

CORNELL'S QUARTERLY MAGAZINE SPRING 2010

# EZRA



NURTURING  
BIG IDEAS

CORNELL GIVES HEAD START  
TO STUDENT INNOVATORS

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# EZRA

## FROM THE PUBLISHER

A theme running through much of the work done by University Communications this year is charting the course of the student experience – telling the Cornell story through the eyes of its students. The student experience shines throughout this issue.

For a start, our cover story is about student entrepreneurs – both current students and young alumni – whose Cornell experience has taught them how to think and act like true innovators, no matter what their majors and chosen fields. This strong tradition of experiential learning is a direct result of Cornell's commitment to its role as the nation's original "opportunity university."

You will also find articles in this issue about architecture, art and planning students' winter-break trip to India; about student Charlotte Jandér's ongoing research on fig wasps near the Panama Canal; and about essential services provided by the many students who are employed by Cornell University Library.

The student experience at Cornell is often about service – to the community and to the world. Our article on Global Medical Brigades shows why the group is described by one professor as being "for pre-meds who cannot wait to eventually participate in Doctors Without Borders." These students have already made two trips to Honduras to provide medical services to hundreds of rural residents via mobile medical units and plan to travel there again this May.

Every year there are thousands of individual student "experiences" at Cornell, many the result of students' desire to affect the world around them for the better and to put their knowledge and experience to practical use.

Making a difference has become a hallmark of our university.

Thomas W. Bruce  
Vice President, University Communications

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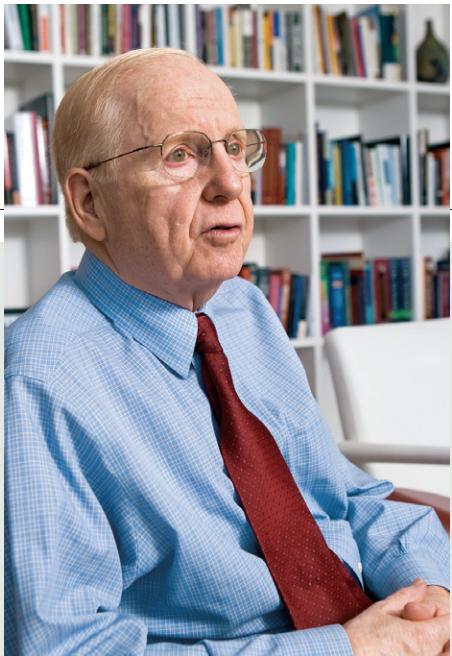
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The enterprising view from Ithaca: Is it our entrepreneurs' time in the sun?



**Edward Lawler**

*For the past six months, Edward Lawler and seven of his faculty colleagues have been drafting a document that will offer some answers to a crucial question: What will Cornell look like in 2015? Lawler, the Martin P. Catherwood Professor of Industrial and Labor Relations and former dean of the ILR School, heads the Strategic Planning Advisory Council, which is helping plot the university's goals and objectives for the next five years.*

*Lawler shared some of his thoughts about these goals, and the role alumni can play, with Ezra's editors.*

### **S**ome alumni are worried that Cornell will change radically over the next five years as a result of the strategic plan. How do you respond to their concerns?

The Cornell we all love will remain, but hopefully we will build even more strongly on its strengths and distinctiveness. This is our overarching purpose. I would look for a stronger culture in support of teaching; a more diverse community of faculty, students and staff; concerted efforts toward faculty renewal given the coming retirements; a few more departments

# ALUMNI VOICES ARE HELPING CHART THE ROAD TO 2015

reaching a leadership position in their field; and an even stronger impact on the world through a new push behind public engagement.

### **How can alumni get involved?**

Through publications like this, we are asking alumni to send their comments and suggestions. Cornell is privileged to have dedicated and supportive alumni. We need your advice and thoughts on the content of the plan and your help in implementing it when it is completed. So, please send your comments and suggestions to [strategicplanning2010@cornell.edu](mailto:strategicplanning2010@cornell.edu). We are also meeting with alumni whenever possible.

### **Strategic plans often end up forgotten in dusty binders. How do you plan to ensure that your work doesn't meet the same fate?**

The president and provost are committed to operating with a strategic plan, and we are working to specify actions for each objective. We won't in all cases say exactly what should be done, but we will point in certain directions. The plan will offer a road map for moving the university forward but also will require regular if not continual modifications and adjustments. A good strategic plan is going to be a living, working document, even after it's finished.

### **What themes are emerging from the planning process?**

They include how to promote faculty and staff excellence given intense competition and limited resources; diversity and inclusion; a distinctive education; collaboration across disciplines and colleges; and effective assessments of teaching, research and outreach. We're looking at the university as a whole, and

thinking of Cornell as a singular unit, while recognizing and affirming the importance of strong and distinctive colleges and other academic units.

### **You have received ideas from four working groups, composed of 63 faculty, staff and students. What exactly are they telling you?**

In October 2009 the provost created the council and the working groups, each of which explored one of the university's broad goals: education; research, scholarship and creativity; public engagement; and organizational stewardship. The council gave each group initial issues to address, and in December the groups provided input on those and others they deemed important. Then the council created an initial draft of objectives and actions for each goal. After additional feedback from working groups and university leaders, we prepared the draft outline.

### **When will the strategic plan be released?**

The final plan is scheduled for completion in May.

### **Can alumni voices really affect the plan?**

They can. We have gotten a lot of feedback to date, but over the next months I bet we'll hear things that we haven't heard or thought of and get good ideas for what we need to work on or clarify. The plan is about the university as a whole, and this is the chance for alumni, as an important part of that community, to give us their input.

The draft of the plan's outline is posted online at [www.cornell.edu/reimagining/plan.cfm](http://www.cornell.edu/reimagining/plan.cfm).

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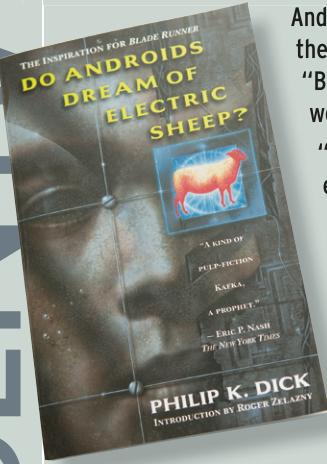


**ON THE COVER:**  
Lawrence Watkins, MBA '10, began his entrepreneurial career by managing the speaking engagements of his brother and from that has created the Great Black Speakers Bureau, now representing more than 200 guest speakers. Photo by Robert Barker/University Photography.

## AROUND CAMPUS

## Reading project takes on the future of humanity

The Cornell community is taking a leap into the future with the 2010 New Student Reading Project, which will focus on Philip K. Dick's 1968 science fiction novel, "Do Androids Dream of Electric Sheep?" - the basis for Ridley Scott's 1982 film "Blade Runner" and an influential work of post-apocalyptic fiction.



"[The book] generates a range of engaging topics for discussion and exploration, including technology, artificial intelligence, the environment, the future, the human, the real (as opposed to the artificial), the idea of design or creation, the status of art and the ineluctable force of entropy," wrote Laura Brown, vice provost for undergraduate education, in a letter to

deans and vice provosts announcing the selection.

The book will be read by the incoming freshman class and new transfer students, and by faculty and staff leading discussions during student orientation in late August.

About 50 fiction titles - recommended by faculty, staff and several student groups, including Meinig Scholars, resident advisers and orientation leaders - were considered for the 2010 project. Other books shortlisted for this year were "Timbuktu" by Paul Auster, "Little Black Book of Stories" by A.S. Byatt, and "Slaughterhouse-Five" by Kurt Vonnegut Jr. '44.

The reading project will be supported and enhanced by the Web site [reading.cornell.edu](http://reading.cornell.edu), with a blog providing background, context and further resources to explore.

## SEEN & HEARD

### Grateful Dead live on in alumni memories of Barton Hall '77

A 1977 concert in Barton Hall, widely considered one of the best shows in the Grateful Dead's 30-year career, was a key event for those who were there. Some alumni fans returned to Barton for a Feb. 14 Furthur concert by Grateful Dead members Bob Weir and Phil Lesh.

The venue's legendary association with the band still drew Deadheads old and young - the Furthur show sold 4,300 of 5,000 tickets in one week, on its way to a sellout; and New York Times readers reaffirmed the long-held preference of aficionados and voted Barton '77 the best Dead show of all time in an April 2009 online poll.

"The [May 8, 1977] Cornell show is right up there at the top," says Mike McEvoy '78, a Cornell Concert Commission alumnus.

After an audience member's tape and a high-quality soundboard recording began circulating among fans, the show became legendary.

"I started hearing from other Deadheads that the Barton show was famous," says Brad Krakow '78, who characterized the Dead's performance as "tight, no mistakes and inspired. It is funny now when friends ask if that is 'The' Barton Hall when visiting. It is an icon."

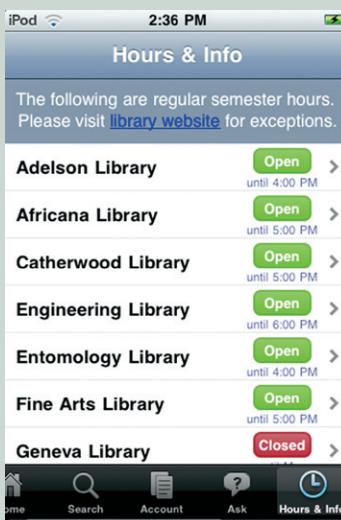


## DOWNLOAD THIS

### Library now comes pocket-sized

Thanks to a computer science class, Cornell University Library now comes pocket-sized.

Members of last fall's software engineering class created an application that offers access to the Library through an iPhone, following a suggestion from the library's student advisory board. Users can check library hours, renew books, search the catalog and use mobile-friendly databases. iPhones can also send text messages to Cornell librarians with any questions, big or small.



"I had a lot of fun supporting the design aspect of the project," says Beth Brown '10, a class member who helped create the app's interface. "I do like the way it came out, so I only hope that other students find it helpful." The iPhone app is now available in the iTunes App Store (search for "Cornell University Library") or visit [library.cornell.edu](http://library.cornell.edu) for the mobile Web site.





## Plugged-in in Kenya

Darragh Caldwell '04, who runs a business incubator in Cleveland, has assisted 12 startup businesses in the past two years. One of these, Sunflower Solutions, produces movable solar panels that power the Mbaka Oromo Primary School in rural western Kenya.

The school has another Cornell connection: On March 6, 2009, students in the Business Opportunities in Leadership and Diversity program raised \$700 to provide the school with computers and solar power.

Above: A student at Mbaka Oromo Primary School was one of the first at the school ever to use a computer donated by Cornell, thanks to power generated by Sunflower Solutions' solar power system. The school now has Internet access over a cellular network.

## After nearly 50 years, 76-year-old receives his Ph.D.

Isao Fujimoto, age 76, senior lecturer emeritus at the University of California (UC)-Davis, who helped found the Asian American Studies Program (one of the first in the country) and the Graduate Program in Community Development there, put his Cornell dissertation aside for some 50 years.

But on Feb. 1, Fujimoto finally received his Ph.D. in development sociology from Cornell's College of Agriculture and Life Sciences. His thesis was on multiethnic efforts to organize immigrant communities in California's Central Valley.

In 1961, while working as a high school science teacher in San Jose, Calif., Fujimoto completed a program for science teachers at Cornell and subsequently led a Cornell literacy project in Honduras and settled in to start a doctoral program, doing fieldwork researching village development in the Philippines. In the midst of organizing data for his dissertation in 1967, he was recruited by UC-Davis to join the faculty and develop a program in community development. Putting his dissertation on hold, Fujimoto began an academic career. When he retired from UC-Davis in 1994, he revisited his dissertation. "The dedication, commitment and focus of the people in organizations I've worked [at] have been a source of energy and inspiration that has kept me going. That's what led me not to give up on completing my Ph.D., even if it took nearly 50 years," Fujimoto said.



Fujimoto

## New adhesive device could let people walk on walls

Could humans one day walk on walls, like Spider-Man? A palm-sized device invented at Cornell that uses water surface tension as an adhesive bond just might make it possible.

The rapid adhesion mechanism could lead to such applications as shoes or gloves that stick and unstick to walls, or Post-it-like notes that can bear loads, according to Paul Steen, professor of chemical and biomolecular engineering, who invented the device with Michael Vogel, a former postdoctoral associate.

