Stuck in Hotel During Mumbai Terrorist Attack, Prof. Escapes

By Robert McQueen

On the night of Nov. 26, Sloan Professor Eric von Hippel SM ’58 was awoken by explosions and gun-

shots from his room at the Oberoi Hotel in Mumbai, India. Von Hippel experienced and survived the terrorist

attack that devastated one of India’s largest and most developed cities.

Terrorists attacked several iconic spots around South Mumbai in a three-day siege that finally ended on

Saturday. Among the sites attacked included the Oberoi Hotel, the Taj Mahal Palace and Town Hotel near

the famous Gateway of India, and the historic railway station formerly known as the Victoria Terminus. Po-
lice reported nearly 200 deaths and over 300 wounded from the string of coordinated attacks. According to the

New York Times, about 30 died at the Oberoi Hotel where von Hippel was a guest.

After escaping the attack site, von Hippel penned an e-mail to friends and colleagues describing his surviv-

al story during the terrorist attacks. When he was awoken at 10:30 p.m., von Hippel did not know what was occurring. He heard people

smashing the hotel’s window in an attempt to let out smoke, which was entering their rooms through the bot-
tom of the doors.

Exiting his room on the sixteenth floor, von Hippel found that most of the hotel was filled with thick

smoke. He had no idea that terrorists were involved, taking hostages in the lobby restaurants and in rooms,” said von Hip-

pel. As there were no notifications from hotel staff, “I assumed there had been some kind of accident.”

Mumbai, Page 8

New Ashdown Dining Manager Talks About Culinary Vision, Plans

By Haley Peckett

A candlelight vigil on Nov. 28 at Rockwell Cage honored the 1,230 Americans whose lives were lost in the terrorist attacks at the Ashdown Dining Hall and Thirsty Ear Pub, describes her food philosophy as “white cloth service for brown bag clients,” distinguish-
ing her operations from the typical American high schools, visiting hundreds of private schools and a smattering of public ones.

With higher education fast be-

coming a global commodity, univers-

ities can register Dec. 8–10. The

registration system will be avail-

able at

http://admit.mit.edu/.

In Short

Marshall Scholarships were awarded to 40 MIT students: Richard L. Lin ’09, Anjali Tripp-

athy ’09, David N. Reshef G, and Nathaniel S. Sharpe ’09. Up to 40 American students each year are selected to receive the scholarships, which allow for up to two years of study at a British university.

A candlelight vigil to honor the memory of those killed and wound-
ed in last week’s terrorist attacks in Mumbai will be held today from 5:30–7 p.m. at Killian Court.

P.E. registration for IAP will begin tomorrow and end Dec. 10 for undergraduates. Graduate stu-
dents can register Dec. 8–10. The first new course, first serve online registration system will be avail-

able at

http://pereg.mit.edu/.

Baker Dining will be closed Fri-

day and Saturday; House Dining dinner service will be held in Mc-

 Cormick instead.

As a means of commenting on what they saw as the banal nature of the art film playing on the MIT Media Test Wall, a group of students brought out chairs and popcorn around noon on Nov. 25 and played the part of a mainstream cinema audience being shown the art film.
How Many Car Models Is Too Many?  
By Bill Vlasic  
The New York Times

By Edmund L. Andrews  
The New York Times

The U.S. economy officially sank into a recession last December, which means that the downturn is already longer than the average for all recessions since World War II, according to the committee of economists responsible for dating the nation’s business cycles.

In declaring that the economy has been in a downturn for at least the past 12 months, the National Bureau of Economic Research confirmed what many Americans had already been feeling in their bones.

But private forecasters warned that this downturn is likely to set a new postwar record for length and is likely to be more painful than any recession since 1980 and 1981.

"We will recite the record book on length for this recession,” said Art Stein, president of Decision Economics in Lexington, Mass. "It’s still arguable whether it will set a new record on depth. I hope not, but we don’t know.”

As if adding a grim punctuation mark to what could become the worst holiday shopping season in decades, the Dow Jones industrial average plunged nearly 680 points, or 7.7 percent, to 8,499. Part of the drop may have reflected profit-taking after last week’s surge in stock prices, but it also came in response to new data showing that manufacturing activity dropped to its lowest point in 26 years.

Both the chairman of the Federal Reserve, Ben S. Bernanke, a PhD ’79, and the Treasury secretary, Henry Paulson Jr., vowed to use all the tools at their disposal to restore a measure of normalcy to the economy.

