Louvre without confronting tourist groups in matching T-shirts and dog tags jabbering in bathroom lines and buying crappy souvenirs. Mark Twain once wrote, “Travel is fatal to prejudice, bigotry, and narrow-mindedness.” Of course, that depends on how you travel. Upon consideration, I think that our usual questions about travel are misplaced, as far as education is concerned. Which countries a person has visited, and whether or not she can go abroad, are not indicators of anything valid. In a culture whose highest good seems to be 140 characters of snark, I’ll admit that when I write these columns, I’m sometimes terrified of waxing idealistic. But here goes: Our education is about becoming the kind of person who can truly benefit from going abroad, developing the kind of mind that benefits just from being conscious—looking hard, seeing clearly, and thinking bravely.

Adieu!

*Amanda Gutterman is a Columbia College junior majoring in English. The Far Side of the Familiar runs alternate Wednesdays.*

# LETTER TO THE EDITOR

Dear Editor:  
We appreciate that Spectator chose to spotlight the Rape Crisis/Anti-Violence Support Center and Men’s Peer Education, programs of Columbia Health Service’s Sexual Violence Response, in your recent article (“20 Years In, Columbia’s Rape Crisis Center Still Only Takes Female Volunteers,” Nov. 28). We concur that shedding light on valuable resources, programs, and services is important for students to know in order to seek help when they are needed; with this in mind, we are writing to clarify and correct some important information reported in your article.  
The Rape Crisis/Anti-Violence Support Center offers 24-hour advocacy and evening peer counseling services to male and female survivors of sexual assault, intimate partner violence, stalking, and childhood sexual abuse during the academic year. Peer Advocates are trained and certified student volunteers who assist survivors by accompanying them to the hospital, health services, the police, public safety, court, and other resources. Trained Peer Counselors offer emotional support and information to survivors and co-survivors, on the phone and in-person during the academic year. When relevant, these student volunteers also provide information to survivors regarding the Gender-Based and Sexual Misconduct Policy. These services are offered to all members of the community, regardless of whether survivors are male or female. Finally, the Rape Crisis/Anti-Violence Support Center is located in 112 Hewitt Hall and can be entered through Brooks Hall on the Barnard campus; not to be confused with “Barnard Hall.” We also remain connected with programs providing sexual assault and relationship violence resources at peer institutions, including Princeton University’s Sexual Harassment/Assault Advising, Resources, and Education, and Dartmouth College’s Sexual Abuse Awareness Program. Their programs provide services and resources to both female and male survivors, similar to our program, but they do not support or maintain rape crisis centers or student volunteer-based advocacy or helplines. For more information, please visit these programs’ websites at www.princeton.edu/uhs/student-services/share/ (Princeton University) and www.dartmouth.edu/healthd/groups/sapa/index.html (Dartmouth College).  
We encourage students to contact the Sexual Violence Response office at (212) 854-3500 or email svprp@columbia.edu to learn more about the volunteer opportunities available for all students. For more information about services, programs, and resources from Sexual Violence Response, please visit www.health.columbia.edu/svprp.

*Karen Singleton Ph.D.  
Director, Sexual Violence Response  
Dec. 6, 2011*

# STAFF EDITORIAL

# Evaluating evaluations

By now, you’ve probably received an email from Columbia prompting you to fill out your course evaluations. If you are like most Columbia students, you will put this off for as long as possible and will end up hurriedly filling them all out the night before they are due. Columbia has cleverly incentivized the completion of evaluations—if students don’t submit them by Dec. 15 for the fall term, they will have to wait longer to see their grades in some classes. The fact is that even with this system in place, students don’t take filling out evaluations seriously, especially when they are due during reading week. By delaying the process two weeks and restructuring the evaluations themselves, Columbia would be better able to use the evaluations to improve courses and help professors and teaching assistants gauge their teaching styles.