The device is the result of inspiration drawn from a beetle native to Florida, which can adhere to a leaf with a force 100 times its own weight, yet also instantly unsticks itself. Research behind the device was published online Feb. 1 in *Proceedings of the National Academy of Sciences*.

The device consists of a flat plate patterned with microscopic holes. A bottom plate holds a liquid reservoir, and in the middle is another porous layer. An electric field applied by a common 9-volt battery pumps water through the device and causes droplets to squeeze through the top layer. The surface tension of the exposed droplets makes the device grip another surface — much the way two wet glass slides stick together.



## 'Sidelines' is new CornellCast sports interview program

"*Sidelines*," a new weekly show featuring interviews with Big Red coaches and athletes, debuted in February.

Presented by CornellCast, the show is available on demand each Tuesday at 7 p.m. at [cornell.edu/video/](http://cornell.edu/video/) as well as on iTunesU; Cornell's dedicated channel on YouTube at [www.youtube.com/user/CornellUniversity](http://www.youtube.com/user/CornellUniversity); and locally on Time Warner Cable's Tompkins County Channel 13.

The first show featured men's basketball coach Steve Donahue, who will take the Big Red to the NCAA Tournament for the third consecutive year.

Blaine Friedlander, assistant director of the Cornell Press Office, hosts the show. Interviews last 15 to 30 minutes.

CornellCast is Cornell's Internet television channel featuring recent recordings of lectures, discussions and performances by Cornell community members and distinguished guests.



Friedlander

BY KATHY HOVIS

# Nurturing Big ideas at Cornell University



## Planting seeds of innovation in the classroom

**M**ark Levatich '10 has been a tinkerer and a problem-solver all his life. As a teenager, he built his own metal and woodworking shop, crafting the forge from scratch, and in high school he created a four-player chess game.

These days, Levatich, who graduated last December with dual degrees in biological and environmental engineering and biological sciences, is tinkering in a different area – brain surgery.

After observing a number of neurosurgeries as part of an internship program at Weill Cornell Medical College in New York City, Levatich developed a device that uses bone cement to help surgeons seal holes created during pituitary surgery. His invention isn't available for human use yet, but in the meantime surgeons have created a new surgical technique based on his designs and performed it 17 times last summer. Levatich also was honored by the U.S. Patent Office as one of the top three undergraduate Inventors of the Year for 2009. Now he's hard at work creating his own company.

"I just asked the surgeons about the hardest things they do," Levatich says. "There aren't engineers in the hospital. No one had ever asked them that before."

It was a pure learning experience.

While many leading research universities take advantage of their location, infrastructure and an abundance of local venture capital to churn out startup companies from their

inventions, Cornell's approach to entrepreneurship has always been focused on education: experiential learning to help students think and act like entrepreneurs no matter where their careers take them. At the same time, an increasing number of Cornell students and young alumni are using this knowledge to begin their own ventures.

As the United States continues to recover from the Great Recession, few areas are more important than developing entrepreneurs who can take their education into the marketplace and become the creative source for new jobs. As visiting business professor Steven Gal (see End Note, page 29) points out, "Entrepreneurs create the jobs that lead us out of recession; they always have and always will."

Indeed, the Ewing Marion Kauffman Foundation says that more than half of the companies on the Fortune 500 in 2009 were started during a recession or bear market, and seven out of the top 10.

To encourage students to become the entrepreneurs of tomorrow, Cornell offers 45 courses in nearly every school and college, up from only six courses in 1990. Students can also take advantage of 25 student clubs, attend numerous speaker



“THERE'S A POSITIVE AND CONTAGIOUS ENERGY THERE.”

— MERYL GABELER '10



Meryl Gabeler '10 took entrepreneurship classes, joined eLab and met with alumni to grow the Ayurvedic soap business she started with her mother.



**Mark Levatich '10, who graduated in December with degrees in biological and environmental engineering and biological sciences, developed a device that helps surgeons seal holes created during a type of pituitary surgery.**

'STUDENTS AT CORNELL ARE TREATED TO A HIGH LEVEL OF PRACTICAL EXPOSURE TO REAL STARTUP BUSINESS ISSUES.'



— ZACH SHULMAN, DIRECTOR OF ENTREPRENEURSHIP@JOHNSON

events, become a part of a business incubator, network with successful alumni who return to campus in various roles and seek summer internships focused on small companies.

For the past 25 years, many of these students, both undergraduates and aspiring MBAs, have been taught to think like entrepreneurs by David BenDaniel, the Don and Margi Berens Professor of Entrepreneurship at the Johnson School. "Entrepreneurship is a way of thinking, of planning for the future and taking responsibility for oneself," he says.

Nearly everyone can learn entrepreneurial skills, no matter what their career path, BenDaniel says, and over the years, more than 5,000 students have written to say that his classes gave them self-confidence. "In my class, they learn to believe in themselves," he says — the essential mindset for anyone who challenges the marketplace.

## WINNING IDEAS

### Cornell businesses, teams and ideas consistently fare well in entrepreneurial contests:

- Jon Greene, MBA '04, won the grand prize in the April 2009 New York Creative Core Emerging Business Competition for his business, Widetronix, which designs and builds low-power, long-life batteries for microelectronics. GeneWeave Biosciences, a company co-founded by Jason Springs, MBA '09, and Cornell Ph.D. students Diego Rey and Leo Teixeira, was one of five finalists. GeneWeave has developed a technology to rapidly detect bacteria and other substances.

- In 2008, Brad Treat, MBA '02, won top honors in the same competition with his business, Mezmeriz, which designs and makes Micro-electromechanical System (MEMS) mirrors and mirror modules using a novel carbon fiber materials platform, co-founded by Shahyaan Desai '00. And in 2007, e2e Materials LLC, another Cornell startup, which produces petroleum-free, biodegradable composites for use in applications ranging from furniture to action sports equipment and was founded by Anil Netravali and Pat Govang, won the competition.

- Bombyx Technologies, which developed innovative technology to regenerate eyesight lost due to injury, was founded by Benjamin Rollins, MBA '09, and Brian Lawrence, a Ph.D. student in biomedical engineering. It received top honors at the first annual Cornell Venture Challenge in April 2009, sponsored by BR Ventures (See related story, page 8).

- Seth Flowerman, MBA '09, was named to the top three in the Entrepreneurs' Organization's Global Student Entrepreneur Awards contest in November 2008 and won the social impact award for his business Career Explorations LLC, which helps high school and college students find customized internships.

- David Wax, MBA '04, and his business FreeGreen, a Web site offering free and low-cost home plans for "green" construction projects, [www.freegreen.com](http://www.freegreen.com), received top honors in the April 2008 BR Ventures Business Idea Competition.



## Taking the longer view

The guiding principle at Cornell is experiential learning. "Students at Cornell are treated to a high level of practical exposure to real startup business issues," notes Zach Shulman, ILR '87, Law '90, director of Entrepreneurship@Johnson. "In any given week, students can go to a number of events and really dig in."

"At Cornell, we take a longer view of when entrepreneurial opportunities may happen for a student," says Deborah Streeter, The Bruce F. Failing Sr. Professor of Personal Enterprise and Small Business Management in the Department of Applied Economics and Management. "Sometimes it will happen when they're at college or even before. Sometimes it will be within a bigger company or a governmental organization. And sometimes it will be 15 or 20 years down the road."

"The best way to prepare students is to focus on the underlying skills that entrepreneurs need – opportunity recognition, market validation and basic tools like business planning."

The main engines of the growth of entrepreneurship across campus are the commitment of the deans of the nine participating colleges and schools that make up Entrepreneurship@Cornell, along with active alumni and faculty who form the core of the E@C program.

One clear recent indication of this growth has been the fast emergence of eLab, the undergraduate business incubator, started by Student Agencies and E@C in 2008. It provides a physical office space, alumni mentors and business assistance to undergrads and also offers seminars open to all Cornell students, focusing on business planning and marketing.

Some Cornell students come to campus already sold on entrepreneurship. They're here looking for a great business idea or want to learn the skills they need to run their own enterprise. Others may hear about an interesting entrepreneurship class, listen to an alumni presentation or join a club and find themselves bitten by the entrepreneurship bug.

But for Meryl Gabeler '10 it was her mother, Cary, who first influenced her. The two have always enjoyed getting together to dream up business ideas. "When I was younger, I had car washes and ran smoothie stands in my driveway," Meryl Gabeler says of her entrepreneurial roots. "My mom had a childrenswear manufacturing company, and I remember her totting us around to factories in Brooklyn."

The pair's latest venture is in India, making delicate soaps combining the benefits of Ayurveda, the traditional Indian medicine that uses natural herbs and medicines, with exotic fragrances. To develop their product line, the Gabelers opened up their cupboards and started mixing spices, herbs and teas to find scents.

Started in March 2009, the company's products are now in 30 stores around the New York City metro area and are available on the Web at [anjoliencyc.com](http://anjoliencyc.com).

To help her grow her business, Meryl Gabeler took several entrepreneurship classes, met with entrepreneurial alumni who spoke on campus and applied to be a member of eLab, where she connected with other student business owners and met alumni who helped her solve business problems.

"Since it's lonely being an entrepreneur, it's nice to get out of your world and connect with other students," she says.

## PAST BIG IDEA COMPETITORS BUILD THEIR BUSINESSES

BY GEORGE LOWERY

For the past three years, Entrepreneurship@Cornell has sponsored the Big Idea Competition for Cornell undergraduates who have an idea to pitch to entrepreneurs, faculty and peers. Prizes are awarded in business and social enterprise categories.

After finishing as runner-up in last year's competition, Aniq Rahman '10 and four partners have continued to develop HireCube, a one-stop recruitment and screening tool for hiring companies. "Because Ithaca is two connecting flights away from many major cities, it's very difficult for small companies to come here, and seven out of 10 hires ... are from small businesses," says Rahman. To help employers reach talent in Ithaca and other out-of-the-way schools, HireCube offers video interviewing, skills testing and application tracking.



**Matthew Kochman**

Rahman has taken a leave of absence from Cornell engineering to work on HireCube, which is already soft launched, and to work on a consulting firm he operates. He credits the Cornell alumni entrepreneurs with whom he often speaks with providing useful guidance and advice.

"There's a lot of opportunity to give and receive within the Cornell alumni network, and the Big Idea Competition gave our idea higher visibility," says Rahman, who was required to describe his idea in 500 words and make a three-minute pitch to a panel of nine entrepreneur judges.

Matthew Kochman '10, a finalist last year, founded M.E.S.S. Express (Moving Every Student Safely), a business that has helped provide more than 15,000 rides for Cornell students. Kochman's research found that in 2008, 18 percent of U.S. college students drove while intoxicated.

Transportation cost is the main reason students choose to drive drunk or walk home alone, Kochman says. M.E.S.S. Express offers students a cashless system, and profits will fund an international effort to provide safe transportation for students in impoverished or unstable areas. Kochman is in talks with administrators at Cornell and other universities to expand the service.

"The Big Idea Competition forced me to look at M.E.S.S. Express from an outside perspective and open myself up to constructive criticism from some of the best alumni entrepreneurs Cornell has to offer," says Kochman.

### Celebration 2010

This year, more than 140 students entered ideas into the Big Idea Competition, which includes business enterprise and social enterprise tracks. From that field, semi-finalists and finalists are chosen and receive mentoring from alumni, faculty and staff as they refine their final pitches.

Finals of the competition will take place on Friday, April 16, as part of the Entrepreneurship@Cornell Celebration event. The winning team will take home \$2,500.

For more information on this year's Celebration event, go to [entrepreneurship.cornell.edu/events/celebration10/](http://entrepreneurship.cornell.edu/events/celebration10/).



'ENTREPRENEURSHIP IS A WAY OF THINKING, OF PLANNING FOR THE FUTURE AND TAKING RESPONSIBILITY FOR ONESELF.'

— DAVID BEN DANIEL, THE DON AND MARGI BERENS PROFESSOR OF ENTREPRENEURSHIP AT THE JOHNSON SCHOOL

"There's a positive and contagious energy there."

From soaps to high tech, Bryant Guffey's product could easily be mistaken for an iPod, although people who wear it aren't listening to the latest Lady Gaga song – they're getting a dose of ultrasound pain therapy.

