



QUEENSBOROUGH COMMUNITY COLLEGE

ANNUAL REPORT

JANUARY 1, 2010–
DECEMBER 31, 2010

THE PRESIDENT'S REPORT

Recently, I spent time with an esteemed alumnus who graduated from Queensborough some twenty years ago and is now living in Manhattan with his wife and children. He spoke fondly of his positive experiences as a student at the College and talked with me about his desire to give back so that others may have the same opportunities to earn a quality education and pursue their dreams. Our conversation reminded me of the many deserving students at Queensborough who work hard to balance their studies with jobs and family responsibilities in their pursuit of a better life. I am moved to witness this generous pattern of achieving success and giving back and am committed to ensuring that Queensborough will continue to inspire such tradition.

I am honored to serve as Interim President of Queensborough and proud to follow in the footsteps of Dr. Eduardo J. Martí, who led this institution with passion and vision for ten years. The Chancellor has asked Dr. Martí to become The City University's first Vice Chancellor for Community Colleges where he continues his work as a tireless advocate for community colleges. As I assume the presidency, my focus will be to carry out the College's mission of providing a student-centered environment for active learning to enhance academic leadership and to position Queensborough as an increasingly valuable resource to the broader community.

My three decades at the College in every major academic and administrative area have instilled in me a unique perspective on Queensborough's past accomplishments and future opportunities.

Our remarkable achievements in 2010 in the areas of scholarship, research, and institutional enrichment are the foundation on which we greet the New Year.

We have fully implemented the Freshman Academies for a personalized and holistic learning experience for all first-time, full-time students. No college has attempted this approach on an institution-wide scale to increase student retention, performance, satisfaction, and degree completion. We also appointed thirty-five faculty members in academic disciplines across the board to maintain our quality of education for a burgeoning student body. We have launched new curricula for dual/joint programs in Pharmacy and Biotechnology with York College, and are introducing new programs in Nursing with Hunter College. Our development initiatives led to record success, with over \$3 million raised in our 50th anniversary year to support student scholarships, faculty research and educational enrichment programs at the Kupferberg Holocaust Center and QCC Art Gallery.

In August, we received news that Queensborough has been named by the American Association of Colleges and Universities and the MetLife Foundation as one of only twelve community colleges nationwide to lead a new project to support and advance community college student success based on our successful Freshman Academies model.



Dr. Diane B. Call

**“I am firmly dedicated
to the intrinsic value of a
community college education,
but most of all, I believe
in our students who keep me
passionate about what I do.”**



On the technology front, we have launched CUNYfirst, a fully integrated human resources and student services system that is transforming and streamlining access and communication within The City University of New York. Queensborough was selected to be the vanguard college among CUNY's community colleges to lead the effort to register students using CUNYfirst for the spring 2011 semester. This is a significant, positive development and part of Chancellor Goldstein's bold vision for the future.

Just under fifty percent of all undergraduates—approximately eleven million students—attend community colleges throughout the United States. A growing proportion of this population is made up of foreign students who are faced with daunting obstacles in obtaining an education beyond high school. Queensborough, located in the most diverse county in the United States, represents a microcosm of what will occur in the future on the national stage in higher education.

Our goal is to inspire our students, not only to stay in college but also to graduate on time. We want them to maintain their momentum, continue their education, and pursue a promising career. Many of our students are the first in their family to attend college, and it inspires me to know that their accomplishments will reverberate for generations to come.

At Queensborough, we place the highest value on teaching, scholarship, and service. Let us continue to work together as partners to give our students an edge for success toward their aspirations, their hopes, and their dreams for themselves, their families, and their communities.

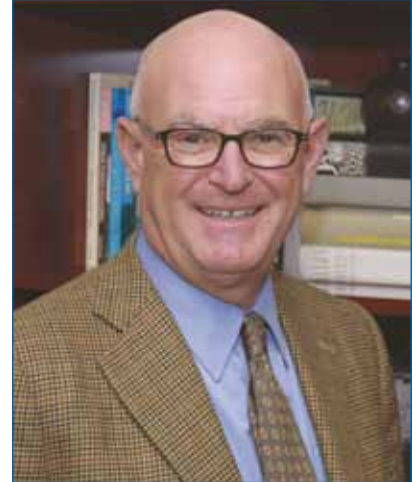
Dr. Diane B. Call
Interim President

MESSAGE FROM THE CHAIR OF THE QUEENSBOROUGH COMMUNITY COLLEGE FUND, INC.,

Peter Campanella

As a member of the QCC Fund Board for seven years, two as Chair and prior to that as Treasurer, I have witnessed the Board grow and mature into a dedicated, fundraising body that has enhanced the educational experience for scores of deserving students at Queensborough.