Bernanke, speaking to business leaders in Austin, Texas, said it was “certainly feasible” to reduce the Fed’s benchmark overnight lending rate below its current target of 1 percent, signaling that the central bank would lower the rate at its next policy meeting in two weeks.

And in an unusually explicit follow-up, Bernanke said the central bank was also prepared to use the “second arrow in our quiver” of policymakers who have already reduced that rate, called the federal funds rate, to nearly zero.

Among the options, he said, the Fed can start aggressively buying up longer-term Treasury securities. That would have the effect of driving down longer-term interest rates.

The Fed is already doing something of that sort. By buying up commercial debt from private companies as well as mortgage-backed securities guaranteed by Fannie Mae and Freddie Mac.

President George W. Bush, in a speech in Washington on Monday, vowed to look for new ways to see the $700 billion bailout fund that Congress approved in October.

In Congress, Democratic leaders are drawing up a huge new fiscal stimulus plan that could total more than $500 billion. Democrats said they plan to have the measure ready as soon as Congress convenes with a strengthened Democratic majority in January. Meanwhile, Democrats could take up legislation next week that would provide financial assistance to the automotive industry.

President George W. Bush, increasingly the odd man out in the last weeks of his term, said his administration will do whatever necessary to safeguard the system.

With Appointments, Obama Puts Campaign Behind Him  
By Peter Baker  
The New York Times

President-elect Barack Obama put the rancor and even some of the rhetoric of the presidential campaign behind him on Monday as he welcomed his chief Democratic adversary into his Cabinet and signaled flexibility in his plans to withdraw troops from Iraq.

Introducing a national security team anchored by Hillary Rodham Clinton as secretary of state, Obama said a new strategic agreement with Baghdad put the United States “on a glide path to reduce our forces in Iraq.”

But while he reaffirmed his desire to withdraw forces, Obama also acknowledged that the Iraqi people are well served by the policy experience — “grossly exaggerated,” his campaign called it — Obama had set since the end of the Cold War — and, in some areas, long before.

Kurdish Government Defends Policies  
By Riyhad Muhammad and Allissa J. Rubin  
The New York Times

The Iraqi Kurdish region government released a pointed rebuttal on Monday to Prime Minister Nouri Kamal al-Maliki’s recent criticism of its policies, in a sign of growing fault lines between the Kurds and Iraq’s central government.

Al-Maliki gave a speech on Nov. 20 in which he said the Kurds were pursuing several unconstitutional policies, including the development of an oil business independent of Baghdad and the opening of representative offices in foreign countries. His government has also criticized the Kurdish defense forces, known as Peshmerga, outside the region.

But, Obama essentially said Americans who have been in a downturn for almost 26 years. "We will rewrite the record book on length for this recession,” said Art Stein, president of Decision Economics in Lexington, Mass. "It’s still arguable whether it will set a new record on depth. I hope not, but we don’t know.”

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Strategist Shift for Afghan War Poses Stall Challenge for Obama

By Michael R. Gordon

WASHINGTON

One of the most difficult challenges President Barack Obama's national security team faces is to force Pakistan to speed up its efforts to battle the Taliban in southern Afghanistan.

Pakistan's actions "needed to match...are dead, with the remaining one in process," according to President Obama's national security advisor.

Military experts agree that more troops are required to carry out an effective counterinsurgency campaign, but they also caution that the reinforcements are unlikely to lead to the "victory" they hope for because the so-called troop surge produced in 2007 failed.

After seven years of war, Afghani stan — in effect staking the reputation of the US military, the president and the administration — in light of the current occupier forces, about the potential for war and the potential for a military failure.

U.S. intelligence reports under -ti-ving information again and again on different sites. like Beacon, the facebook Connect, as the company's new feature is called, allows users to share their news of use in the next few weeks, a number of prominent Web sites will weave information into their pages, including those of the Discovery Channel.

For Facebook, the internet's largest social network, wants to let you take your friends with you as you travel the Web. But having been burned by privacy concerns in the last year, it plans to keep close tabs on the service and see their friends' activities on those sites.

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Surprise attacks on U.S. troops in Iraq since the start of the U.S. invasion in 2003 have been notably absent from Georgia, which has been notably absent from Georgia, instead of trying to hoard information about the Facebook Connect, as the company's new feature is called, allows users to share their news of use in the next few weeks, a number of prominent Web sites will weave information into their pages, including those of the Discovery Channel.

The Baghdad bombing occurred at a police training academy on May 23, killing at least 12 people and injuring dozens more.