The timing of the evaluations presents several problems. For one, reading week is when students should be able to focus on studying for exams and writing papers, not taking the time to give feedback to their professors. The current system has students filling out evaluations as fast as they can, as they are on such a tight time budget. With open course evaluations on their way to implementation, it is imperative for Columbia to give students a chance to think about what they want to say before writing it down. Evaluations should thus be due after the business of the semester has come to an end.  
Furthermore, the final exam can sometimes be instrumental in determining a student’s experience of a class. This is even more applicable for classes with few grades and assignments, as it is difficult for a student to tell how harshly a professor grades or how fair a course is before she is subject to a professor’s testing. By waiting to open evaluations until after finals are over, Columbia would receive more honest and complete responses.  
Of course, some students would begrudge having to fill out applications over winter or summer break, but the same is true for evaluations given during finals. And as long as grades are an incentive to fill out evaluations,

students will, on the whole, complete them in a timely fashion. In fact, let’s strengthen the connection between evaluations and grades by eliminating the evaluations deadline altogether, but preventing students from seeing their grades—ever—until they give feedback.  
Finally, course evaluations should focus more on verbal answers than rankings. Verbal answers give a much fuller picture of a course and an instructor, while numerical rankings can be arbitrarily based on a person’s mood. Evaluations at Barnard, for comparison, contain a substantial number of both text boxes and rankings, and they give a fairly comprehensive indication of a student’s experience of a course. While evaluations should be brief and streamlined, they should give multiple chances for a full, qualitative judgment of a course.  
The prospect of open course evaluations makes these changes imperative, as a public and permanently available evaluation written hastily during a moment of stress does no one good. Pushing back the window to complete evaluations would give students more time and opportunity to critique their courses thoughtfully, as would evaluations which looked for more than just quantitative feedback.



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FILE PHOTO

**TIME FOR CHANGE** | The athletic department is looking for a football coach who will be able to turn the program around.

## Columbia’s unique qualities stressed as Lions look for new coach

**FOOTBALL** from back page

season does not look good in the eyes of potential freshman recruits.

Murphy stressed that the candidate must be able to not only recruit but recruit specifically for the Lions.

“We want someone who is an excellent recruiter, who is going to be an excellent recruiter specifically for Columbia,” Murphy said. “Columbia, as you know, is a very different institution than maybe even the other Ivy League institutions, with the City of New York.”

When asked about looking for a coach that has demonstrated a knack for recruiting in this part of the country, Murphy said she believes that such a focus would limit the team, and that because of the unique nature of the Ivy League, the recruitment search must be nation-wide.

Having new energy and the ability to motivate will also be keys.

“I think that’s an important thing for the coach to come in right away and just instill a new energy for the players and the program as a whole, just to get us off on the right start,” Brackett said.

Though everyone on the committee acknowledges that there will be some sort of a transition period, players like Brackett and linebacker Josh Martin—who will be entering their final season at Columbia—hope that transition time will be short.

Characteristics that the players hope will carry over from Norries Wilson’s time are the coach’s attitude toward his players and his leadership abilities.

“Coach Wilson, he was a great leader,” Martin said. “One thing that he did very well and I think he was a good example of was caring for the players.

You knew that he cared about us and he cared for us.”

Murphy stressed the importance for the committee to take its time and find the right person for Columbia, despite the desire to select a coach as soon as possible.

“You don’t just walk out and hire a coach,” Murphy said. “You’ve got to care about it. There’s nothing more important I can do right now than get the right football coach. Just because you’re the right football coach at Ohio State University doesn’t mean you’re the right football coach at Columbia University. We have to get the right guy for Columbia.”

Though Murphy believes strongly in finding the right coach, the committee has set a Dec. 15 target date for its final decision. That leaves eight days for the committee to find the man to lead Columbia next season.

## What we really need in our next head coach

According to the Athletic department, the new head coach of the football team will be named sometime in the next eight days. As the search heads into arguably its most important and stressful week, the team’s followers eagerly await the decision while trying to anticipate who the choice will be.

