

2004-2006 biennial report

double discovery center  
Columbia University in the City of New York



# educating children of promise

“DDC is the premier institution of its kind, not only here – but in the entire country as well. The Center continues to provide model educational programs and services to enable young people to pursue their highest aspirations and achieve their intellectual potential.”

Jerry Sherwin, CC'55  
Chairman, Board of Friends

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## from the executive director

***“America’s greatest waste is the loss of skill and exceptional minds of those young people who are capable of going to college, but cannot do so because of the psychological, social and physical conditions of poverty.”***

**Sargent Shriver, Director of the Office of Economic Opportunity (OEO), June 16, 1965.**

Since 1965, generations of Columbia University students, faculty, alumni, and friends have worked hand-in-hand with members of the extended Columbia family in the surrounding community to enhance educational opportunities for the young people of New York City. This report highlights the work of the Double Discovery Center (DDC) from 2004–2006, as the Center continued to help young people navigate the path to higher education. You will find summaries of the work of our two federal TRIO programs (Talent Search and Upward Bound), program descriptions and activities, significant accomplishments and highlights, and our financial statements.

During the kickoff of DDC’s 40th anniversary celebration, “A Discussion with Ric Burns: New York City: Capital of Cultural Transformation,” we were particularly struck by the parallels the documentary filmmaker was able to draw between the hopefulness of New York and our work at the Double Discovery Center. We are extremely proud of the many relationships, indeed double discoveries, that occur between the families we serve through volunteers and campus partnerships like Columbia’s Core Curriculum office, the Department of Chemical Engineering, Columbia Artists/Teachers, Ivy League Tutors, and many more. The Center served over 1,000 students annually, with 97 percent of participants graduating from high school, and 95 percent enrolling in college. Further, during this period, we were particularly honored to participate in many of Columbia University’s 250th anniversary celebration events.

*A Strategic Plan for the Double Discovery Center 2001–2006*, issued under the leadership of board member Hilary Ballon, continued to guide the Center’s work. Many of the recommendations set forth in the plan were achieved during this period, including the enhancement of the alumni database, hiring additional teachers and tutors, and acquisition of textbooks and educational supplies for students. The Board of Friends continues to review the progress and implementation of the report’s recommendations.

The hard work of numerous staff, students, parents, teachers, benefactors, and volunteers alike, makes a real difference in our efforts to educate “children of promise.” Finally, our students and their accomplishments, along with the Center’s remarkable history, continue to inspire us all.

Olger C. Twyner, III



Olger C. Twyner, III  
Executive Director  
Double Discovery Center

## a heritage of success

“When a group of us started this program more than 40 years ago, it was to prove that students not succeeding in the public schools could be successful with the proper help. While I wish the program were no longer necessary, it is, and I am delighted that the Double Discovery Center still works its magic for needy students.” – Roger Lehecka, (CC’67, GSAS’74), Founder and Board Member

Project Double Discovery began with a simple mission: to introduce academically talented, economically disadvantaged New York City high school students to an environment of achievement and educational success at Columbia University.

But as this program developed, something wonderful started happening in the community—both the high school students and their college-aged tutors started reporting surprising benefits that resulted from this new approach to neighborhood education. In fact, a mutual “double discovery” occurred when both sets of students were introduced to new backgrounds, new socioeconomic realities, and new ideas.

Columbia was selected as one of just 18 schools to pilot the Upward Bound program in 1965; today there are more than 700 educational programs modeled on this successful template nationwide. In 1977, a second federally funded program began at the campus, the Talent Search program, which allowed the Center to further expand its services and reach more than 1,000 students a year. The Double Discovery Center, as it is now called, is home to thousands of accomplished alumni and has the distinction of being Columbia’s oldest continuously operating community outreach program.