President Obama's economic team last week, he alone made a speech. in this more delicate selection, it was decided that

The race is certainly a higher priority for Republicans than Democrats," said Maria.

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The New York Times

By Katherine Zoepp

April 20, 2009

The ominous atmosphere poses special challenge for the United States, a strong ally of India that also depends on Pakistan for cooperation in the war on terror. Increased tensions between India and Pakistan could distract from Pakistan from its war on terror.

President Bush has dispatched Secretary of State Condoleezza Rice to India, where she was expected to arrive on Wednesday. Speaking in London last week, she called on Pakistan in blunt terms to "follow the lead of Afghanistan" and "make clear that [it] is an absolute, total transparency and co-operation for our forces and civilians.

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Letters to The Editor

Constructing the Paradox

President-elect Barack Obama Should End the Keynesian War on Saving

Keith Yosh

It’s “recession-time” in America. The sweet smell of bailouts is in the air, the auto companies are teetering on the brink, and millions of Americans are in danger of losing their homes. But is this really the time to start worrying about saving? The answer is no.

The current recession is not the result of too much saving. It is the result of a lack of sufficient investment. This lack of investment has caused a decrease in aggregate demand, which in turn has caused a decrease in output and employment. And the Keynesian Paradox of Thrift is one of the main reasons for this lack of investment.

The Paradox of Thrift states that as people save more, aggregate demand decreases, which leads to a decrease in output and employment. This is because the decrease in consumption leads to a decrease in aggregate demand, which in turn leads to a decrease in output and employment.

The Keynesian Paradox of Thrift is a direct result of the fact that saving is not the same as investment. Saving is the act of setting aside money, while investment is the act of using that money to purchase capital goods, such as factories, machinery, and equipment. The Keynesian Paradox of Thrift is the result of the fact that saving is not the same as investment.

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### Crossword Puzzle

**ACROSS**
1. Trademark swab
2. Rick’s flame in "Casablanca"
3. Bird’s alma mater
4. North Star
5. Heathcliff in "Wuthering Heights"
6. Portuguese peninsula
7. J.R.R. Tolkien
8. Lat. last-ender
9. From the night
10. Listen, you!
11. Kofi of the U.N.
12. Small-scale thoughts
13. Thoughts
14. Slightly
15. Slacken
16. Sad Bagnold
17. Manhandle
18. 720 in a stack
19. "Butterfield 8" author
20. Of the stars
22. "Butterfield 8" author
23. O’Toole role
24. O’Toole role
25. People with pads
26. People with pads
27. Bookplate, briefly
28. Hindu incarnation
29. Mont. neighbor
30. Noun-forming suffix
31. Freezes progress
32. Noun-forming suffix
33. Mont. neighbor
34. Noun-forming suffix
35. Watts of "Le Divorce"
36. Hamper
37. Bunsen burner ancestors
38. Austrian article
39. O’Toole role
40. Of the stars
41. Holy city of Islam
42. Gallery display
43. Rick’s flame in "Casablanca"
44. Old
45. Feathery scarf
46. Come back to
47. Mr. X
48. Ripe for marriage
49. Pakistan tongue
50. Cavet...
51. "... set the table on...?": Shak.
52. San Diego player
53. "... the table on...?": Shak.
54. Musicals pieces
55. O’Toole role
56. Fictional Butler
57. Plant of the lily family
58. Foundling
59. O’Toole role
60. O’Toole role
61. Mr. X
62. State of shock
63. O’Toole role
64. O’Toole role
65. "Le Divorce"
66. gorge a rival
67. Bus station
68. Autobahn auto
69. Gaël’s tongue
70. Unmoving
71. Ages and ages
72. "Casablanca"
73. Iran’s pilgrimage destination
74. Refrain syllable
75. North Star
76. O'Connell's role
77. Refrain syllables
78. Refrain syllables
79. Refrain syllables
80. Refrain syllables
81. Refrain syllables
82. Refrain syllables
83. Refrain syllables
84. Refrain syllables
85. Refrain syllables
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92. Refrain syllables
93. Refrain syllables
94. Refrain syllables
95. Refrain syllables
96. Refrain syllables
97. Refrain syllables
98. Refrain syllables
99. Refrain syllables
100. Refrain syllables