Before I continue, though, if you could all flip to the back page (or direct your browser back to the Spec sports home page), there’s an article detailing what the athletic department is looking for in the ideal candidate. Take a minute to read the facts and what athletic director M. Dianne Murphy says on the matter. Then, come back. Definitely come back.

Even a brief skimming will clearly show you the things Murphy says the search committee is looking for: a candidate who is a strong leader, has a high football IQ, knows how to win, and knows how to recruit for Columbia.

Now, this all sounds impressive and like the athletic department is giving you a lot of information, but to be honest, it’s kind of crap. Read those first three qualifications again: Strong leader. High football IQ. Be a winner. To me this is nothing but stating the obvious.

With regard to finding a strong leader, in her interview with Spectator on Dec. 2, Murphy said specifically, “Coach Wilson was a fabulous leader. ... He’s a good man, he’s a good person, he was a great leader. We just didn’t get it done and this is a business.”

Clearly, being a strong leader alone isn’t enough. And quite frankly, it seems to me as if this is a qualification of all coaches. Not even just football



**VICTORIA JONES**  
**Batting a Thousand**

coaches but every coach everywhere. Does anyone really look for a coach that can’t lead the team?

So not only does being a strong leader seem like a given for coaching a team of 110 guys, it also doesn’t seem like having this quality in our next coach is going to do anything extra for Columbia if it’s not something that was lacking in the last regime. It’s simply a level to maintain—and an obvious one at that.

The second point seems similarly useless to me. “We want someone who has a great football IQ,” Murphy said. “What does that mean? It means, has a great knowledge of football—understands offense, defense, special teams, those kinds of things.”

Again, would the plan ever be to hire someone without a good knowledge of football? Or someone who only knew about one facet of the game and would have to leave the other two up to the assistant coaches? This, too, seems a little obvious to me.

And finally, wanting a coach who knows how to win? Someone who has been successful? Big surprise. Again, no one hires a coach who sucks, just hoping that he’ll tank the program because he knows how to do it so well.

I get that these are important things to look for in a candidate—and I’m not trying to minimize that—but it doesn’t seem to me that they have much to do with Columbia’s coaching search in particular. These things are always important.

Murphy’s remaining point is really the only one that I find says anything useful and Columbia-specific about the search for a new coach, but it’s definitely the key one: recruiting. Recruiting is obviously a big part of the job at any school, but in Columbia’s case, it’s a bit of a different ball game.

Being a part of the Ivy League puts a lot of restrictions on Columbia and its ability to recruit great players. There are no athletic scholarships

with which to entice prospects, and no matter what you believe about the relationship between athletics and admissions, there is still an academic standard to be upheld here that doesn’t necessarily exist at other schools. There are no functionally illiterate athletes getting paid to come here and play football.

So recruiting for Columbia is actually a specific thing to focus on when screening candidates. It won’t be something that all coaches will know how to do or be any good at. In my opinion, this might be the most important thing to find in our new coach. The idea of recruiting for Columbia kind of reminds me of that scene in the movie “Miracle” when Herb Brooks says, “I’m not looking for the best players, Craig. I’m looking for the right ones.”

Columbia needs the right players for the program, and it’ll take a special eye to find them. It’s not only about finding the best football players you can convince to come here, but it’s finding the ones with the right attitude to play in this culture and developing a combination of players that will mesh well on the field.

One or two stars won’t cut it. (Of course, “star” is a relative term given the level Columbia plays at in the big scheme of college football.) After watching this past season, I think there’s definitely room for more of a rhythm and connection between the players on the field, and that’s where the most realistic improvement lies. It’ll take a very specific type of coach—one with a good eye and understanding of the program and its existing structure and players—to have the right vision and to be able to recruit all the necessary players to make it happen.