*“DDC allowed me to develop in an atmosphere where my intellect and aspirations were valued. It provided me with the extra boost of confidence to attend college.”*  
 – Michelle S. Jacobs, Esq., Professor of Law, University of Florida, DDC Class of 1973

*“DDC was the ‘missing link’ that opened up the possibility of attending college.”*  
 – Nancy Lopez, Assistant Professor of Sociology, University of New Mexico, DDC Class of 1987

*“Without DDC I would not have been able to get into Brown [University] - I knew nothing about the application process, my immigrant parents couldn’t help, and my high school guidance counselor probably didn’t know my name. But just as important was the culture DDC established, where students who shared my social background and looked like me were on a mission to get into college. This made all the difference in the world.”*  
 – Johanna Fernandez, Adjunct Professor of History, Carnegie Mellon University, DDC Class of 1988

*“I was a mediocre student in high school, but at DDC I soared and graduated as valedictorian.”*  
 – Andrea Guzman, Russell Sage College graduate and stay-at-home mother, DDC Class of 1993

*“The idea of attending college used to scare me. But now, I am looking forward to going to college, and I know I can handle the work load.”*  
 – Jazmin Pichardo, student, Vassar College, DDC Class of 2007

1960s  
1970s  
1980s  
1990s  
2000s

- 1965
  - > Columbia students Roger Lehecka (CC '67, GSAS '74) and Steven Weinberg (CC '66), alumnus Arnold Saltzman (CC '36), and Professor James Shenton found Project Double Discovery (PDD).
  - > The U.S. Office of Economic Opportunity awards Columbia University \$157,020 to establish one of 18 pilot programs titled Upward Bound.

- 1968
  - > Upward Bound extends its services to year-round.

- 1977
  - > The U.S. Department of Education awards Columbia University a Talent Search Program, expanding PDD services to over 1,000 students annually.

- 1984
  - > Elizabeth H. Piper endows an annual scholarship for three graduating PDD seniors.

- 1985
  - > Project Double Discovery changes its name to the Double Discovery Center (DDC) to reflect the Center’s growth and offerings to the community.

- 1989
  - > The Center establishes gender-based leadership programs, BOND (Brothers of a New Direction) and YWA (Young Women’s Alliance), for its young men and women.

- 1990
  - > Talent Search launches its first summer program for high school students.

- 1991
  - > Talent Search creates the Early Intervention Initiative, a high school preparation program for middle school students.

- 1996
  - > DDC receives the National Science Foundation’s Presidential Award in Science, Mathematics, and Engineer Mentoring.

- 1998
  - > President Clinton’s Initiative on Race cites DDC as an exemplar of racial reconciliation.

- 1999
  - > DDC is the first tenant in Columbia University’s new student center, Alfred Lerner Hall.

- 2000
  - > DDC celebrates its 35th Anniversary with a ceremony featuring keynote speaker Senator Charles E. Schumer.

- 2001
  - > Investment Technology Group, Inc., a specialized brokerage firm, establishes its annual ITG Scholarship.

- 2004
  - > Columbia University celebrates its 250th Anniversary.

- 2005
  - > The Double Discovery Center celebrates its 40th Anniversary with a Proclamation from New York City Council Member Bill Perkins commending the Center on this milestone.

- 2006
  - > Arnold Saltzman (CC '36), one of DDC’s original founders, announces a \$25,000 scholarship for DDC students.

## a heritage of success

“*In every person with whom I work, I see my friends from my old neighborhood. This is my way to give back to my community.*”  
— Marvin D. Cabrera, DDC Outreach Coordinator, DDC Class of 1988

### Staff

The Double Discovery Center is staffed by 15 dedicated individuals who are committed to doing everything possible to help their students achieve. In fact, some members of the DDC staff have either been Talent Search or Upward Bound students, or have served as tutors while at Columbia as undergraduates. Their return to the Center later in their professional careers speaks volumes about the impact the program has made in their lives.

### Board

DDC's Board of Friends is made up of 22 members who provide direct and in-kind resources, strategic planning and oversight, and program evaluation.

### Volunteers

Each year, approximately 150 volunteers (the majority of whom are Columbia University students) serve as tutors, teachers, and role models for DDC students. Volunteers are trained and work with students in one-on-one, small group, or classroom settings. All volunteer activities take place on campus after school and on Saturdays, giving students critical exposure to life on a college campus.

### Double Discovery Student Organization

DDSO is comprised of 20 students, the majority of whom are first- and second-year Columbians. Members provide workshops for high school students on non-academic topics such as the college experience, money management, and resume writing.