**DOWN**
1. Made famous by "Kung Fu" (5)
2. Reform...? (5)
3. Bird’s alma mater
4. North Star
5. Heathcliff in "Wuthering Heights"
6. Portuguese peninsula
7. J.R.R. Tolkien
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53. "... the table on...?": Shak.
54. Musicals pieces
56. Fictional Butler
58. Yoked beasts
59. Weapon in C...e
60. A... amin
61. G... mail drop
62. School of Buddhism
63. "Le Divorce"
64. "Le Divorce"
65. RRs on trestles
66. gorge a rival
67. Bus station
68. Autobahn auto
69. Gaël’s tongue
70. Unmoving
71. Ages and ages
72. "Casablanca"
73. Iran’s pilgrimage destination
74. Refrain syllable
75. North Star
76. O'Connell's role
77. Refrain syllables
78. Refrain syllables
79. Refrain syllables
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98. Refrain syllables
99. Refrain syllables
100. Refrain syllables

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**SEMINAR BINGO!**

**Speaker bashes previous work**
**Repeated use of "um..."**
**Speaker sucks up to host professor**
**Host Professor falls asleep**
**Speaker wastes 5 minutes explaining outline**
**Laptop malfunction**
**Work ties in to Cancer/HIV or War on Terror**
**"... et al."**
**You’re the only one in your lab that bothered to show up**
**Blatant typo**

**Entire slide filled with equations**
**"The data clearly shows..."**
**FREE**
**Speaker runs out of time**
**Use of Powerpoint template with blue background**
**References Advisor (past or present)**

**There’s a grad student wearing cloths of yesteryear**
**Bitter Post-doc asks question**
**"That’s an interesting question"**
**"Beyond the scope of this work"**
**Master’s student bobs head fighting sleep**

**Speaker forgets to thank collaborators**
**Cell phone goes off**
**You’ve no idea what’s going on**
**"Future work will..."**
**Results conveniently show improvement**

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**Seminar Bingo!**

To play, simply print out this bingo sheet and attend a departmental seminar. Mark over each square that occurs throughout the course of the lecture. The first one to form a straight line (or all four corners) must yell out "Bingo!" to win!
Think you’ve solved it?

Use Libraries resources to solve this puzzle. If you’re an MIT student and your answer is correct, you could win a new iPod Nano! Go to libraries.mit.edu/puzzle to get a copy or submit your answer by midnight December 5th, 2008 to be eligible for the drawing.

CONGRATULATIONS TO THE WINNER OF PUZZLE #2, AMANDA GIERMANN
As Technology Advances, So Do Privacy Concerns

Privacy, from Page 1

an Orwellian future for a level Big Brother could only dream of. Google's recent projects could make it possible for insurance companies to track your health and see if you're spending too much time driving. Similarly, the government or law enforcement could keep a close eye on the moves of members of a protest group by tracking social networks revealed by the new tools. There are many uses for this technology — from marketing to law enforcement. It can't imagine it not pervading our lives in just the next few years," says Steven Mann, a computer scientist who works for an investment firm in New York.

In a widely read Web posting, he argued that there were significant changes in the way people could use data about their lives in the billions of individual Web pages. "This is one of the most significant technology trends I have seen in years, it may also be one of the most pernicious," Mann said.

For the last 50 years, Americans have worried about the privacy of the individual in the computer age. But new technologies and business practices have become so powerful that protecting individual privacy may become impossible to preserve. Now, with the Internet, wireless sensors, and the capability to analyze an array of personal data, the file can be drawn without knowing the details.

"Some have argued that with new technology there is a diminished expectation of privacy," said Marc Rotenberg, executive director of the Electronic Privacy Information Center, a privacy rights group in Washington. "But the opposite argument may also be true. New technologies require us to expand our understanding of what privacy is and how to address the impact that data collection has on groups of individuals and not simply a single person.

Brown, for one, isn't concerned about losing his privacy. The MIT researchers have convinced him that they have gone to great lengths to protect his privacy. They have shown that the experiment that would reveal his identity.

Besides, he says, "the way I see it, we all have Facebook pages, we all have e-mail accounts, we all have blogs." .

"You drop a drop in the bucket in terms of privacy," he adds.

Google and its vast farm of more than 50,000 data centers spread around the globe may turn out to be the global village. Privacy may turn out to be the global village. Privacy may turn out to be a lost cause.

The results were so promising that Hitachi has established a Conscious Computing Division, which is leading the dormitory project, a research group at the Media Lab at the Massachusetts Institute of Technology who is leading the dormitory research project, a co-founder of the lab's personal sensor networks. It is a new generation of researchers who has relatively few constraints about data to that in the past was either painstakingly as- sembled by hand or acquired from questionnaires or interviews at the expense of their subjects.