Not to be confused with ultrasound imaging, Guffey's product is a power-packed miniature ultrasound therapy device that can help ease arthritis pain for elderly patients or relieve the sore muscles of middle-aged weekend warriors, all with the ease of applying a bandage.

Guffey, MBA '10, co-founded his company with Cornell Ph.D. student George Lewis Jr., who developed the process to shrink powerful ultrasound devices so that patients can receive therapy at home or on the road. The two licensed the technology from Cornell and will be applying for Food and Drug Administration approval of the device.



Bryant Guffey MBA '10, left, and Ph.D. student George Lewis Jr., are developing a miniature ultrasound therapy device, using technology licensed from Cornell, that helps patients with pain management.

## STARTUP SUITE HELPS SMALL BUSINESSES, TECH COMPANIES AND MORE

BY DANIEL ALOI

**J**ohnson School students are offering free or inexpensive assistance to alumni-founded startup companies, entrepreneurs marketing Cornell-developed technologies and local small businesses through four service initiatives.

The Startup Suite includes:

- BR Ventures – a team of student fund managers with a seed-stage venture fund of about \$1.5 million under management.

"The venture fund is funded by donations and provides a great learning opportunity for students and a valuable funding source for high-growth businesses," says Zach Shulman, ILR '87, Law '90, director of Entrepreneurship@Johnson and a senior lecturer in entrepreneurship.

BR Ventures has made 10 investments to date and has had one successful exit with the sale of SightSpeed, a student-founded videoconferencing equipment company, to Logitech in 2008.

"We evaluate hundreds of business plans, and first-year MBA students dig into many of them through a rigorous due-diligence process under the direction of the managers," says Anna Bruno, a second-year MBA student. "Given the wealth of technologies being developed at Cornell, those are most of the companies we see. Those obviously work very well for us; we can sit down face-to-face with the entrepreneurs and learn about the business."

BR Ventures' latest investment is in Adenios, a biotech company co-founded by Charles Hamilton, MBA '04. Based on Cornell research by Margaret Bynoe, assistant professor of microbiology and immunology, Adenios helps control and facilitate delivery of therapeutic drugs to the brain, in treating such illnesses as multiple sclerosis, cancer, Alzheimer's and Parkinson's disease.

"Adenios has the potential to save lives," says Daniel Hest, chief operating

officer of BRV. "This is a great example of Cornell technology, entrepreneurship and capital all coming together – we're thrilled to be a part of it."

- BR Microcapital – Offers business consulting and small loans to underserved small businesses in Tompkins County. "It can be a dry cleaner or restaurant, not just a growth tech business," Shulman says. Loans of up to \$5,000 are administered by Alternatives Federal Credit Union in partnership with BR Microcapital, which is affiliated with the Johnson School's Center for Sustainable Global Enterprise.

"BRM's strength to date has been the relationship/coaching aspect of our program," says MBA student Tyiese Huntley. "Currently we have five clients and a few more in the pipeline."

- BR Legal – Provides "corporate legal work for startups ... for everything from Web 2.0 companies to iPhone application companies to handbag companies to

## Solving social problems

A new generation of student entrepreneurs is also gaining ground on campus, students who have a desire to create an enterprise – many non-profit – to address a pressing social need.

"Social entrepreneurs see the possibilities where others don't," says Anke Wessels, executive director of the Center for Transformative Action. Wessels began a new course in fall 2008 called Social Entrepreneurs, Problem Solvers and Innovators, which requires students to create a viable project to address a critical social issue.

Sheridan Reiger '10, discovered his social entrepreneurship venture during a volunteer trip to Honduras where he worked as an EMT in a rural clinic. Now he's the founder of the NGO Salud Juntos which empowers Honduran communities through the development of sustainable health systems and health education. Reiger has been one of many students honored by Cornell and the Ashoka Foundation as "campus changemakers" during twice-yearly events on campus.

Another student working with developing countries is Lauren Braun '11, who has applied for a patent for a device that helps mothers remember their children's vaccination appointments. Braun developed the idea after working for a Peruvian medical clinic during the summer of 2009.

"The Peruvian nurses would spend hours hiking up into mountain villages looking for mothers," says Braun. That's because the clinic's paper appointment slips didn't work for women who carry babies on their backs rather than purses and do hard daily labor rather than keep calendar books.

Dan Cohen, eLab entrepreneur in residence and a professor in the ILR School, is amazed by the huge interest of

consulting companies," says Shulman, BR Legal's executive director. "Most of the people have a Cornell connection, but that is not required."

Through BR Legal, a Law School student works for the startup client under the mentorship of a lawyer from

a participating firm. Clients are charged \$25 per hour, and law students are paid. BR Legal has served more than 180 clients nationwide and is not need-based.

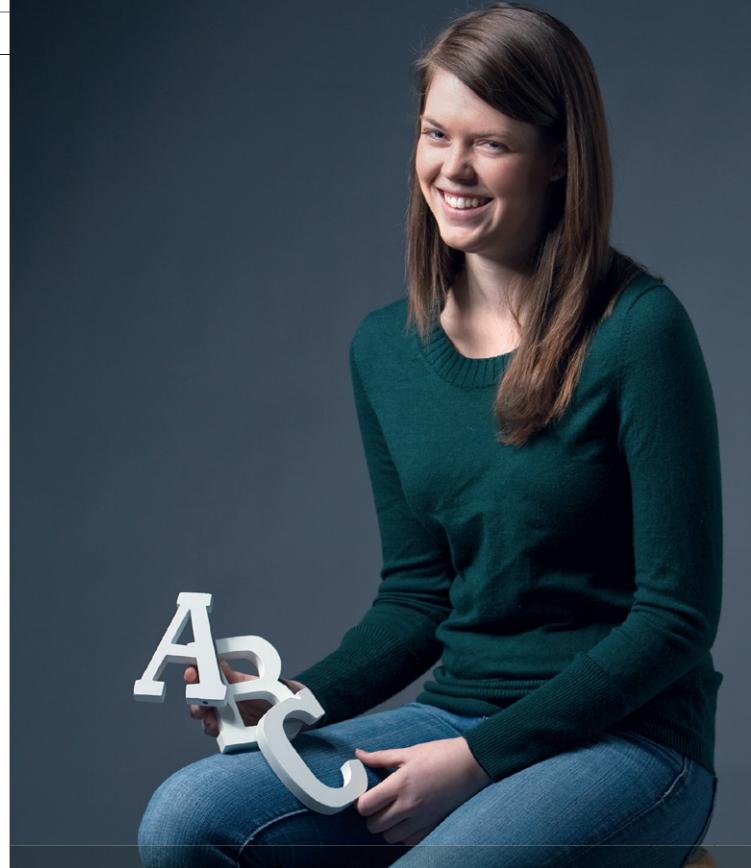
- BR Incubator – A small-business consulting agency offering financial analysis and modeling, competitive analysis, supply-

chain analysis and other services. The incubator handles 12-15 projects a year from November to March.

"The Startup Suite is really pretty powerful in the help it can give startups," Shulman says.

Lectures and seminars at the Johnson School also provide startup training. A new one-credit, 10-week Startup Learning Series imparts key concepts and issues encountered in startup businesses, from team building to trademarks.

A separate Entrepreneurship Seminar Series is open to community members. It began Feb. 19 with career entrepreneur and visiting professor Steven Gal on "Raising Money – Getting From Business Plan to Funded Company." The next seminar, "Startup Killers," is April 23.



Alison Ewing '10 joined Entrepreneurship@Cornell's internship program, spending a summer with reading software company Sound Reading Solutions, creating marketing materials and leading the company into the world of social media.



The BR Ventures group at a Sage Hall meeting in February.



**Above:** Lauren McHugh '10, a psychology major, designed Bright Pink, a line of purses that will be distributed to women in certain African townships to deter thieves by signaling that the purses contain no cash. **Below:** Anuj Gupta '11, an applied economics and management major, created Lingo Buddies, a line of stuffed animals associated with different countries and languages that teach young children phrases. Both McHugh and Gupta made it to the semifinals of this year's Big Idea competition.



'SOCIAL  
ENTREPRENEURS SEE  
THE POSSIBILITIES  
WHERE OTHERS  
DON'T.'



— ANKE WESSELS, EXECUTIVE DIRECTOR OF THE  
CENTER FOR TRANSFORMATIVE ACTION

students in improving the world through innovation. "When we started, we wanted to see if there was adequate demand for this type of service," he says. "Now we are near capacity and applications keep flowing in."

He adds, "A great entrepreneur will basically build his or her own eLab through networking and intelligence to make their concept work, but we can make this process quicker and less painful."

Students are also aided by Entrepreneurship@Cornell's other offerings:

- The Cornell Entrepreneur Network for alumni, which since 2001 has hosted more than 16,000 alumni at hundreds of events in cities across the country. (See related story, page 11.)

- Three introductory entrepreneurship courses, begun in 2004, that have been consistently popular, enrolling an average of 700 students each year. In the 2009-10 academic year, 52 faculty across the campus were affiliated with the entrepreneurship program.

- The E@C Web site, offering viewers a complete picture of entrepreneurial activities, groups, events and courses on campus.

- The annual two-day Entrepreneurship@Cornell "Celebration" event on campus in April, bringing together more than 800 people for networking, symposia, a gala dinner and other events highlighting Cornell's spirit of entrepreneurship and honoring the Cornell Entrepreneur of the Year. (See related story, page 7.)

- Though not strictly an E@C program, eClips, Cornell's video clip collection on entrepreneurship and business, which has grown to more than 14,000 titles and has an international following among educators, students and entrepreneurs.

- E@C's internship program, which places more than 60 students a year with small- to mid-sized companies, helps many students make connections. Alison Ewing '10 experienced the daily life of an entrepreneur in a summer internship with Sound Reading Solutions in Ithaca, which sells software and materials to help children and adults learn to read. The experience sold Ewing on marketing as a career.

"Never in an internship had I been able to decide what projects I wanted to work on," says Ewing, a history major. At Sound Reading Solutions she not only assisted with the company's daily operations, but also created marketing materials, helped redesign its Web site, led the company into social media, created an e-mail customer contact system and even starred in a TV commercial for the company.

# HAVE AN IDEA? SO DO I: CORNELL'S POPULAR EVENTS FOR ALUMNI ENTREPRENEURS ARE BUSINESS MATCHMAKERS

BY EMILY HOPKINS

**A**t the end of Cornell Entrepreneur Network events, guests are invited to stand and present 30-second business pitches to the room.

When it was his turn to speak at a recent CEN event in Cambridge, Mass., Mark Marchionni '74 told the crowd of more than 100 fellow Cornellians that he welcomed advice on just about every aspect of starting a biotech business: "Legal, business development, finance."

"I was taking off from the ground, flying by the seat of my pants last spring," says Marchionni, a biologist who had just launched Alzcor Pharmaceuticals Inc. ("Alz" for Alzheimer's and "cor" for Cornell), a company that aims to develop drugs that diminish the production of toxic beta-amyloid in the brain, one of the primary chemical causes of Alzheimer's disease. "I didn't even have a draft business plan," he remembers.

But he did have a clear goal. "As an entrepreneur, you've got to be focused," he says. "With this company, I wanted to think of how to have an impact on Alzheimer's disease based on my knowledge of biology and ability to develop new treatments, rather than on some platform technology." Marchionni, who worked for 15 years at Cambridge Neuroscience, holds several medical patents and worked as a researcher in the Harvard lab of Walter Gilbert, winner of the Nobel Prize in chemistry in 1980.

What happened next was something CEN director Magdalena Kalinka has witnessed many times.

"You see them turn to the next person at the table, and you see them exchanging business cards. We try to measure that in our surveys," she explains, "just how many connections we're fostering." Her best guess, she says, is "thousands."

Many people did come up to Marchionni at the end of the evening to hand him business cards, give him encouragement or mention the name of someone he should talk to.

"It was very easy. And it did create a lot of follow-up, which to me is the essence of what networking is supposed to be about," says Marchionni.

CEN hosts around 100 events a year featuring what Kalinka calls "superstar" speakers on topics ranging from the general, such as mentoring or job hunting tips, to niche subjects like green design or small-business opportunities for surgeons. Almost all speakers and the 5,000 guests who participate in a given year are Cornellians. Speakers have included "60 Minutes" producer Ira Rosen '76, Wrigley President and CEO Bill Perez '69 and director of communications for the Bill and Melinda Gates Foundation Robert Rosen, J.D. '96.