## our programs and services

“My position at Heritage High School is only funded three days a week, so there are many students who don’t get the individual attention they need. Since DDC has been involved, those students have another source of information and support – more are signing up for the SAT and I’ve been able to spend more time and assist more students with college applications than ever before.” — Carla Shere, Guidance Counselor, Heritage High School

The Double Discovery Center’s Upward Bound and Talent Search programs serve students who attend low-performing schools, who will be among the first in their families to attend college, and who fall below the poverty level in their community districts, such as Harlem, Washington Heights, and Inwood. Both programs offer academic and personal services that increase the rates at which participants graduate from high school and enroll in institutions of post-secondary education.

### What Students Get:

**Tutorial Services • Academic Counseling • Saturday Academic Classes, Labs, Field Trips, and Seminars • Cultural Activities • High School and College Admissions Counseling • Financial Aid and Scholarship Application Assistance • SAT and New York State Exam Preparation • Internships and Work Opportunities • Summer Programs • Life Skills Workshops**

### Talent Search:

**Talent Search works with at least 825 middle and high school students annually, who may receive services at Columbia University or at their schools.**

Talent Search staff visit area schools to talk to students about why college is important, how to get in, and how to pay for it. During the summer, Talent Search runs two academic day camps on campus, a four-week, full-day program for middle school students, and a five-week half-day program for high school students. The programs offer two academic classes daily, SAT preparation, personal development workshops, trips, clubs and sports, and pre-professional internships.

### Upward Bound:

**At least 173 high school students take part in Upward Bound every year, receiving all services on the Columbia University campus.**

In contrast to Talent Search, Upward Bound students must commit to staying with the program until high school graduation and must participate in all aspects of the program. Upward Bound’s six-week summer camp offers a glimpse of college-life. On weekdays students reside on campus, juggling academic classes, their studies, and extracurricular special-interest clubs and activities.



## Additional Programs and Services

### College Trips

DDC organizes day and overnight trips to prospective colleges to expose students to schools that they might consider outside of their financial or geographic range.

### Girls' and Boys' Leadership Programs

Brothers of a New Direction (BOND) and the Young Women's Alliance (YWA) offer young men and women opportunities to develop leadership skills, participate in new activities, and discuss individual responsibility and gender-specific issues.

### Parent Services

Talent Search and Upward Bound offer parent orientations, individual staff and parent meetings, translation services for non-English speakers, and special workshops for parents of college-bound seniors.

### Counseling

A licensed clinical social worker is available free of charge to DDC students and their families for group, family, and individual counseling.

### Athletics

Students have access to the campus gym for basketball, weight training, track, and other recreational activities.

### Competitions

Summer academic, athletic, and debate contests foster individual development and healthy competition.

### Library

DDC students have access to the University's vast library system, and the Center has its own extensive library of college admissions and financial aid material.

### Computer Lab

Macintosh computers are available for homework, skill-enhancement, and research.



## our community

“Double Discovery represents a legacy of students who have learned, bonded, and united due to the interest of continued education and experience.” — Genesis Grullon, student, Wesleyan University, DDC Class of 2006

The Double Discovery Center has a profound, lasting impact on the at-risk, low-income\* students it serves in the surrounding Manhattan communities of Morning-side Heights, Harlem, Washington Heights, and Inwood.

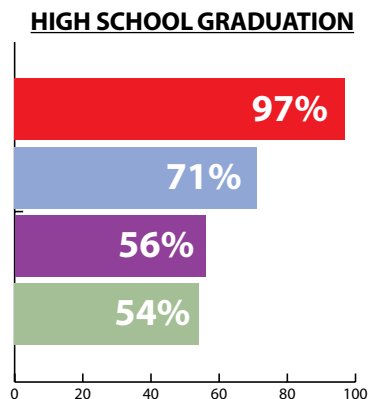
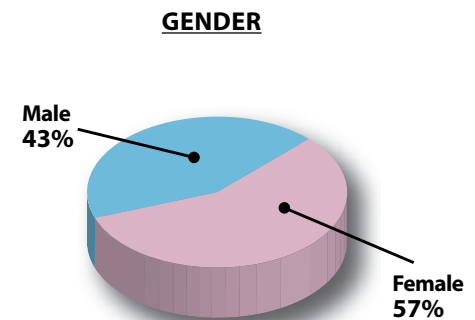
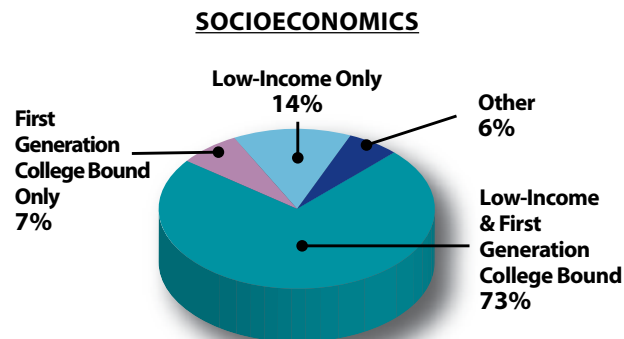
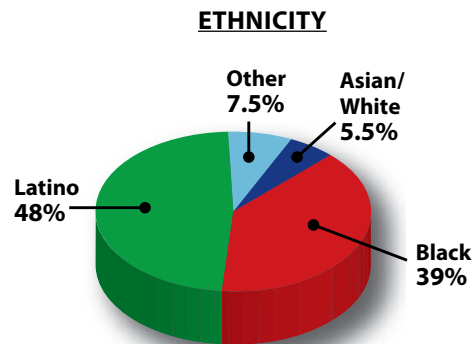
- DDC served a total of 2,341 students from 2004-2006, including 231 college-bound seniors.
- DDC graduated 97 percent of its low-income, first-generation college-bound seniors in 2005 and 2006—compared to a 50 percent graduation rate in New York City high schools.