The researchers have worked with Hitachi Data Systems, the Japanese technology company, to use some of the lab's technologies to improve businesses' efficiency. For example, by equipping employees with sensor badges that generate the right kind of data provided by the students' monitors, the researchers determined that face-to-face communication was far more impor- tant to an organization's work than was generally believed. Productivity improved 30 percent with an incremental increase in face-to-face communication. Pentland said. The results were so promising that Hitachi has established a consulting business that overheads organizations via the researchers' techniques. Pentland calls his research "real- time mining" to differentiate it from an earlier generation of data mining conducted through more traditional methods. The researchers "is the emperor of net- work sensor research," said Mi- chael Macy, a sociologist at Cornell who studies communications nets and their role as social work. People and organizations, he said, are increasingly choosing to in- tegrate with one another through digi- tal means that record traces of those interactions. "This allows scientists to study those interactions in ways that five years ago we never would have thought we could do," he said. Once based on networked personal- al computers, collective intelligence systems are increasingly being cre- ated to leverage wireless networks of digital sensors and smartphones. In one application, groups of scientists and political and environmental ac- tivists are developing "participatory sensing" networks.

At the Center for Embedded Net- worked Sensing, a research center at the University of California, Los Angeles, for exam- ple, researchers are developing a Web service they call a Personal En- vironmental Impact Report to build a community map of air quality in Los Angeles. It is intended to let people assess how their activities affect the environment and to make decisions about their health. Users may decide to change their jogging route, or run at a different time of day, depending on air quality at the time. "Our mantra is to make it pos- sible to observe what was previously unobservable," said Deborah Estrin, director of the center and a computer scientist at UCLA.

But Estrin said the project still faced a host of challenges, both with the accuracy of tiny sensors and with the researchers' ability to certain that personal information remains protected. She is skeptical about techni- cal efforts to obscure the identity of individual contributors to databases of information collected by network sensors.

Attempts to blur the identity of individuals have only a limited ca- pability, she said. The researchers encrupt the data to protect against identifying par- ticular people, but that has limits.

"Even though we are protecting the identities, it is still subject to subpoena and subject to bullying bosses or spou- ses," she said.

She says that there may still be ways to protect pri- vacy. "I can imagine a system where the data will disappear," she said. Already, activist groups have seized on the technology to improve the effectiveness of their organizing. A service called MobileAction helps nonprofit organizations around the world use mobile phones to harness the expertise and the energy of other participants, by sending out action alert for instance.

Pachube (pronounced "PATCH- buh") is a Web service that lets peo- ple share real-time sensor data from anywhere in the world. With Pa- chube, one can combine and displays sensor data, from the cost of energy in one location, to temperature and pollution monitoring, to data flowing from a busy off the coast of Charles- ton, S.C., all creating an information- laden snapshot of the world.

Such a complete and constantly updated picture will undoubtedly re- define traditional notions of privacy. But Estrin said there are ways to avoid surveillance-society pitfalls that lurk in the technology. For the commercial use of such information, he has proposed a set of principles derived from English common law to guarantee that people have ownership rights to data about their behavior. The idea revolves around three princi- ples: that you have a right to access your own data, that you control the data that is collected about you, and that you can destroy, remove or redeploy your data as you wish.

At the same time, he argued that individual pri- vacy rights must also be weighed against the public good.

Citing the epi- demics involving severe acute respir- atory syndrome, or SARS, in re- cent years, he said technology would have helped health officials watch the movement of infected people as it happened, providing an opportuni- ty to limit the spread of the disease. "If I could have looked at the cell phone records, it could have been stopped that morning rather than a couple of weeks later," he said. "I'm not talking about privacy.

Indeed, some collective-intelli- gence researchers argue that strong concerns about privacy are a relative luxury in the global infor- man system.

"The new information tools sym- bolized by the Internet are radically changing the possibility of how we can organize large-scale human ref- forts," said Thomas W. Malone, di- rector of the MIT Center for Collect- ive Intelligence.

"For most of human history, peo- ple have lived in small tribes where everything they did was known by everyone they knew," Malene said. "In some sense we're becoming a global village. Privacy may turn out to be the global village.
Career Opportunities in The Middle East

Wednesday 3rd December – 5 p.m. – 6 p.m.
Student Center – Twenty Chimmers Room (3rd Floor)

Please join us for a presentation and Q&A on career opportunities at our offices in the Middle East. Representatives of the Company will present and be available for Q&A. IBM is looking to hire graduate and undergraduate students for Consulting as well as Engineering positions.

Start @ IBM

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To learn more about IBM’s business consulting see http://ibm.com/consulting.