CEN – which along with Cornell Wall Street, Cornell Silicon Valley and Cornell on the Road make up Cornell Business Communities – also puts on around 20 webinars annually to give alumni outside the 14 cities CEN operates in a chance to hear and interact with presenters.

Since his first nervous performance at the 30-second open mic, Marchionni has attended six more CEN events and made connections with scores of Cornellians,

including Howard Fillit '70, the executive director of the well-funded Alzheimer's Drug Discovery Foundation, the only public charity devoted to "accelerating the discovery and development of drugs" to fight Alzheimer's, through grants to pharmaceutical companies just like Marchionni's.

With his comprehensive business plan, ample practice pitching his business and a solid start at assembling an advisory group, Marchionni still has one big hope from his CEN involvement: that it will help him find a business partner, someone with a comparable level of passion, expertise and time to devote to making Alzcor Pharmaceuticals into an innovative and self-sustaining venture.

Shannon Murray '94, senior director of Cornell Business Communities, is optimistic about Marchionni's chances. "In my time overseeing these CEN events and attending hundreds of them myself, I've come to appreciate the awesome power of networking, but especially networking among fellow Cornellians," he says.

"As a group, Cornell alumni are an amazing resource: smart, diverse, accomplished and connected. I am very proud of our work to put Cornellians in touch with each other and with truly valuable insight and information from leaders at the vanguard of business, finance and entrepreneurship."



Mark Marchionni '74

## Providing the right environment

Cornell entrepreneurship faculty and staff say even the most savvy, natural-born entrepreneur can benefit from learning certain skills.

"There are some innate qualities like idea generation, solving problems and thinking out of the box," says Sean Neville, MBA '02, entrepreneur-in-residence at the Johnson School and himself the founder of an audiobook company. "But Cornell can provide the environment to nurture those innate qualities and guide those ideas."

Neville says his experiences at Cornell helped him learn to "think in a structured fashion about business problems and do it in a low-risk environment."

Indeed, 1,520 alumni who participated in a 2008 survey said that taking at least one Cornell entrepreneurship class made an impact on their career choice and their opinion of entrepreneurship.

Lawrence Watkins, MBA '10, said he's not naturally gregarious,

a skill often thought to be vital to success as an entrepreneur. But his passion and the lessons he learned at Cornell helped him grow his public speakers business, Great Black Speakers Bureau. Today it represents more than 200 speakers, up from just 12 in 2007.

"I think there's more than one way to be an entrepreneur," says Watkins, who began by managing the speaking career of his brother, Boyce Watkins, a professor of finance at Syracuse University and a social commentator who has appeared on many TV programs, including "Good Morning America," and on CNN and MSNBC.

"There has been a sea change in the pervasiveness of an entrepreneurship culture and the growth of an entrepreneurial community on campus over the last decade," says John Jaquette, director of Entrepreneurship@Cornell since 1997. "The changes were driven by students, encouraged and supported by alumni, and led by a growing number of faculty."



'THERE ARE SOME INNATE QUALITIES LIKE IDEA GENERATION, SOLVING PROBLEMS AND THINKING OUT OF THE BOX.'

— SEAN NEVILLE, MBA '02, ENTREPRENEUR-IN-RESIDENCE AT THE JOHNSON SCHOOL

One of those students is Keith Cowing, MBA '10, whose business, SeamlessReceipts, will soon be offering retailers a new way to connect with customers by offering them an e-mail receipt of their purchase. The receipts also will help retailers interact with customers through e-mail and social media.

So original is the idea that last May it won top honors of \$250,000 in New York City's Draper Fisher Jurvetson East Coast Venture Challenge. The Cornell student, who is in the process of refining the software before rolling out his product later this year, recalls that when the idea came to him, like so many great ideas, it seemed so obvious. "It was mostly inspired by my wife always asking me for receipts, which I couldn't find," says Cowing. ♦

*— Kathy Hovis is a freelance writer in Ithaca.*



Above: Keith Cowing, MBA '10, has developed an online receipts business, replacing traditional paper purchase receipts with an e-mailed version that also promises new ways for businesses to interact with their customers. Below: Farhod "Rockwell" Sharezay '10, an economics major in the College of Arts and Sciences and an eLab student member, designed a more environmentally friendly laptop battery that utilizes off-the-shelf rechargeable cells and allows the battery casing itself to be reused.

## SUPPORTING ENTREPRENEURS

Entrepreneurship@Cornell, eLab and Entrepreneurship@Johnson are not the only campus organizations offering myriad resources to foster the entrepreneurial spirit.

The School of Hotel Administration's Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship supports and enables innovation and new business formation in the hospitality industry. The institute provides students with guidance on entrepreneurship study, introduces students to hospitality entrepreneurs and encourages students to pursue entrepreneurial endeavors.

The Cornell Center for Technology Enterprise and Commercialization (CCTEC) is responsible for the management of Cornell University's technology. CCTEC supports Cornell's land-grant mission by leveraging Cornell's innovation to promote regional economic development to benefit the public.

The College of Agriculture and Life Sciences and the Department of Applied Economics and Management are home to Cornell's undergraduate business program. Students in this program can specialize in business and applied economics areas, including entrepreneurship.

The Kevin M. McGovern Family Center for Venture Development in the Life Sciences is a business incubator scheduled to open soon in Weill Hall. McGovern, who was named the 2007 Cornell Entrepreneur of the Year, his wife, Lisa and their two children, Jarett '03 and Ashley '08, made a \$7.5 million commitment to Weill Hall to name the center.



# DEFINING MOMENTS THAT CREATED AN ENTREPRENEUR



PROVIDED

**W**hen I was in high school, a friend and I started a small sportswear firm. I considered it a hobby-turned-business and didn't know much about entrepreneurship at the time. But something about the startup experience fascinated me. Perhaps it was the process of gathering a team or creating a brand from scratch. I also enjoyed the challenge of navigating ambiguity and finding ways to market something new.

As my freshman year at Cornell began, I wondered if these interests and skills could be developed further. I feared that the closest I might get to an entrepreneurial experience would be a team project in biology.

My first defining moment occurred during the second semester of my freshman year when an older classmate suggested that I drop by an office in Warren Hall to learn more about entrepreneurship from the forerunner of Entrepreneurship@Cornell, then a relatively new program. I received information about various classes of interest to entrepreneurial-minded students, ultimately taking six classes across three different colleges. I was struck by the diversity of these classes and the students' high level of motivation.

My fellow students were eager to share their passions and develop the skills to pursue their interests. I learned how to write a business plan and conduct market research. More importantly, I began to develop ideas with my peers outside of class. Late nights were spent in the library doing research and plotting marketing strategies.

I also joined and eventually became the leader of the student-run Cornell Entrepreneur Organization and had the opportunity to attend entrepreneurship conferences across the country.

I was most fascinated by my experiences with student organizations and entrepreneurial projects. I enjoyed diving into new interests and searching for a business opportunity, whether it was an online corporate clothing company, a sportswear brand or a student resource portal.

My entrepreneurship classes and extracurricular activities helped me develop the skills to take action on my ideas. Through multiple class projects and extensive planning of events, I learned about productive partnerships and the raw perspiration required to start anything new. The opportunity to lead student organizations proved the ultimate experiential education in leadership. And the diversity of interests among my Cornell peers provided a grounding seldom found in a traditional business education.

After a five-year stint at Goldman Sachs, I went on to receive my MBA from Harvard Business School. And while I enjoyed the curriculum and case studies on startups, it was my Cornell education in entrepreneurship that emboldened me to start my own business.

I now employ 12 extremely talented people. Together, we are on a mission to help organize the creative world. Our online and offline products are all targeted to the creative industries. Cornell continues to run strong in our company's DNA. For the past two summers we have hosted Cornell interns at our office in New York City, made possible by the Entrepreneurship@Cornell program – whose advisory council I have served on since 2002.

My path has been neither predetermined nor intentional. It has been interest-driven, supported by a rich experiential education in entrepreneurship that made all the difference.

**MY ENTREPRENEURSHIP CLASSES AND EXTRACURRICULAR ACTIVITIES HELPED ME DEVELOP THE SKILLS TO TAKE ACTION ON MY IDEAS. . . . I LEARNED ABOUT PRODUCTIVE PARTNERSHIPS AND THE RAW PERSPIRATION REQUIRED TO START ANYTHING NEW. . . . AND THE DIVERSITY OF INTERESTS AMONG MY CORNELL PEERS PROVIDED A GROUNDING SELDOM FOUND IN A TRADITIONAL BUSINESS EDUCATION.**

*Scott Belsky '02 (CALS, applied economics and management) is the founder and CEO of Behance, which operates an online platform for creative professionals and develops productivity tools. He is the author of "Making Ideas Happen" (Penguin Books, April 2010).*



'WHAT PREVENTS THE WASPS FROM CHEATING AND REAPING THE BENEFITS OF THE RELATIONSHIP WITHOUT PAYING THE COSTS?'

— CHARLOTTE JANDÉR

## Trees strike back efforts are fruitless

A voiding aggressive spider monkeys and menacing crocodiles in the Panama rain forest are part of the job, says a Cornell graduate student who studies how figs and fig wasps have evolved together.

To collect samples, Charlotte Jandér zips around in a motorized dinghy on the Panama Canal that surrounds the 1,500-hectare Barro Colorado Island, which is used for research by the Smithsonian Institute Research Station and where Jandér has also been a predoctoral fellow since 2005.

Many of the figs she studies hang from trees over the water, and she must stand on the little boat's edges for hours at a time, reaching for fruit to mark them. In addition to fig-eating spider monkeys that try to chase her away, a lone crocodile will often surface, whether curious or hungry, near her boat.

"I don't want to fall in with a crocodile in the water about 10 meters away," says Jandér, a former Swedish medical doctor who left the profession in 2001 to study canopy ecology in Costa Rica before enrolling in Cornell's Department of Neurobiology and Behavior in 2004.

Since becoming a biologist, Jandér has focused on the mutually beneficial relationship between figs and fig wasps: Fig wasps lay their eggs inside the fruit where the wasp larvae can safely develop, and in return, the wasps pollinate the figs.

Specifically, Jandér has tried to answer the question of what happens if the symbiotic relationship fails: What if a wasp lays its eggs but fails to pollinate the fig?

The trees get even by dropping those figs to the ground, killing the baby wasps inside, she reported with co-author Edward Allen Herre, a staff scientist at the Smithsonian Institute in Panama, in the *Proceedings of the Royal Society B: Biological Sciences* (published online in January).

The findings suggest that when one species in a mutually beneficial relationship fails to hold up its end of the

MARCOS GUERRA/SMITHSONIAN INSTITUTION

# On track when wasps' lack of ethics, biologist finds

bargain, sanctions may be a necessary part of maintaining the relationship.

"We want to know what forces maintain this 80 million-year-old mutualism between figs and their wasp pollinators," Jandér says. "What prevents the wasps from cheating and reaping the benefits of the relationship without paying the costs?" More than 700 species each of fig trees and wasps have co-evolved in the tropics worldwide, with each fig tree species having its own species of pollinating wasp. Jandér worked on six fig tree-fig wasp pairs for the study. Some wasp species passively carry pollen that sticks to their bodies, while others actively collect pollen in special pouches.

The researchers found that in passively pollinated pairings, the tree almost never aborted its fruit, and the wasp always carried pollen. However, the researchers found that in actively pollinated pairings, where the wasp needs to expend energy to collect pollen, the tree dumped the fruit and killed the offspring when the wasps did not carry pollen.

The researchers also found that among the actively pollinated fig species, pollen-free wasps were much more common when the trees had weak sanctions.

"Sanctions seem to be a necessary force in keeping this and other mutually beneficial relationships on track when being part of a mutualism is costly," says Jandér. "In our study, we saw less cheating when sanctions were stronger. Similar results have been found among human societies and social insects. It is very appealing to think that the same general principles could help maintain cooperation both within and among species."

The research described here is part of Jandér's Ph.D. thesis. She is currently doing molecular work to see if the cheating trait in wasps is passed from mother wasps to offspring through genes and plans to finish her Ph.D. in 2011. Though crocodiles and spider monkeys will continue to add an element of risk to her future work, at least they keep things interesting, she says.