- DDC students had a 95 percent college enrollment rate in 2005 and 2006 combined with 26 percent enrolling in “selective colleges” (colleges with an admission rate of less than 40 percent).

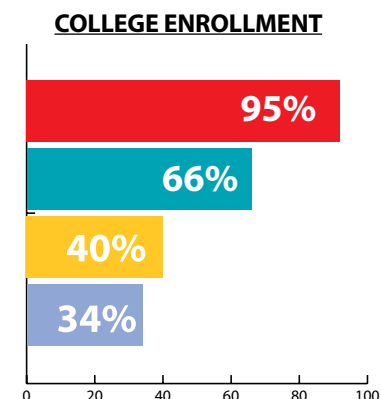
And Double Discovery’s impact doesn’t end when its students go off to college. The program develops successful leaders, many of whom continue to give back to the community from which they came.

\* The term “low-income” is defined as an individual whose family’s taxable income for the preceding year did not exceed 150 percent of the poverty-level amount.

### DDC STUDENT STATISTICS 2004-2006



■ DDC High School Graduation Rate  
 ■ U.S. High School Graduation Rate  
 ■ U.S. Black High School Graduation Rate  
 ■ U.S. Latino High School Graduation Rate



■ DDC College Enrollment Rate  
 ■ U.S. College Enrollment Rate  
 ■ U.S. Black College Enrollment Rate  
 ■ U.S. Latino College Enrollment Rate

Sources: National Center for Education Statistics, 2000; American Council on Education, 2003; The Manhattan Institute for Policy Research, 2002

**Our inspiring staff.**

“Don’t underestimate the effect that a one-on-one relationship can have on a student. Listening and caring about what they want to do in life deeply affects their ability to reach their goals.” — Rachel Ford, (CC ‘98), Assistant Director of Upward Bound

**Our devoted volunteers.**

“Being a DDC volunteer means to be both a teacher and student of life.” — Lauren La Torre, Columbia College Class of 2008

**Our involved parents.**

“[My daughter] Janet has been transformed by DDC—it gave her the help she needs to pursue her dreams. My only regret is that I didn’t know about this program earlier.” — Jennifer Mondlane, parent of Janet Mondlane, DDC Class of 2008

**Our talented students.**

“Kids have to see that an opportunity exists before they can begin to move towards it. DDC helps you see the possibilities in life and guides you towards them.” — Yannick Riveti, Store Manager, Abercrombie & Fitch, DDC Class of 2001

**Our passionate donors and board members.**

“I get great satisfaction out of seeing these students grow and learn, in helping them get an opportunity to succeed that they might not have at their current high schools. These kids want to learn.” — Jerry Sherwin, (CC ‘55), Chairman, Board of Friends