Note: This event is organized by the MIT Arab Alumni Association (http://www.mitarabalum.org/).

Want more information about Double Majors?

http://web.mit.edu/doublemajor

Applications accepted beginning on Spring Registration Day February 2, 2009

The tree is the strongest one.

The ocean, rambunctious and untamed.

The sky, the absolute dreamer.

And to choose the tree over the ocean, would just be choosing one child over the rest.

An impossible as large as the world itself.

The world’s leading environmental groups are working together, to find out how you and your employer can help.

Please visit our website at www.earthshare.org.
Some of the nation’s universities are trying to sell off chunks of their portfolios privately as their endowments swoon with the markets.

Among institutional investors, school endowments aggressively embraced so-called alternative investments: private equity, real estate, venture capital, commodities and hedge funds. Many universities invested more than $300 billion in these so-called alternative investments over the last few years. Endowments with more than $1 billion in assets reported 35 percent of their holdings in these alternative investments at the end of last year, a much greater proportion than big public pension funds, for example.

Now they are balking. The value of some alternative investments has fallen, and they are not easily sold because there is no public market for them. Nor are there buyers for stocks, private equity and venture capital funds. Many investors are putting up additional capital over time. Cash may now be in short supply at schools facing budget pressures and investment losses.

The University of Virginia, which has a $4.2 billion endowment, posted a letter on its Web site saying that it might explore the sale of some of its private equity holdings and would sell hundreds of millions of dollars in other assets. Harvard, the grandaddy of endowments, with $35.9 billion at mid-year, is marketing its $1.5 billion stake in venture capital and buyout funds. And the $6.5 billion Duke University Endowment is weighing the sale of $200 million of its stake in private equity. Columbia University is also mulling the sale of some private equity holdings, though it is not a priority, according to a person close to the endowment who was not authorized to speak publicly.

“Our firm is getting calls every day from endowment institutions that want to sell private equity partnerships as well as firms that have bought those stakes from schools and now want to resell them,” said Stephanie Lynch, the chief investment officer of Emory Endowment Management, which oversees $1.5 billion in endowment funds.

Last year, the average seller got $1.04 for every dollar of face value, according to a report by Cogent Partners, an investment bank for institutional investors. The report said 21 percent of its investments pool was in liquid assets, like stocks and bonds. It plans to sell at least several hundred million dollars in those assets and a comparable amount in its hedge funds through 2010 to meet its capital calls from private equity funds, resource managers and others. Real estate and timber investments are frequently structured as limited partnership funds, which can have periodic capital calls, like private equity funds. Virginia is also exploring the sale of some older private equity stakes. The university’s chief operating officer, Leonard Sandridge, said the school had no liquidity issues.

Some schools say they simply want to rebalance their portfolios. As the stock market has plunged, their private equity stakes may have swelled to a larger percentage than their target. A spokesman for Columbia said that its $7 billion endowment was mulling some sales, but only to rebalance its portfolio, and that it did not have to raise cash.

Selling stocks is a quick and easy way to generate cash for capital calls. It may be one factor in the sharp declines in stock prices in recent weeks.

“It is a little like having to go to a pawn shop,” said one university endowment manager who said its policy is not to discuss performance publicly. “People don’t want to admit they have to sell this stuff. I am sure that a lot of people over-
application.

منتجات

MIT Investment Management Company

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First Round Interviews

Beginning January 2009

Solution to Crossword

from page 5

Gaukroger remembered her well: “I think I met her at a college fair, starting with Fresher’s Week, an orientation period that can seem like high school all over again.”

There is a broad array of student clubs, such as the Philosophy Society, the Humanist Society, theological clubs, devoted to developing its students. A ‘related life’ involving the parents more. It makes sense when we’re involved in choosing a university.”

American parents are more aware of an English-American colony here;” she said. “I look at the architecture and think about the history behind it. Sometimes I wish it was more Scottish. But it has broadened my mind.”

“a lot of money and sending their children off to Scottish universities has been a continuing revelation for Scottish admissions officials. “The fluff is irrelevant,” said Rebecca Gaukroger, a recruiter for the University of Edinburgh. “It’s built into the UK system that students have strengths and weaknesses, and if a student wants to study chemistry, we don’t need to know if they’re good at history.”