CHRISTIAN ZIEGLER/PROVIDED



CHARLOTTE JANDÉR/PROVIDED



MARCOS GUERRA/SMITHSONIAN INSTITUTION



CHARLOTTE JANDÉR/PROVIDED



CHARLOTTE JANDÉR/PROVIDED

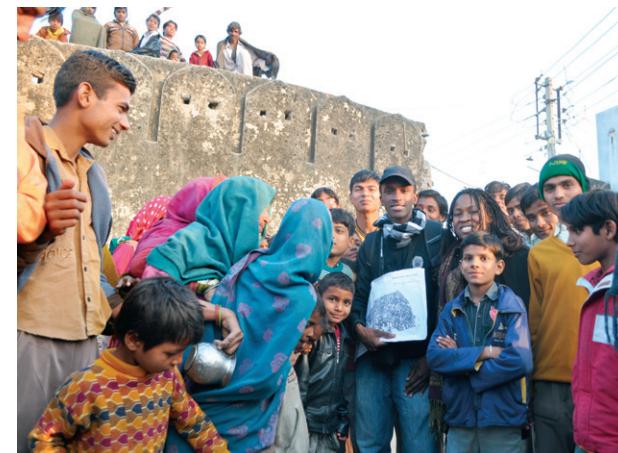
Clockwise from top: A female fig wasp (*Tetrapus americanus*) is about to enter a flowering fig (*Ficus maxima*); Charlotte Jandér in her boat on the Panama Canal near Barro Colorado Island; closeup view of a fig wasp; once inside the fig, the wasp will pollinate and lay her eggs in the flowers that line the inside of the fig; detail of a flowering fig tree. Opposite page: Jandér examines a flowering fig from her boat on the Panama Canal.

# Trip to India becomes village classroom project for minority student planners



**'IT WAS STRIKING THAT EVERY CITY HAD A VERY DIFFERENT CHARACTER TO IT, A DIFFERENT INTENSITY.'**

— MAURICIO VIETO '10



**Top left:** City and regional planning professor Jeffrey Chusid, at center rear, points out the architectural features of chattels, a type of building in Mumbai, to the MOAAP student group (photo by Giselle Denbow). **Bottom right:** Children and other residents accompany students Ray Mensah (holding map) and Giselle Denbow (to Mensah's left) during their survey of the town of Diggi (photo by Khaleel Atiyyeh). Other smaller images from the trip, above, were submitted by MOAAP students.

**T**welve students in the Minority Organization of Architecture, Art and Planning (MOAAP) returned from a three-week winter break trip to India with a sense of purpose – to turn their field experiences into meaningful results for some of the people they encountered.

The trip, from Dec. 31 to Jan. 21, was a student-led initiative that took the group to several sites, from Delhi to Mumbai. Students spent about a week doing fieldwork in Diggi, a rural community that lacks basic infrastructure and services for residents yet welcomes 100,000 pilgrims annually who travel to a Hindu temple there.

City and regional planning associate professor Jeffrey Chusid accompanied the group, which also visited urban centers, the Taj Mahal, museums and other cultural and historic sites; and met with planning professionals, architects and artists.

"It was striking that every city had a very different character to it, a different intensity," says Mauricio Vieto '10. "Jaipur feels more hectic; Mumbai feels more Western, more tourist-friendly."

Their service-learning project in Diggi, a town of 7,000 people about 50 miles from Jaipur, was conducted in tandem with local efforts to aid planning and economic development.

"We had our best interactions with people in Diggi," architecture student Nick Savvides '14 says.

The town attracts more domestic tourists and pilgrims than international visitors, and the stream of visitors is steady even without cafes, hotels or other services, the group discovered.

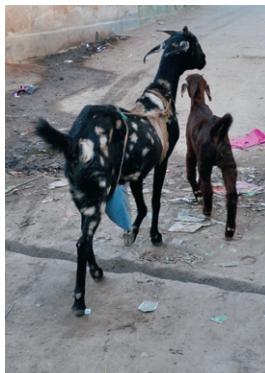
"There were very unique features to the town, some of them found no place else," says Lola Osho '10. "It's very well-maintained."

The students conducted neighborhood surveys, interviewing residents about "how the town functions, from sewage to hosting people there for pilgrimages ... it's a very old place, and there's not a lot of documentation," MOAAP President Khaleel Atiyyeh '10 says.

The residents appeared comfortable talking about issues in the town that they might not have discussed with the thakur, their local leader, the students noticed.

"I think an important thing we had to offer them was reinforcement – while you may have an idea of what the issues are in your town, it's good to have outside people confirm that," Fernando Montejo '10 says.

The thakur, Rampratap Singh, also went "to great



lengths to prepare housing, feed the group three meals a day, and make arrangements for guides, doctors and almost anything else we needed,” Chusid says.

The students are compiling the information they gathered as part of a two-credit urban planning course with Chusid. The group also plans an exhibit for late March or early April in the Willard Straight Hall Art Gallery.

“As an urban planner, going in to this place that was so untapped was interesting,” Laura Friend ’10 says. “Most interesting was seeing the traditional methods of everyday life right alongside the modern.”

The Cornell group included 10 students from the College of Architecture, Art and Planning; one from the ILR School; and one from the College of Engineering. MOAAP membership is open to all Cornell students.

The students raised funds for the trip throughout the fall semester. Chusid and city and regional planning professor Michael Tomlan structured the itinerary. The group was joined in India by Ravi Kaimal of Delhi-based architecture firm KCA, who “made the connection to the town, prepared the base maps and other materials we used, and spent time working on site with us,” Chusid says.

Bhaskar Srivastava, a New York-based architect educated in Rajasthan, also assisted “with understanding the region, translation and documentation,” Chusid says.

The spring semester work, along with the material produced during the trip, will be turned over to KCA and the thakur this summer, to advance planning for the town.

**Top image:** The walled town of Daggi in Rajasthan, where Cornell students conducted a survey of residents to assist with the town’s planning and development needs (Photo by Giselle Denbow). At left, middle image: Students prepare a presentation of their findings in Daggi to the thakur (leader) of the town. From left: Mauricio Vieto, Roberto Soto, Kai Fukunaga and Nick Savides, with architect Bhaskar Srivastava, who assisted the group in India (photo by Jeffrey Chusid). Other smaller images, above left and right, were submitted by MOAAP students.

BY TED BOSCIA

# David Levitsky – part teacher, part showman



After 40 years of teaching at Cornell, David Levitsky gets raves from students about his offbeat lectures, but his teaching philosophy goes beyond his “make it memorable” credo.

**C**entral to David Levitsky’s teaching philosophy, honed over 40 years of instructing Cornell students, is to make his lessons unpredictable.

To wit, Levitsky, professor of nutrition and of psychology, has donned an apron to show students how to stir-fry tofu, asked his class to evaluate incredible weight loss ad claims as he peddled them like a TV pitchman, and stripped down to his gym shorts and T-shirt, mid-lesson, and run around Kennedy Hall as a way to explain exercise and body chemistry.

“I still get e-mails from students in medical school and out in their careers years later to remind me about that lesson,” Levitsky said of his impromptu calisthenics.

For his inimitable teaching style, Levitsky earned a 2009 Excellence in College and University Teaching Award from the U.S. Department of Agriculture. He received the award, given for “effective and innovative pedagogy evidenced by successive years of sustained, meritorious and exceptional teaching,” at the annual

meeting of the Association of Public and Land-grant Universities in Washington, D.C., last fall.

Since arriving at Cornell from Rutgers University as a postdoctoral fellow in 1968, Levitsky has taught thousands of students about the principles of food intake, weight loss and gain, and nutrition. His popular introductory course, “Nutrition, Health and Society,” has swelled to 600 from 40 students in the past two decades, and every other year about 200 students take the more advanced “Obesity and Control of Food Intake.”

Students rave about Levitsky’s offbeat lectures, but his teaching philosophy goes beyond his “make it memorable” credo. His other maxims are: students and professor are on the same side; students must feel course grading is fair; professors must keep pace with technology; and the professor must be excited about the topic for students to be excited about the topic.

On the first two points, Levitsky created “the 70s club,” a voluntary group for students who score 70 or below on the first class exam. With a teaching

assistant’s guidance, the club scrutinizes test questions and course concepts in special sessions that amount to a how-to on studying. On average, 70s club students score 2.5 grades better on the their next exam, according to data tracked by Levitsky, whereas most who skip the extra lessons score poorly again. A few 70s club members have even gone on to become teaching assistants for the course.

“Too often, the professor-student relationship is viewed as adversarial: The students are out to find shortcuts, and I’m out to trick them,” said Levitsky, a Stephen H. Weiss presidential fellow. “I want everyone in my course to get an ‘A’ as long as they are willing to work hard. If they’re failing, so am I.”

Even after four decades as a professor, Levitsky delights in the challenge of captivating a roomful of students with multiple potential distractions at their fingertips and seated around them.

“Giving a lecture is like storytelling,” he said. “I have to gain their interest right away, hold their attention as I develop an idea, and then leave them with a message they’ll remember.”

# Human resource: Student workers are among library's most valuable collections

In a manner of speaking, Nij Tontisirin has already made her mark on the world.

She labors amid the smell of old paper, tending to the yellowing and sometimes terribly delicate creations of hundreds of cartographers across hundreds of years. They have charted shipwrecks, sewer systems and the topography of the ocean floor.

This is the map room in Olin Library, and since 2006 Tontisirin, a graduate student in regional science from Thailand, has called this her workplace. The collection includes more than 30,000 flat maps in drawers and numerous others in scroll tubes, as globes (including at least one beach ball) or in digital form.

As one of some 500 student workers for the Cornell University Library, Tontisirin's job is to care for the collection and to help patrons find their way.

"If you are interested in maps, we have just a few," she laughs. "One can spend days..."

There is a 1936 map of Cascadilla Creek, a 1994 topographical map of New York City and a 1562 map of Bruges, a canal-filled city in what is now Belgium. Tontisirin will make sure each map is handled properly and returned to the correct location, knowing that a misfiled item could be lost for years before it is found again.

Under increasingly austere budget conditions, the library is expanding its effort to find endowment support for student workers like Tontisirin, who make less than \$10 an hour on average. Without them, the library would need another 80 full-time staff members, and even then it would not be able to deliver certain popular services, says Anne Kenney, the Carl A. Kroch University Librarian.

"Keeping some libraries open at night is totally reliant on student workers," she says, adding that student workers are a great source for native speakers who can work with foreign language collections.

The workers also provide expertise on current technology and can act as a test audience for new library initiatives, Kenney says.

Cornell University Library is the second-largest employer of students on campus. Kenney views the program as a win-win-win situation: Student workers benefit from training in research techniques, the library saves money, and the Cornell community is given expanded access to scholarly resources.

Karlene Weg heartily agrees. Both of her children, Adam '06 and Jennifer '09, worked in the Olin Library Media Center as undergraduates and benefited from the experience, she says. As a result, she and her husband, Howard Weg, decided to endow a student worker position.

"The library made a larger school feel small," Karlene Weg says. "They were in the library more because they would go either right before work or stay later. Not only was it beneficial to my kids, it was beneficial to the library also."

Today, there are five student-worker endowments, but Kenney's goal is to grow that number to 50. Endowments to support one worker for a year start at \$100,000.

Tontisirin adds that working at the library has enhanced her dissertation research on how the built environment affects where and how people choose to live.

"Graduate study is all about research," Tontisirin says. "I'm very familiar now with how the catalog works, and I learn a lot from other people by helping them."

## BY THE NUMBERS

According to a recent informal survey of student workers, working in the library led to:

63%	Improved study/research habits
32%	Improved grades
80%	Improved ancillary benefits – such as access to other students/faculty, improved time management, interpersonal skills, exposure to other fields of study, appreciation for library services and financial help.



Nij Tontisirin is a graduate student in regional science and is one of 500 student workers employed by Cornell University Library, the second-largest employer of students on campus.



Above: Dennis Shen '07 and Greta Kirschner '03 dispose of Christmas trees and distribute mulch at Mulchfest at Riverside Park in New York City. Right: Dave Miller '04, also at Riverside Park.



ALL PHOTOS: LIZ BOROD WRIGHT/PROVIDED

BY LIZ BOROD WRIGHT

## Cornellians scour, mulch, sort, shovel and hammer in New York City for day of caring

**S**couring a dirty oven at Sylvia's Place, a shelter for homeless and runaway gay youth in Manhattan. Feeding discarded Christmas trees into a whirring wood chipper at Riverside Park. Serving a hearty, three-course meal to HIV-positive residents in the Bronx. Organizing clothing donations for Women in Need, a community center in Brooklyn.