Anthony Lopez, a 1981 graduate of Double Discovery, credits the program with developing his skills and fostering his drive to succeed. “I was constantly reminded that it was my obligation to complete the DDC curriculum, graduate and make my way in the world—and give something back to the community.” That’s been Tony’s guiding principle for the past twenty years. His first job after graduating from SUNY-Binghamton was at DDC, where he ran the college enrollment and mentoring program. Lopez has gone on to hold leadership positions at the I Have A Dream Foundation, ASPIRA of New York, the Center for Charter School Development, and currently at Aprendes (“learn” in Spanish)—an organization he founded to promote and organize Latino education in NYC. *“Everything I do today I owe to DDC,” Lopez says.*

Another illustrious Double Discovery Center alumnus, James Perez, is one of the program’s earliest success stories. Born and raised in the Douglass Housing Projects, just blocks from Columbia University, Jim graduated from DDC in 1969 and went on to Columbia College (CC ‘73) and Columbia’s Graduate School of Business (BU ‘79). He refers to his DDC experience as *“immeasurably important.”* Jim’s work in finance has taken him from Wall Street to Sydney, Australia, where he lived for two years, before returning to New York and beginning a new phase of his career in real estate. He is now a Senior Vice President and Director at Brown Harris Stevens, the oldest real estate firm in New York. *“DDC opened my eyes to a new world and introduced me to people who were key to my future growth and development.”*



## special events, partnerships, new initiatives

### **Double Discovery Center's 40th Anniversary**

DDC held several celebrations to mark this important milestone. Friends of the Center gathered on Columbia's South Lawn for a barbecue, music and games. New York City Council Member, Bill Perkins was on hand to present DDC with a Proclamation commending the Center on its most recent milestone. The Center also held a benefit reception at Ellington House featuring Emmy Award winning filmmaker Ric Burns (CC '78). Mr. Burns showed a segment of his celebrated work *New York: A Documentary Film*, and spoke with guests about New York City and Columbia University's role in its development.

### **Columbia University's 250th Anniversary**

The University celebrated its anniversary with neighboring communities. Columbia's 250 Community Festival featured music, food, art, sports clinics, health screenings,

and interactive exhibits. As part of the celebration, ten Double Discovery Center high school students developed a proposal for changes in the transit system and presented their argument in a mock City Council hearing to City Council members, Robert Jackson, Bill Perkins, and Gale Brewer, with Columbia University President, Lee C. Bollinger in attendance. Students continued their lesson in advocacy, traveling with Executive Director, Olger C. Twyner, III and Columbia University's Executive Vice President for Government and Community Affairs, Ellen Smith, to Washington D.C. to meet with Senator Hillary Clinton and other New York representatives to discuss the importance of funding for TRIO programs.

### **New York Cares**

DDC's relationship with this local volunteer organization has brought more than a dozen New York Cares tutors into the Upward Bound and Talent Search programs.

### **Columbia Artists /Teachers**

Graduate students at Columbia University's School of the Arts develop and teach writing classes for DDC on topics such as Building the College Essay, Composition and Literature, and Understanding the Media.

### **doublediscovery.org**

DDC relaunched its website, [www.doublediscovery.org](http://www.doublediscovery.org), in October 2005 and now features DDC enrollment information and class schedules, as well as college applications and scholarship information for current and prospective DDC students.

### **Columbia University School of Engineering**

Led by assistant professors in the chemical engineering department, DDC students tour the chemistry labs and conduct their own science experiments.

### **Ivy League Tutors Foundation**

Founded by Columbia College alums, this non-profit subsidiary of Ivy League Tutors, Inc. provides DDC with free Saturday and summer SAT prep sessions.

### **Saturday Science Starters**

Doctoral candidates in chemistry and physics at Columbia University and undergraduate science majors at Barnard College teach a series of hands-on science labs for our Early Intervention Initiative students.



“The private donations give DDC a greater ability to do our work. For example an in-kind donation of ten TI83 graphing calculators was made to the students two years ago, and they’re now used regularly for math classes. Also, private funds paid for SAT-prep books that our tutors use for the students each year.” — Rachel Ford, (CC’98) Assistant Director of Upward Bound

The years ahead are exciting ones for the Double Discovery Center. The organization plans to continue its community outreach, and it has set a few ambitious goals for the next several years.

**Increase services to existing DDC students.**

While government funding is an important part of DDC’s annual budget, private donations are still crucial. The middle-school program, as well as many

important components of the Talent Search high-school program, are paid for with private donations. Most importantly, while federal funding remains consistent, the actual dollar amount of the federal grant has not increased in four years—in effect, lagging behind the annual cost-of-living increase. Private donations help make up the difference.