Scottish universities expect students to know where they are heading, and to be intellectually independent, recruiters and students said. “Before I came to the University of Edinburgh, I went to Hamilton College, a private New York school,” said Luca Spinelli, a second-year politics and philosophy student. “It was very beautiful, and very fun, almost like summer camp, with all kinds of extra help available. It’s like hand-fed you everything. I had one teacher who gave me paper back for revisions until I got an A-plus. That wouldn’t happen here. There’s not that hand-holding.”

Spinelli said she missed the chance to concentrate on what they love, and avoid subjects they dislike. ‘But in retrospect, it was very important to me,” she said. “I had one teacher who was the one who helped me more than anyone else.”

“Part of the reason I moved here was because I was fed up with being hand-fed you everything. I had one teacher who gave me paper back for revisions until I got an A-plus. That wouldn’t happen here. There’s not that hand-holding.”

American parents’ involvement in the college-admissions process — and the helicopter-parent phenomenon, with hovering parents keeping close watch on their children’s lives — has been a continuing revelation for Scottish admissions officials.

On a recruiting trip to New York City, she told a reporter in an East Side coffee shop, Gaukroger was spotted by the mother of an Edinburgh student. “Rebecca, is that your son?” the woman said, delightedly. “I think I met her at a college fair, starting with Fresher’s Week, an orientation period that can seem like high school all over again.”

Gaukroger remembered her well: “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and she came to visit us in Edinburgh, and we also had lunch once,” she said. “I think I met her at a college fair, and 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Edinburgh, and we also had lunch once,” she said.
Collet Plans to Keep Ashdown Food Fresh, Novel, and Seasonal

said Berlin. After taste tests with stakeholders ranging from students to staff, MIT Dining selected Collet for the Ashdown service.

“I guess you could say that the stars aligned nicely,” said Berlin. “We found an experienced operator already familiar with serving MIT students in the style we were looking for at Ashdown, and someone inter- ested in a retail food service opportu- nity like the Thirsty Ear Pub.”

“The first several weeks have been a whirlwind effort to get it up and running – and running well,” Collet said. She had only a few months to hire and train staff, plan menus, move into a new building, and prepare for students.

While Collet has taken on significant new managerial challenges, her focus remains on the food, she said. “I went on nightly pub crawls in Eu- rope, but there was a certain entra- in that’s very special.” Collet said. “Dining,” Collet said. “I’m eating, reading [cookbooks], and deconstructing recipes all the time.” For example, a recent menu featured deconstructed gumbo, with shrimp, rice, and vegetables complemented with Cajun spices. “Each day you find new sources,” she said.

Ashdown Dining has been serving an average of 120 people per night, with customers including gradu- ates, undergraduates, housemasters, and staff. While the numbers exceed Collet’s initial expectations, she still hopes to reach more students. “Ev- erybody should try out [Ashdown Dining],” Collet said. “They’re miss- ing something very special.” Collet credits word-of-mouth and student recommendations as her largest mar- keting tool.

Student response seems posi- tive, according to diners at Ashdown Dining. Many students were repeat visitors and brought along friends. “It’s better than anywhere else on campus,” said Charles D DeRober- tie ’10. “It’s really good food.” Other students commented that the food was less cafeteria quality.

Collet said she plans to host “event evenings,” including Brazil- ian food night and salsa night. She would also like to expand into break- fast service, where she sees a strong potential market. She also believes MIT students would support “grab and go” food choices. Yet as more students discover Ashdown Dining, Collet recognizes that she needs to grow at a responsible pace to main- tain the food quality.

“I’m still pinching myself,” Col- let said, as she bustled around the sleek kitchen and bright dining hall.

Thank you to Students, Faculty, Staff and Employees of M.I.T.

Bose Corporation was founded and built by M.I.T. people. Our success in research and in business is a result, in no small part, of what M.I.T. has done for us. As one measure of our apprecia- tion, we are extending special purchase privileges to all students and employees of M.I.T. for their personal use.
**Sports**

**MIT Basketball Crushes Suffolk: Three Players Set Career Highs**

By James Kramer

Three Tech players scored career highs and MIT shot a staggering 68 percent from beyond the three-point line as the Engineers cruised past Suffolk University, 99-26, on Saturday. James M. “Jimmy” Bartolotta ’09 fol-

lowed up his record-breaking performance on Tuesday by leading all scorers with 30 points on 10-of-16 shooting including 6-of-7 from three-point range. The total resulted in the 12th 30-point game of Bartolotta’s career. He has scored at least a dozen in 35 consec-

utive starts dating back to his sophomore season.