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Self-imposed deadline approaching for football coach search

BY JEREMIAH SHARF  
Spectator Senior Staff Writer

“Win. Win. We want to win.” Those were the words of M. Dianne Murphy, Columbia’s athletic director, when asked what the main concerns were in looking for a new football head coach.

Put simply, that is exactly what the athletic department hopes to achieve when it selects the new coach.

Winning will be a tough task for this new coach, as Columbia football is coming off of a 1-9 season and will be losing a host of key seniors in the coming season.

How do Murphy and the rest of the search committee plan to find a coach that will help the team win?

Despite the poor record from this past season, Murphy and the rest of the search committee believe the program is capable of a quick turnaround.

“We expect our program to get better over a very short period of time,” Murphy said. “We believe by doing the right things, by having the right staff, by doing the right recruiting ... all that is a process that translates into winning.”

“I think that’s a really important thing, for a new coach to come in here and just help change the culture.”

—Sean Brackett, junior quarterback

The search committee consists of Murphy, former football head coach and current Associate Athletics Director Ray Tellier, and some key alumni and current players.

There is consensus within the committee that one of the most important factors when looking for a new head coach is his ability to change the face of a program that has such a storied history of poor performance.

“We’ve got to change that culture of losing, and that comes with confidence,” Murphy said. “That’s getting enough guys, the right guys coaching them up, giving them the confidence to make those big plays, the right time in that game—and it’s a change of culture. And that’s a hard thing to overcome.”

Players also acknowledged the problem. Junior quarterback Sean Brackett—the team’s only captain returning next season—says there must be a complete attitude change.

“Just come in here with a winning attitude—winning culture—and just change everything, because we haven’t been getting the job done on the field with wins and losses,” junior quarterback Sean Brackett said. “I think that’s a really important thing, for a new coach to come in here and just help change the culture.”

A coach with a history of winning that displays a desire to win will be a strong candidate for the job, but he will also need to build a team that is up to the task.

The second layer of the coaching search is much more complex. The new coach must be able to recruit the right players, implement the proper system, and motivate the team if he hopes to be successful from the start.

Recruiting is tough enough in the Ivy League, and a 1-9



DOUGLAS KESSEL FOR SPECTATOR

**STREAK** | Chris Crockett, Alex Rosenberg, Brian Barbour, and Mark Cisco (pictured from top to bottom) helped the Lions win again.



DOUGLAS KESSEL FOR SPECTATOR

**BIG MAN** | Junior forward Mark Cisco scored a high-pressure free throw with only seconds remaining to give the men’s basketball team a 46-45 win over Holy Cross.

At home, Light Blue wins thriller

BASKETBALL  
from front page

“I thought it was a breakthrough game for him [Cisco],” head coach Kyle Smith said. “He gave us what we needed in a really tough, hard-fought game. He gave us some big buckets. He’s a big body under the basket, and he’s a good rebounder. We ran some stuff for him late down on the block, and he delivered.”

The win gave Columbia its first six-game winning streak since the 1981-1982 season.

With only one off-day after games on Friday, Saturday, and Sunday and two cross-country flights in the last week, questions lingered about the Lions’ stamina. Yet despite the lack of rest, the Lions turned a game that had the makings of a blowout into a nail-biter down the stretch with a stirring 22-3 run midway through the second half.

“I knew it would be tough, just because of the travel and the time change,” Smith said. “But we somehow snuck it out. It was great.”

“We were still sluggish in the first half and not really mentally there,” Barbour said. “In the second half, we really picked it up. We started being like, ‘Enough was enough. We’ve got to punch back now.’”

Trailing 45-43 with 3:13 remaining, Cisco muscled his way to the basket and banked it in to tie the game. He then came up big on the other end, blocking a Crusader shot and grabbing the rebound. A three-pointer from Barbour went in-and-out on the next possession, drawing a gasp from the home crowd. After a Holy Cross turnover on the other end and a Barbour trey that came up short, the Crusaders held for the last shot. A floater in the lane didn’t fall, and Cisco was fouled while grabbing the defensive rebound, setting up the last-second drama at the free throw line.