**Expand DDC’s reach to help even more students.**

Some of the limitations on DDC’s programming are imposed by space constraints—there simply isn’t enough room to accommodate all of the students seeking DDC’s services. The Center continues to develop creative solutions with the help of Columbia University and other neighborhood partners to reach even more students who can benefit from DDC.

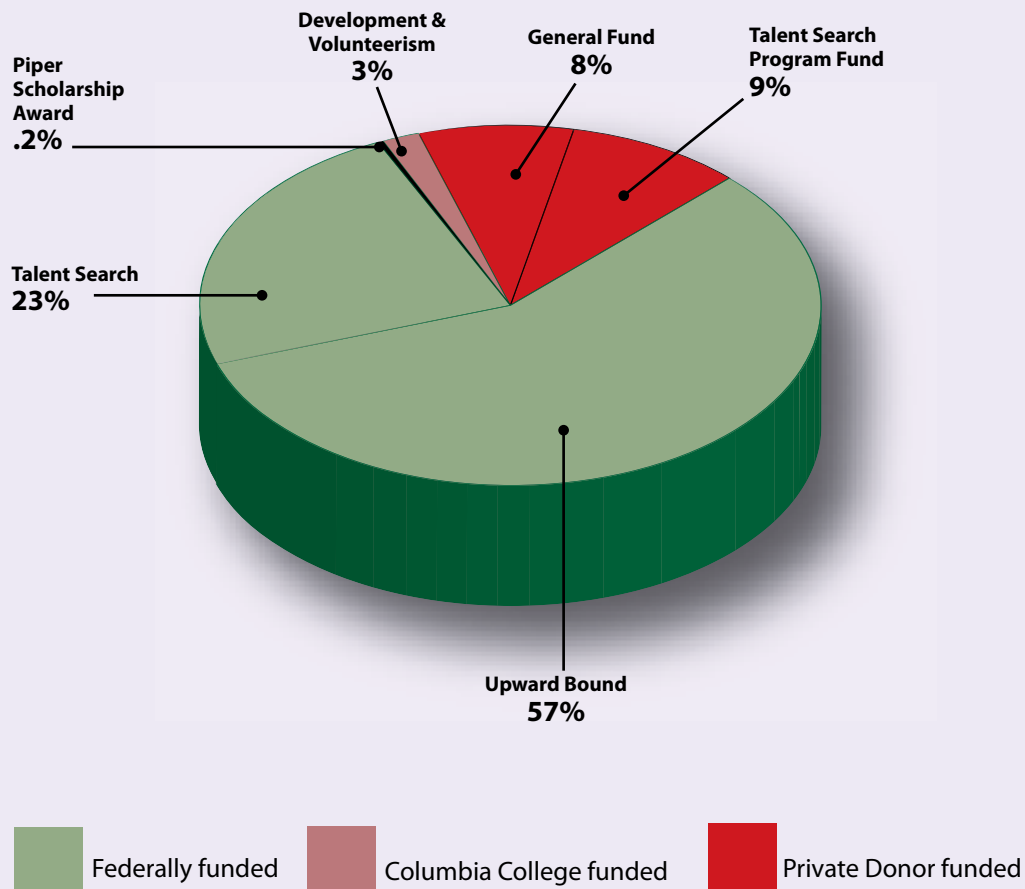


## financial statement

“In order to reach more students we need to increase private donations, which act as an insurance policy if ever federal grants are reduced or withdrawn.” — Roger Lehecka, (CC '67, GSAS '74), DDC Founder and Board Member

**Primary source of funding is federal; private donor contributions are vital in reaching our goals.**

**Double Discovery Expenses 2004-2006**



### Federal Funding

- Covers 80% of Double Discovery expenditures
- Focused on personnel and services for major Double Discovery initiatives

### Private Funding

- Covers 17% of Double Discovery expenditures
- Focused on purchase of supplementary materials such as text prep books and other educational materials

### Columbia Funding

- Covers 3% of Double Discovery expenditures
- Focused on personnel and development services

## 2004-2005

### EXPENDITURES

#### Upward Bound Program

Personnel	\$485,771
Services	317,494
Indirect Cost*	64,261

#### Talent Search Program

Personnel	\$308,874
Services	19,375
Indirect Cost	26,260

#### Piper Scholarship Awards+

Services	\$3,745
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#### Development & Volunteerism