For 65 Cornell alumni and 15 Cornell students in New York City, and hundreds of alumni and students in 20 other cities – including Shanghai – who also volunteered for Cornell Cares Day, Jan. 9 certainly was not just another lazy Saturday morning.

The Big Red met up at 9 a.m. at the Arsenal, a historic building in Central Park, then scattered across the city to work.

"I went to the ag school, so I figured I would go back to my roots," said Greta Kirschner '03, who braved the cold with 19 other Cornellians to participate in New York City Park and Recreation's event Mulchfest 2010, turning Christmas trees into mulch. "I don't really get to do stuff like this very often, so it seemed like a natural continuation of the Cornell experience."

At the Carl Schurz, Riverside and Tompkins Square parks in Manhattan, Cornellians cut decorations off trees and wreaths, dragged them into the wood chippers and shoveled mulch into bags for passersby to use in their gardens.

"I think that the education about what to do with your waste and how to minimize it is an important part to this, as well as taking the waste and turning it into something that is now a valuable good," said Dave Miller '04.

Another 18 students and alumni volunteered at Sylvia's Place for some heavy cleaning and organizing of the food pantry, clothing donations and linens.

"We cleaned the bathrooms, and then we sorted the toiletries, making it look like a hotel. It's a homeless shelter, obviously, but we wanted it to feel a bit more homey," said Naomi Rothwell '03, who ran out to buy laundry detergent, sponges and can openers after learning that Sylvia's Place was so lacking in supplies that staff members were using shampoo in the washing machine.

Cornellians also headed to the outer boroughs. Some went to the Bronx to help out at two Archdiocese of New York projects: the thrift



# CORNELL IN NYC

## NYC WEB PAGE HIGHLIGHTS NEWS, EVENTS, OPPORTUNITIES

The new Cornell in NYC Web page, [www.cornell.edu/nyc/](http://www.cornell.edu/nyc/), unites a variety of New York City-related content in a single location.

The page, designed by Cornell's Office of Web Communications, is dominated by an image of the city's skyline beneath a vivid red sky.

News and events populate two columns on the page, which also includes a selection of videos of events from around the city.

Also on the page: a clickable illustration of Cornell offices in Manhattan, a link to the Campus to Campus bus service and a link to the Winter 2010 issue of Ezra

magazine, which focused on Cornell in New York City.

Finally, the page links to the CU in the City blog, which highlights events, opportunities for alumni involvement, interviews with prominent Cornellians and reviews of cultural offerings with a Cornell connection.

'IT'S A HOMELESS SHELTER,  
OBVIOUSLY, BUT WE WANTED IT  
TO FEEL A BIT MORE HOMEY.'

— NAOMI ROTHWELL '03

store, where they created price tags for items and signed up elderly people for discount cards, and Momentum, where they served lunch and packed and distributed care packages to people living with HIV. Others went to Brooklyn to help out Women in Need, where they collected and transferred donated clothing, organized closets and hung donated paintings around the building.

"For me, I think the best moments were when one alum asked the staff at Sylvia's Place how he could get involved in helping them look for funding and when another, at the very end of the day, told me he hoped we would be able to make Cornell Cares Day more than just an annual event," said Shiri B. Shandler '05, who co-chaired the event with Timothy Fu '05, and spent the day at Sylvia's Place. "It meant that [they] became invested in the sites they were at and in the idea of giving back to the city in general."

The annual Cornell Cares Days are coordinated by Cornell clubs across the country and the Cornell Public Service Center.

*Liz Borod Wright '99 is a freelance writer in New York City.*



Top images, left to right: volunteers at Sylvia's Place, a homeless shelter in New York City, Shiri B. Shandler '05, Oliver Jacob '12 and Melissa Rusli '11, and Sonia Irving '09. Above: Matt Perna '01 mulches trees at Riverside Park.

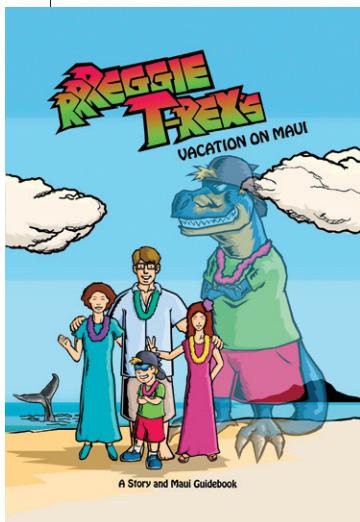
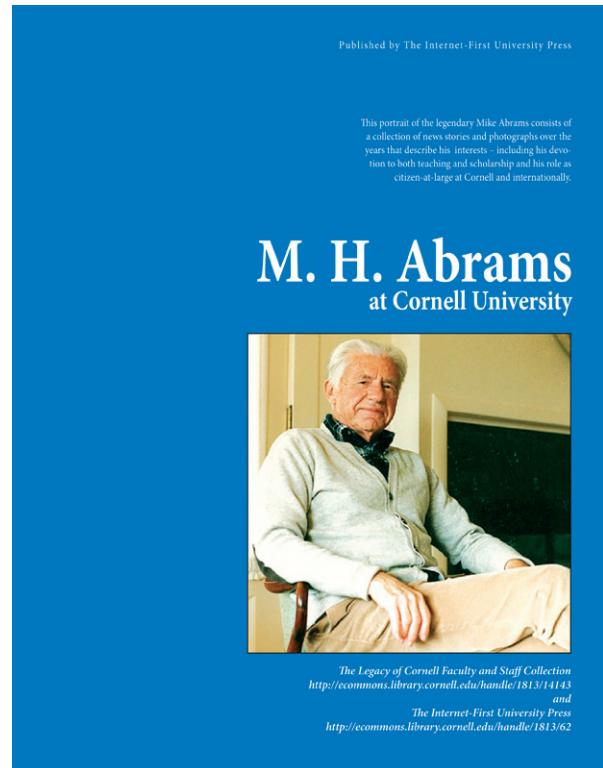
# Scholars' careers, a Maui vacation romp, nurses as advocates and family business

## Book, DVD and digital archive mark Abrams' long career

"M.H. Abrams at Cornell University," a new publication chronicling the career and legacy of the influential scholar, is part of a digital archive available on the Internet. The project is published by Internet-First University Press, founded by J. Robert Cooke and Kenneth M. King.

Abrams, the Class of 1916 Professor of English Literature Emeritus, joined Cornell's English faculty in 1945. He was a founder of the A.D. White Center for the Humanities and is an acclaimed authority on 18th- and 19th-century literature, literary criticism and European romanticism. He is the founding and general editor of the Norton Anthology of English Literature, from 1962 through its eighth edition in 2005. His works include "The Mirror and the Lamp: Romantic Theory and the Critical Tradition," published in 1953.

All of the project's content – articles and essays, photography, video and audio – is accessible online, via open-access distribution; or can be purchased as a 95-page book and two-DVD set. The Abrams project is part of The Legacy of Cornell Faculty and Staff Collection, which also includes materials on Hans Bethe and Dale Corson. The collection is available at [ecommons.library.cornell.edu/handle/1813/14143](http://ecommons.library.cornell.edu/handle/1813/14143).



## A T-Rex takes Maui

Cornell mathematics senior lecturer and former Maui resident Patty Alessi recently published "Rrreggie T. Rex's Vacation on Maui (A Story and Maui Guidebook)," a humorous romp into the creative mind of an 8-year-old boy on vacation with his family. Alessi, who directs the Learning Strategies Center Statistics Lab, has hit the road to promote the book and will be signing copies for alumni at Reunion and at the Cornell Store. She already has traveled to the Maui Ocean Center and

Aquarium, and presented "What Do Dinosaurs, Maui and Imagination Have in Common?"

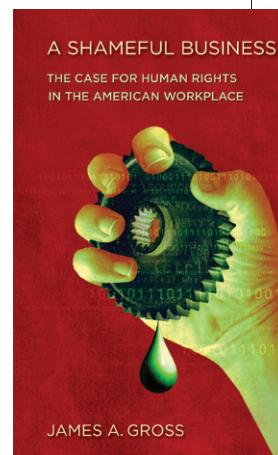
Alessi's story weaves together a wealth of information from details of prehistoric creatures, to facts about Hawaiian culture and geography, to heartwarming lessons of growing up, and is illustrated by Will Chen '10, who is studying fine arts and economics.

## Shame on business, says professor

ILR School labor law professor James A. Gross takes U.S. corporations to task for immoral treatment of workers. He would like to see an American workplace based on respect for human rights and a U.S. market philosophy compatible with human rights principles.

In "A Shameful Business: The Case for Human Rights in the American Workplace" (Cornell University Press, 2010), Gross assesses freedom of association, racial discrimination, management rights, workplace safety and human resources through the principles of the human rights movement.

"Employers who maintain workplaces that require men and women and sometimes even children to risk their lives and endanger their health and eyes and limbs in order to earn a living are treating human life as cheap and are seeking their own gain through the desecration of human life," writes Gross, who sees such behavior as a crime against humanity. He reveals that corporate "best practices" can themselves be seen as human rights issues.



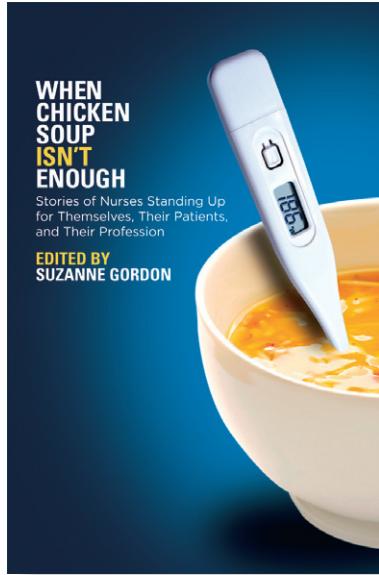
## Nurses go beyond chicken soup

In "When Chicken Soup Isn't Enough: Stories of Nurses Standing Up for Themselves, Their Patients, and Their Profession" (Cornell University Press, 2010), Suzanne Gordon '67 collects stories by 70 registered nurses who know that effective advocacy isn't easy.

The collected personal narratives come from a wide range of nurses and from across the globe. The assembled profiles in professional courage provide new insight into the daily challenges that RNs face in North America and abroad – and how they overcome them with skill, ingenuity, persistence and individual and collective advocacy at work and in the community. The book includes the voices of RNs working at the bedside, providing home care, managing hospital departments, teaching and doing research, lobbying for quality patient care and campaigning for health care reform.

While not providing solace for nurses, whether they be in hospitals, nursing homes or schools of nursing, this book does portray the myriad obstacles to quality patient care that nurses face. These include work overload, inadequate funding for nursing education and research and poor communication, both within and between medical professions.

Gordon previously authored "Safety in Numbers: Nurse-to-Patient Ratios and the Future of Health Care" (CUP, 2008).



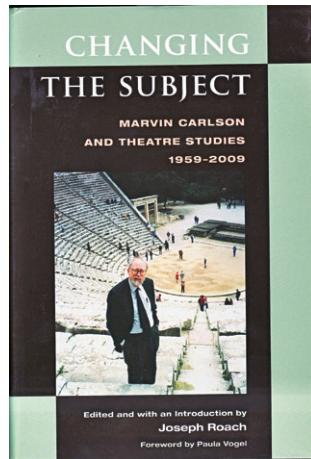
## Family business, family relationships

Roy Hampton Park Jr., MBA '63, has penned "Sons in the Shadow: Surviving the Family Business as an SOB (Son of the Boss)" (Elderbury Press, 2009). Park, a Cornell trustee emeritus and presidential councillor, is the son of Roy Hampton Park (1910-1993), the founder and chairman of media company Park Communications Inc. In the book, Roy Park Jr. recounts what it was like to be the son of a self-made entrepreneur and explores the dynamics of family business relationships at Park Communications and at businesses large and small.

"Few people are in a position to offer an inside view of such an important and intriguing business pioneer," says Cornell professor of management and economics Robert Frank about "Sons in the Shadow." "Fewer still have the keen eye for detail required to take full advantage of such an opportunity. ... [Park's] virtuosity as a writer shines on every page. It's a gripping human drama."

Park also said he decided to write the book after discovering, through his interactions with hundreds of Park Leadership Fellows (a Park Foundation-funded Johnson School program) over the last 10 years, that "few knew the story behind the Triad Foundation, the entity that covered their MBA fellowship grants."