Offensively, the Light Blue found the early going tough, shooting only 16.1 percent in the first half. Columbia, whose strong shooting from beyond the arc has in part fueled its winning streak, started cold from downtown before freshman guard Noah Springwater and senior guard Steve Egee knocked down consecutive treys to cut the lead to seven. Holy Cross responded with a 10-1 run to open up a 30-14 halftime lead.

The Crusaders’ defense was smothering in the opening period, holding Columbia to 5-for-31 from the floor and blocking four shots. Holy Cross shot 50 percent from the field in the first 20 minutes, led by eight first-half points from the team’s leading scorer, senior guard Devin Brown. He did not score after the break, however, as Columbia held Holy Cross to 15 second-half points.

Part of that turnaround came in the post, where the Lions’ big men out-rebounded the Crusaders 21-17, recorded four blocks, and took an 8-4 edge in points in the paint after Holy Cross outscored the Lions 14-2 down low in the first half. Freshman forward Alex Rosenberg, who finished with nine points, pulled down a game-high 15 rebounds.

“I made better moves in the second half, and I played better defensively in the second half,” Cisco said. “So did John [Daniels] and everyone else who is in the paint with me.”

Sophomore guard Meiko Lyles, the reigning Ivy League Player of the Week, was held scoreless in the first half after taking only one shot. Lyles came into the night having shot over 82 percent from three-point range in California. He knocked down his first attempt from downtown of the second half and then converted two free throws two possessions later to spark a 15-0 run that brought the Lions within one.

Rosenberg hit a three-pointer with just under nine minutes to go to make it 38-34. After a Holy Cross miss on the other end, Cisco hit the offensive glass after a Rosenberg trey rimmed out. Rosenberg converted the put-back and got fouled on the play, forcing a Crusader time-out with 8:21 to go. He knocked down the ensuing free throw to cut the lead to 38-37. Seven of Rosenberg’s nine points came after halftime.

“He can make a three, he can drive and kick, he can make a shot,” Smith said of his freshman big man. “So we spread out the floor and, even though he wasn’t shooting well, it was pretty darn good. He was big on the boards, too.”

Cisco knotted the score at 41 with a lay-in in transition, and Rosenberg got to the basket for a contested lay-up a few possessions later to make it 43-43 with 4:28 remaining.

The Lions entered the game on a five-game winning streak, having swept all three contests of the Loyola Marymount Centennial Classic over the weekend—including a 69-61 decision over the hosts, who had beaten UCLA and St. Louis, both ranked at the time.

This win was keyed not by offense but by defense, as the Lions held their opponents to 26.1 percent shooting in the second half and 38.3 percent for the night.

“I think our calling card this year—funny for me—is going to be defense,” Smith, an offensive guru, said with a chuckle.







To keep the winning streak alive, though, Columbia will need to show more of the same.

“If you’re going to be good, you’re going to take everyone’s best shot,” Smith said. “They knew we had won five in a row. They knew we had gotten some big wins. So they came in, and they really went after us.”

Columbia hosts Long Island at 2 p.m. on Saturday in Leven Gym before taking an 18-day break for final exams and the holidays.

SIX AND COUNTING

This is the Columbia men’s basketball team’s first six-game winning streak since the 1981-82 season.

 HOLY CROSS	December 6, 2011 <b>46-45</b>	 LA SIERRA	December 4, 2011 <b>78-56</b>	 NORTH TEXAS	December 3, 2011 <b>72-57</b>
 LOYOLA MARYMOUNT	December 2, 2011 <b>69-61</b>	 SWARTHMORE	November 28, 2011 <b>104-42</b>	 MANHATTAN	November 26, 2011 <b>59-41</b>

GRAPHIC BY SINJHJN SMITH