The Engineers received a trem-

endous boost from Erik S. Zuk ’09 and Willard J. “Billy” Johnson ’11 and Willard J. “Billy” Johnson ’11, who each put out career-high efforts. Zuk closed 8-of-12 from the field including 5-of-6 from dis-

tance to finish with 27 points. John-

son was 7-of-14 from the floor, but

did most of his damage at the free-

throw line where he finished 12-of-

16 en route to 28 points. MIT endured a familiar pattern as Suffolk raced out to an early 12-2 lead five minutes into play. Mike Fleming, who led the Rams with 17 points, capped a strong start with a three from the wing to provide the home team with their biggest lead of the day.

Bartolotta scored seven straight points to ignite the Engineers’ comeback, while Johnson converted both the paint and the glass. Slowly ex-

panding their advantage throughout the first half, Bartolotta’s jump shot with 45 seconds left gave MIT a 43-30 lead. Fleming answered with his own jumper in the waning sec-

onds as the Engineers went to the locker room ahead, 43-32.

Although Suffolk shot 54 per-

cent from the floor and the first half, a suffocating defensive stand by the Engineers resulted in a 26 per-

cent shooting performance for the Rams in the second half. MIT on the other hand was spectacular as it shot 66 percent from the floor and 77 percent from three-point range on 10-of-13 shooting.

Tech’s precision attack doubled its lead in the first five minutes of the second half as the Engineers opened with a 20-4 run. A three by Bartolotta increased MIT’s cushion to 30 points with 11 minutes left on the clock when Zuk’s last triple of the afternoon stretched the advan-

tage to 92-52 with 4:31 to go.

“We’re not where we need to be, but we’re improving,” MIT head coach Larry Andersson said. “The second half today was the best half of play we’ve had all season, both in terms of energy and execution.”

A predominantly rookie lineup finished out the game for the Engi-

neers. William E. Bender ’12 was sold in 17 minutes of work as he finished 3-of-3 from the floor for seven points and added five rebounds and two steals while add-

ing five points to the Tech scoring column.

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**Squash Goes 0-2 in Dartmouth Fall Classic, Tops Vanderbilt 5-4**

The MIT squash team traveled to Dartmouth University on Saturday, Nov. 22 for the Liberty League Fall Classic before returning home on Sunday, Nov. 23 to host Vanderbilt University. The Engineers fell to the U.S. Naval Academy, 9-4, and Wesleyan University, 8-1, before salvaging the weekend with a win over Vanderbilt, 5-4.

In the sweep against Navy, Robert A. Habib ’11, at the number six position, put up the best effort for MIT. Taking two points in his first set and six in the second set, 9-1, 9-0, Habib took the men’s 149 pounds as the Engineers went to the locker room ahead, 43-32.

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cent from the floor and the first half, a suffocating defensive stand by the Engineers resulted in a 26 per-

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“We’re not where we need to be, but we’re improving,” MIT head coach Larry Andersson said. “The second half today was the best half of play we’ve had all season, both in terms of energy and execution.”

A predominantly rookie lineup finished out the game for the Engi-

neers. William E. Bender ’12 was sold in 17 minutes of work as he finished 3-of-3 from the field for seven points and added five rebounds and two steals while add-

ing five points to the Tech scoring column.

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**Johnson & Wales Powers Past MIT Wrestling**

Joseph B. Silverman ’10 and Glenn J. Geeseman ’09 remained undefeated and the MIT wrestling team stayed close to the other matches, but it couldn’t produce any more points in a 3-0 loss to the perennial Providence College.

Johnson & Wales, who has a 1-0 record at 149 pounds, won the first two points of the match with 17 points, capped a strong start with a three from the wing to provide the home team with their biggest lead of the day.

Bartolotta scored seven straight points to ignite the Engineers’ comeback, while Johnson converted both the paint and the glass. Slowly ex-

panding their advantage throughout the first half, Bartolotta’s jump shot with 45 seconds left gave MIT a 43-30 lead. Fleming answered with his own jumper in the waning sec-

onds as the Engineers went to the locker room ahead, 43-32.

Although Suffolk shot 54 per-

cent from the floor and the first half, a suffocating defensive stand by the Engineers resulted in a 26 per-

cent shooting performance for the Rams in the second half. MIT on the other hand was spectacular as it shot 66 percent from the floor and 77 percent from three-point range on 10-of-13 shooting.

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**UPCOMING HOME EVENTS**

**Thursday, Dec. 4, 2008**

Women’s Basketball vs. Albertus Magnus College

7 p.m., Rockwell Cage

Women’s Ice Hockey vs. College of the Holy Cross

7 p.m., Johnson Athletic Center