The book includes commentary by John Babcock, former CEO and executive vice president at Park Communications, who himself was also a "son in the shadow" – his father was H.E. Babcock, the founder of GLF, the largest farm cooperative in the country and also a former chairman of the Cornell Board of Trustees.



## Book traces Carlson's career, evolution of theater studies

The career of former Cornell professor Marvin Carlson, Ph.D. '61, is the subject of a recent book, "Changing the Subject: Marvin Carlson and Theatre Studies 1959-2009."

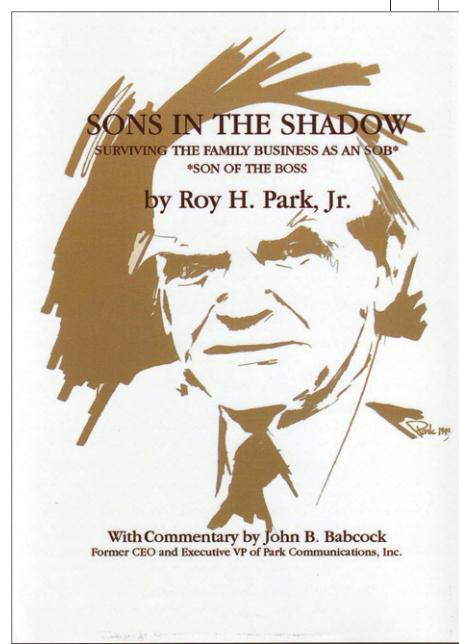
Edited and with an introduction by Joseph Roach, Ph.D. '73, the book collects new essays by eminent scholars

to create a casebook of changes in the field over the past 50 years. Carlson mapped the issues, ideas and methods of the emerging discipline.

The book allows readers to trace the evolution of major paradigms in theater studies – including the drive to document historic performances, the rise of radical theaters and artists and the application of theory – while following Carlson's development as a scholar, teacher and mentor.

Carlson joined the Cornell faculty in 1961 and taught for 20 years in what is now the Department of Theatre, Film and Dance with a joint appointment in comparative literature. He then taught for seven years at Indiana University and is now a professor of theater, comparative literature and of Middle Eastern studies at the City University of New York Graduate Center.

"Changing the Subject" includes a foreword by Pulitzer Prize-winning playwright and Yale drama department chair Paula Vogel, M.A. '76. Other contributors include Roach; Gay Gibson Cima, Ph.D. '78; Barry Daniels, Ph.D. '73; Roger Herzl, Ph.D. '74; Judith Milhous, Ph.D. '74; Doug Paterson, M.A. '70, Ph.D. '72; and David Savran, Ph.D. '78.



BY NANCY DOOLITTLE

# Students without borders head to Honduras with medical aid



Jane Rhyu '10, left, visits with a resident of an orphanage in Honduras.

**I**t's a singular achievement to create a campus group to aid impoverished people in the developing world. It's an inspiration to establish it well enough to continue through future student generations.

These are the accomplishments of senior Jane Rhyu, who is majoring in biology with a concentration in neurobiology. In 2008 she founded a Cornell chapter of Global Medical Brigades, a program of the world's largest student-led international health and sustainable development organization. The group helps students organize trips – called “brigades” – to certain developing countries. There they set up mobile medical units to provide care to people who rarely, if ever, see a doctor. Most live in rural areas.

After two trips to Honduras, and with a third in the works, the chapter has so many students signing on, says faculty adviser Ron Harris-Warrick, professor of neurobiology

and behavior, that it “is gaining a great reputation for pre-meds who cannot wait to eventually participate in Doctors Without Borders.”

Rhyu, who is headed to medical school in the fall, had heard about the program in January 2008, and by the early fall, she and several friends had established a Cornell chapter and began organizing for a January 2009 trip to Honduras during winter break.

In those few months, the group recruited other students through informational meetings and mass e-mails, recruited area physicians to be part of their mobile medical unit, raised funds, gathered medical supplies and ensured that all volunteering students obtained visas and vaccinations.

In the end, 16 Cornell students and two upstate New York doctors went on the inaugural trip and went to two sites in Honduras. At each site, the students signed the patients in, took vital signs, assisted the doctors and ran the unit's pharmacy, handing out medical supplies and medicines.

“Students who volunteer for the Global Medical Brigades get a real hands-on experience,” says Rhyu. “You're actually helping other people, being involved in their care, while observing doctors at work in an international setting.”

In just one week the unit treated more than 500 patients.

Rhyu organized a second brigade to Honduras for June 2009 that included 20 students, and 50 students are planning to go to Honduras this May. She also has worked out a plan to transfer the leadership from the graduating seniors to upcoming juniors, ensuring the chapter's continuity.

“The Global Medical Brigades is not for those who just want clinical experience, but who want to serve and help others in need,” says Ah-Reum Jeong, the new president of the chapter. “We always welcome donations, because we need to buy the medicines we take and cover the costs associated with sending and equipping the volunteer doctors.”

“We're going to set up an alumni network,” says Rhyu. “I would love to come back to the chapter – not as a student but as a doctor. It would be a nice way to complete the circle.”



Paul Weiner '10 at the triage station in Honduras, taking a patient's blood pressure.



Tim Vo '10 takes the temperature of a young girl at the triage station.



Anum Qassam '10, the medicine chair for the first trip, helps translate for a young patient who was treated for a minor head wound.

# Kessler fellowships give engineers hands-on skills in ways of marketplace

If you build a better mousetrap and expect to earn a profit, you have to understand how the marketplace functions.

A select group of Cornell engineering students with an interest in entrepreneurship are getting hands-on experience in learning the skills to take their own ideas to the marketplace. The Kessler Fellows Program was established in 2008 thanks to a gift from Andrew Kessler '80, a former hedge fund manager and author who writes opinion columns about technology and the marketplace for *The Wall Street Journal*, *Forbes* and *Wired*, among others.

Kessler, who earned a degree in electrical engineering, says he was motivated in part because he felt unprepared for the business world after he graduated.

"I thought that maybe we could take some of the very smart, very motivated engineering students and prepare them ... to understand mechanisms of how technology can change the world," says Kessler, "how they can take all that knowledge and not just be part of what's happening, but to drive it, make it happen themselves."

This past year, the Kessler Fellows Program awarded fellowships to 10 students. Joey Zwicker '10, a mechanical engineering major, spent his summer working for Anybots Inc., a robotics company in Mountain View, Calif.

"I'm hoping to do a graduate degree in robotics. It sounded like a good opportunity; the summer before I worked at a small startup company, and I really enjoyed it," Zwicker says.

PROVIDED



**Andy Kessler '80**

Trevor Blackwell, chief executive officer of Anybots, was impressed: "Joey took on a wide range of roles: designing mechanical and electrical parts, developing a process to produce a key aesthetic piece of the robot, organizing our production process and inventory, and contributing to design and marketing discussions about the product."

A company interested in offering an internship to a Kessler fellow must provide the intern access to a senior-level manager, even if another employee supervises the intern. The company must also assign work that will "allow the student to demonstrate his or her innovation and creative skills."

Peter Jai Bin '10, a materials science engineering major, interned with Hybrid Silica Technologies, a nanotechnology company founded by Ulrich Wiesner, professor of chemistry and chemical biology; Hooisweng Ow, Ph.D. '05; and Kenneth Wang '77. Bin worked closely with Wang, the company's C.E.O., to draft a business plan for a subsidiary Hybrid Silica is trying to spin off.

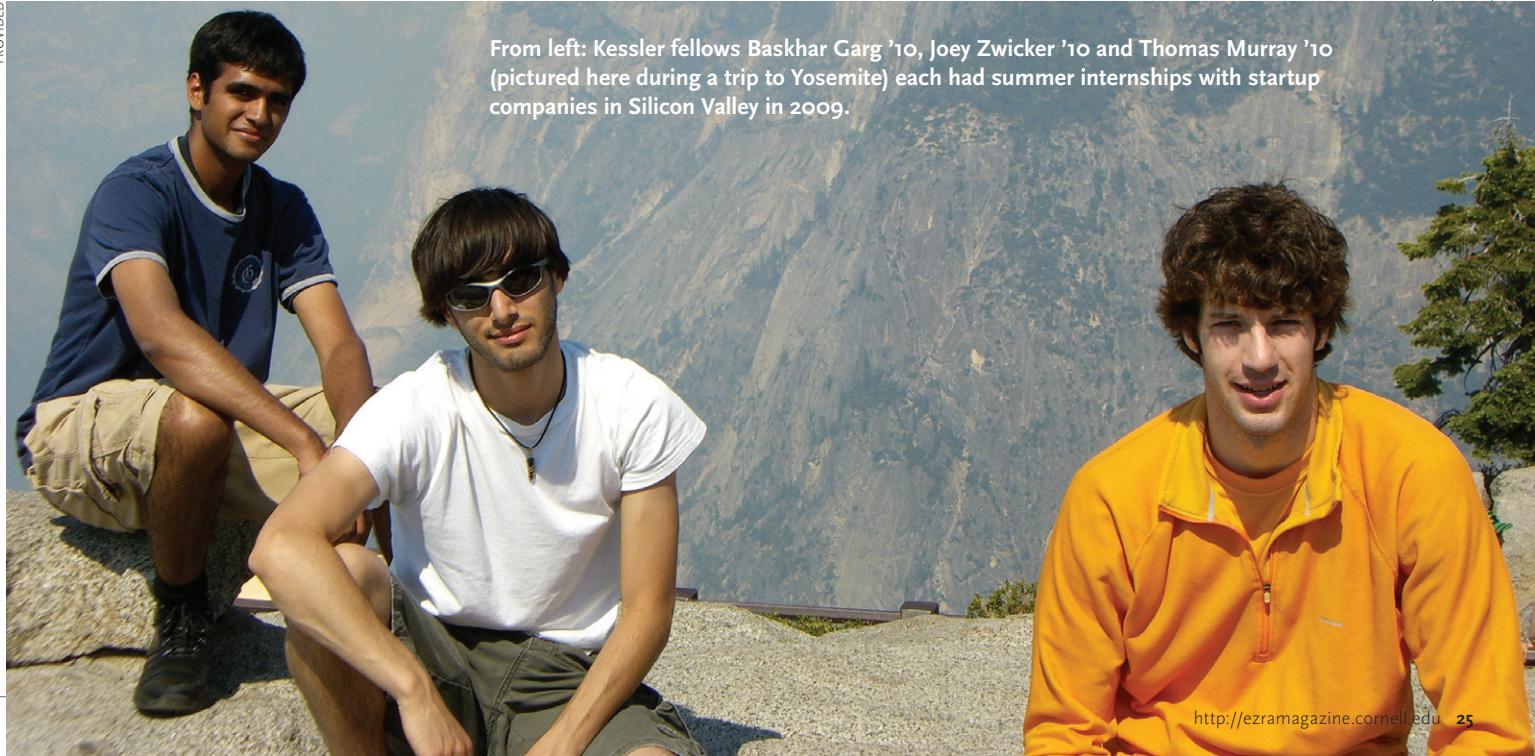
"In materials science, there's a lot of new technology being developed right now," says Bin. "I just wanted to learn how existing startups take their technology into the marketplace."

Hybrid Silica's leadership was more than pleased with Bin's performance, which took place while the company relocated from Ithaca to Cambridge, Mass.

"Entrepreneurs need to juggle many tasks, so we provided Peter with responsibilities across a broad range of activities to give him a realistic impression of what is involved during the startup phase of a technology-driven company," says Wang. "We were delighted to have Peter be such an active part of our team and thank the Kessler Fellows Program for making it possible."

PROVIDED

**From left:** Kessler fellows Baskhar Garg '10, Joey Zwicker '10 and Thomas Murray '10 (pictured here during a trip to Yosemite) each had summer internships with startup companies in Silicon Valley in 2009.



BY JEREMY HARTIGAN

# Trio of standout seniors has led men's basketball team to greatness



From left, Cornell seniors and basketball standouts Ryan Wittman, Louis Dale and Jeff Foote relax in the locker room. All three made the First-team All-Ivy, Wittman earned the Ivy League Player of the Year nod and Foote was named the league's best defensive player.

**A**s they sit in front of their wooden lockers in the depths of Bartels Hall, Cornell seniors Louis Dale, Jeff Foote and Ryan Wittman chat away. When they are sitting down, masking their height, little separates them from your average Cornell student.