Personnel	\$40,648
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#### General Fund\*\*

Personnel	\$73,519
Services	73,954
Indirect Cost	10,323

#### Talent Search Program Fund\*\*\*

Personnel	\$36,054
Services	51,050
Indirect Cost	8,360

**Total Expenditures \$1,519,688**

### INCOME

Upward Bound Program	\$865,615
Talent Search Program	340,866
Development & Volunteerism	40,648
General Fund	328,752
Piper Scholarship Awards	3,000
Talent Search Program Fund	204,520

**Total Income\*\*\*\* \$1,783,401**

## 2005-2006

### EXPENDITURES

#### Upward Bound Program

Personnel	\$515,907
Services	284,314
Indirect Cost*	65,394

#### Talent Search Program

Personnel	\$292,616
Services	20,981
Indirect Cost	27,269

#### Piper Scholarship Awards+

Services	3,531
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#### Development & Volunteerism

Personnel	\$41,868
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#### General Fund\*\*

Personnel	70,935
Services	43,958
Indirect Cost	8,049

#### Talent Search Program Fund\*\*\*

Personnel	\$79,260
Services	48,602
Indirect Cost	8,665

**Total Expenditures \$1,511,349**

### INCOME

Upward Bound Program	\$865,615
Talent Search Program	340,866
Development & Volunteerism	41,868
General Fund	275,787
Piper Scholarship Awards	3,531
Talent Search Program Fund	403,955

**Total Income\*\*\*\*\* \$1,931,622**

Note: As part of the University, the Center's finances are reviewed by Columbia University's Office of Internal Audit and Columbia College's Office of Budget Operations. Consequently, the Center does not receive an audit independent of the University's audit.

\* Indirect Cost on Federal Budgets is 8% and 6% on other expenditures.

\*\* The General Fund provides joint program activities, technological services, alumni services, fund development and Board activities.

\*\*\* The Talent Search Program Fund augments the services of the Talent Search Program.

\*\*\*\* 2004-2005 income includes a \$359,041 balance forward from FY 03-04

\*\*\*\*\* 2005-2006 income includes a \$402,069 balance forward from FY 04-05

+ The Piper Scholarship is an annual essay and speech competition that awards first, second, and third place scholarships to three graduating seniors in amounts of \$1,500, \$1,000, and \$500 respectively.

# Support from the U.S. Department of Education.

## individuals, foundations, corporations and government

## 2004/2005 Donors Circle

**\$50,000 +**

*The Louis Calder Foundation  
United States Department of Education*

**\$40,000-\$49,999**

*Columbia College*

**\$20,000-\$29,999**

*The Robin Hood Foundation  
Helen & Louis Lowenstein*

**\$15,000-\$19,999**

*The JPMorgan Chase Foundation  
The Taconic Foundation*

**\$10,000-\$14,999**

*New York Community Trust*

**\$5,000-\$9,999**

*Mattel Children's Foundation*

**\$1,000-\$4,999**

*Columbia Community Outreach  
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**\$500-\$999**

*Nielsen Media Research  
The Philip S. Harper Foundation  
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Gerald Sherwin  
Perry L. van der Meer*

**\$100-\$499**

*DDC Upward Bound Business Club  
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Elliot Andelman & Martha Bergmark  
Dominick & Satrina Boyce  
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Samuel & Judith Florman  
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Jeffrey & Linda Franklin  
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Jose Luis Morin & Jeanette Guillen-Morin  
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Professor & Mrs. William F. Young*

**Less than \$100**

*American International Group  
RBC Dain Rauscher Foundation  
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Erika M. Speight  
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Elsie E. Trotman  
Steven J. Weinberg  
Jonathan White*

**In-Kind Donations**

*Continental Airlines  
Investment Technology Group, Inc. (ITG)*

## 2005/2006 Donors Circle

### **\$50,000 +**

*Columbia College*  
*The Robin Hood Foundation*  
*United States Department of Education*

### **\$20,000 - \$29,999**

*The Louis Calder Foundation*  
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2920 Broadway  
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Te:l: 212-854-3897  
Fax: 212-854-7457  
Email: [ddc@columbia.edu](mailto:ddc@columbia.edu)  
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