That is, until you consider that when the story of Cornell basketball is written, their names will be in the first paragraph. Probably in the first sentence.

It's nearly unheard of to have three of the top players in the history of an athletic conference in a five-man starting lineup. Cornell basketball fans have watched them flourish over four seasons, culminating in what may be a transcendent conclusion during this month's "March Madness."

Three seniors, with plenty of help from their coaches and teammates, have turned a once-dormant program into the dominant force in Ivy League basketball. With consecutive trips to the NCAA tournament in the rearview mirror and a national ranking that peaked at No. 22, the trio hopes to advance in the tournament and go out with a bang.

As this issue went to press, the No. 12-seeded Big Red had defeated both the fifth-seeded Temple Owls and fourth-seeded Wisconsin Badgers in the first two rounds of NCAA tournament play and were set to take on Kentucky in the East Regional semifinals in Syracuse March 25.

"It's our best team, by far," says Steve Donahue, the Robert E. Gallagher '44 Head Coach of Basketball.

"Particularly with those three guys leading the way. There's no doubt. It's the deepest, most talented and most experienced team, and they have a great attitude. There's not a lot of drama. They enjoy playing with each other, and that's obvious when you watch them play."

The three represent the Ivy League's top scorer (Wittman), rebounder (Foote) and assist-maker (Dale) at the end of the regular season. But despite their success on the court, Dale, Foote and Wittman are as diverse as the student body that makes up Newman Nation, the student section that cheers them on.

Dale, a 5-foot-11-inch point guard from Birmingham, Ala., is an electric creator with the dribble and one of the best pure athletes in any sport ever to attend Cornell. He was named Ivy League Player of the Year as a sophomore and already owns the school's assist record.

Foote is a gregarious 7-foot, 265-pound center from nearby Lockwood, N.Y., who went from unrecruited high schooler to one of the top big men in the country. The team's emotional leader and the conference's inaugural Defensive Player of the Year in 2008-09, he has become a campus legend, and his salute to the student section after home games has become a ritual.

Wittman, a 6-foot-7-inch forward from Eden Prairie, Minn., is the son of a former college All-American, NBA player and NBA coach. He likely will follow in his dad's footsteps. The all-time leading scorer for the Big Red, he will graduate among the greats in Ancient Eight history. He broke the conference's 3-point record early in his senior year and is widely considered to be the top shooter in the nation.

When Dale and Wittman enrolled as freshmen in fall 2006, it had been 10 years since Cornell basketball had posted a winning record and 19 since winning its last Ivy League title. In game one of the Dale-Wittman era, the Big Red went on the road and knocked off a Big Ten squad for the first time in nearly 40 years with a 64-61 victory over Northwestern. The game was bittersweet, as the team's leading scorer, Adam

Gore, was injured in the final moments, causing him to miss the rest of the season. The freshmen picked up the flag and carried on, helping the Big Red to a 16-12 record and a 9-5 mark in conference play, good for third place. Midway through that season, Foote joined the roster as a transfer from St. Bonaventure. Though he had to sit out the next year, the epic improvement began then. It continues to this day.

"You look at a guy like Jeff (Foote), and how he's worked hard on the court and in the weight room," Wittman says. "You feed off that and want to become better yourself. We push each other to get better. We could never be as good alone as we are together."

It was their sophomore season, 2007-08, when the trio would break into college basketball's collective consciousness. Foote joined the team in midseason, and when he did, Cornell took off. The squad went 19-4 down the stretch, including a tightly contested loss at Duke, en route to posting a perfect 14-0 record in Ivy play. An NCAA tournament appearance was the reward, but a Stanford team featuring two 7-foot NBA lottery picks snapped a school record 16-game win streak and ended Cornell's season with a best-ever 22-6 mark.

Their junior season saw a second-straight Ivy title come home to Ithaca, the first time in the more than 50 years of conference play that a school other than perennial powers Penn or Princeton earned sole possession of the championship trophy in consecutive years.

While the 2009-10 season has already opened with memorable moments (wins at Alabama and St. John's, a buzzer-beating ESPN highlight against Davidson and a near-victory at No. 1 Kansas that drew national attention), the trio knows there is plenty left to accomplish.

"I think our senior class wants to leave a legacy of accomplishing something that no Cornell team in history has done: get to the NCAA tournament and advance," Dale says. "I think that's what we're trying to do, and hopefully we can be that Cinderella team and make the Sweet 16."

## 'WE PUSH EACH OTHER TO GET BETTER. WE COULD NEVER BE AS GOOD ALONE AS WE ARE TOGETHER.'

— RYAN WITTMAN '10

## WOMEN'S BASKETBALL LEADERS LEAVE WITH NOTABLE CAREERS

BY JULIE GRECO

Virginia McMunigal



Allie Fedorowicz



Lauren Benson



While they don't receive as much notoriety as their male counterparts, seniors Lauren Benson, Allie Fedorowicz and Virginia McMunigal will go down as three of the best players in Cornell women's basketball history.

Not only were the trio integral parts of the Big Red's first and only Ivy League women's basketball championship in 2006-07, but they could potentially leave East Hill as the winningest senior class in program history.

Individually, each player will leave her mark in the Cornell record book, with Fedorowicz and McMunigal both ranking in the top 10 for career 3-pointers made. The pair also makes an appearance in the rankings for 3-pointers in a single season and have the potential to end their careers ranked in the top 10 for career 3-point field goal percentage.

Benson, who is a prolific 3-point shooter herself, is making a case to be called the best point guard in school history, as she already owns the single-game and single-season assist records. Benson leaves Cornell as the all-time career assist leader as well.



**Brandi and Brittani Jackson '10 are identical twins with an identical dream – to become medical doctors. Learn more about scholarship recipients like them at [www.campaign.cornell.edu/scholarship](http://www.campaign.cornell.edu/scholarship).**

## How you can help

**LEARN** about deserving students.  
[www.campaign.cornell.edu/scholarship](http://www.campaign.cornell.edu/scholarship)

**CREATE** a scholarship fund.  
Anne DiGiacomo, [adb7@cornell.edu](mailto:adb7@cornell.edu),  
607-254-6264

**GIVE** online.  
[www.giving.cornell.edu/give](http://www.giving.cornell.edu/give)

**TELL** us why you give.  
[www.giving.cornell.edu/whyigive](http://www.giving.cornell.edu/whyigive)

# Unwavering commitment

## Student aid gives access to Cornell

**B**y boldly increasing financial aid, Cornell is keeping its promise of staying within reach of undergraduate students, regardless of their financial resources. Today, more students than ever who dream of enrolling at Cornell are able to study here. Consider these achievements:

- The average cost of attending Cornell is its lowest in 10 years for families who earn less than \$75,000 year.
- The number of students who received \$40,000 or more in grants nearly doubled between 2008 and 2009.
- Some 1,125 more students received need-based aid in 2009 than in 2008.

These mission-driven improvements make it possible for Cornell to maintain its commitment to need-blind admissions and remain one of the most economically diverse universities in the Ivy League. They would not be possible without at least two key ingredients: the powerful vision for student aid articulated by President David Skorton, and the hundreds of alumni, parents and friends who are generating new resources for scholarship support.

The new financial aid policies, first announced by Skorton in 2008, bring Cornell's budgeted financial aid costs up to \$177 million for fiscal year 2010, or about \$60 million more than Cornell spent on aid in fiscal year 2008. That's why raising additional funds for undergraduate support is a key priority of *Far Above ... The Campaign for Cornell*.

Hundreds of donors have stepped forward to assist Cornell students through the Cornell Annual Fund, and we are tremendously grateful for their support. In addition, many devoted Cornellians are taking advantage of three gift challenge opportunities. More than 30 alumni, parents and friends have established "term" scholarships. This challenge makes it possible for anyone to establish a scholarship for a gift of \$7,500 to the Cornell Annual Scholarship Fund. Gifts are then matched on a 1:3 basis, resulting in a \$10,000 scholarship that will benefit one student for one year.

A second gift challenge opportunity makes it possible for donors to endow a scholarship fund at the \$100,000 minimum level or add to an existing one and have their gift matched on a 1:3 basis. To qualify for matching funds, a gift of \$75,000 or more is required over five years. Gifts may be designated to establish new scholarships or enhance existing ones.

Finally, a third challenge, established by Trustee Martin Tang '70, will match endowment commitments of at least \$187,500 to undergraduate scholarships or graduate fellowships for international students on a 1:3 basis.

Since these challenges were announced last fall, alumni, parents and friends have responded with enthusiasm and with combined gifts totaling more than \$20 million.

We applaud the continuing generosity of Cornellians. Gifts of all sizes are essential to keeping Cornell "within reach, without limits."

Stephen Ashley '62, MBA '64, *campaign co-chair*  
Jan Rock Zubrow '77, *campaign co-chair*  
Robert J. Appel '53, *chair, Discoveries that Make a Difference: The Campaign for Weill Cornell Medical College*

# The enterprising view from Ithaca: Is it our entrepreneurs' time in the sun?



**W**hen my family and I moved to Ithaca last June I had been living in California for 20 years since graduating from Cornell. Moving from San Diego to small-town Ithaca and returning to teaching entrepreneurship again after 15 years, I did not know what to expect.

I have now completed 10 months as a visiting professor. I have had the opportunity to work at the Johnson School with an impressive group of faculty, staff and students and with local entrepreneurs and scientists. But of my many experiences, the most outstanding is seeing how much the field of entrepreneurship at Cornell and in Ithaca has grown since I left – from startup efforts to a growth-stage business. By any measure – classes and programs across campus, technology transfer, local activity – entrepreneurship here is alive and well.

Even so, the real challenges lie ahead, and we have a lot of work to do. The Great Recession and its aftermath have upset the economic balance of the city and state. I have experienced this before, living through years of budget cuts in California that wrecked our schools and universities. Cornell and Ithaca need

entrepreneurship now more than ever. We need the jobs and economic activity to allow for growth and to retain the incredible talent that we generate here. The good news is that we have many of the raw materials – great university-based entrepreneurship education at Cornell, research-driven technology development, and the sheer breadth and depth of services for entrepreneurs.

Ithaca is not Silicon Valley. However, if we are to meet the needs of our community, we have to pick up the pace. There are three things we need to focus on in order to grow our entrepreneurial community: institutionalizing entrepreneurship at Cornell, bringing more capital to Ithaca and building a sustainable local entrepreneurial community.

Entrepreneurship@Cornell (the program by that name and its affiliated programs across campus) is robust in terms of curriculum and offerings, but has forever been funded as a startup. For the most part, annual funding, dependent on the relationships and hard work of a few individuals, drive the programs. These efforts and our ambitions are now beyond the startup phase – they need institutional investment to be able to

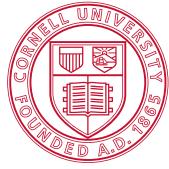
sustain, grow and provide the essential succession planning for their leadership. At the Johnson School, many believe that we have most of the ingredients for a top-ranked entrepreneurship program, and we are ambitious about bringing in the capital to make entrepreneurship a permanently funded bedrock of the institution.

Ithaca is woefully undercapitalized for new ventures. In the first nine months of 2009, companies around the University of North Carolina, with about the same level of research dollars as Cornell, raised about 15 times as much venture capital as we did. The \$12 million invested here during that period is simply not enough to drive an entrepreneurial economy. We have a great angel investor network in Ithaca, but we need more capital, both resident and from outside, to be able to sustain entrepreneurial health. I believe we can attract needed capital because of the wealth of technology and science available for license at Cornell, because of our global alumni network, but mostly because there are great opportunities to be a venture investor here.

The magic of Silicon Valley for an entrepreneur is that you can try, fail and get another job down the road right away, pouring the proceeds of your success back into the community and other startups. We are not there yet in Ithaca and have seen entrepreneurs depart because the opportunities for them are not here. With the leadership of Cornell and more capital for more new companies, we can keep them here and create the entrepreneurial community that will give us the jobs and the growth we need over the long term.

It's 2030, and the guest speakers for the entrepreneurship immersion program at the Johnson School are well known CEOs from some of the world's fastest growing technology and life-science companies. Getting here was just a matter of driving up the hill from their headquarters in Ithaca, N.Y.

*Steven Gal '88 is a visiting associate professor of clinical entrepreneurship at the Johnson School and a career entrepreneur.*



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