For example, Lei Shao, who is studying Business Administration, came to the United States from China just a year and a half ago, knowing no English. At a recent President's Circle event, she expressed her gratitude—in beautiful English—for “the opportunity to address Queensborough students on behalf of the Business Academy, and of having the honor to ask Borough President Helen Marshall to please continue investing in CUNY!”



Lei is just one of many terrific, ambitious students that I and other members of the QCC Fund Board have had the pleasure of talking with at various events, receptions, and recognition celebrations.

Now, as Queensborough moves into the second half of its centennial, we want to maintain our momentum and continue to devise fresh, creative ways to support the student learning experience, which culminates in earning their Associate's degrees, so they may continue their education and pursue a career.

To accomplish this mission, we have launched ***Edge for Success***, a campaign to take us through the final phase of our 2015 Invest in CUNY Campaign goal of \$25 million. The ***Edge for Success*** fundraising campaign provides scholarships to hardworking, ambitious students and enhances the student learning experience at Queensborough. Support from friends like you can make all the difference, allowing students to obtain internships, study abroad, benefit from individualized tutoring, take part in High Impact Learning Activities, and so much more.

Consider Aghogho Okrokoto from Nigeria who offered these words last fall upon enrolling at Queensborough, “I had given up hope of attending college, but this scholarship—a dream come true—has enabled me to study in one of the best Nursing programs in New York. One day I plan to enroll in medical school and become a doctor.”

I encourage you to go to Queensborough to meet its students, view one of the exhibits at the Art Gallery or Kupferberg Holocaust Center, attend a performance at the Performing Arts Center (QPAC) and talk with the faculty who are responsible for the academic excellence of Queensborough's curriculum.

A handwritten signature in black ink, which appears to read "Peter Campanella". The signature is stylized and fluid.

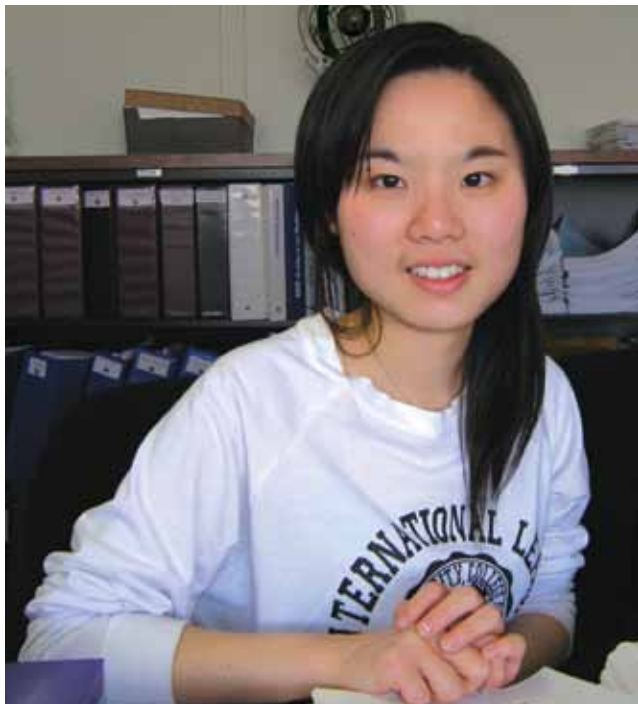
Peter Campanella



David Russell, Merit Scholar, Liberal Arts

David Russell, who attended Forest Hills High School, chose to apply to Queensborough because it is a “highly respected CUNY school.” A first year Liberal Arts major, David is studying journalism and enjoys being a score-keeper and commentator for the Tigers basketball team. After graduating from Queensborough and obtaining his bachelor’s degree from St. John’s University, he would like to become a sportswriter and broadcaster. Prior to enrolling at Queensborough, David interned for and received recognition from former Assemblyman Michael Cohen and was a member of the renowned Polgar Chess Center, where he sometimes played the Russian grandmaster, Susan Polgar. David, who has already participated in several College-related events such as the Retiree Brunch and Walk to Aspire student scholarship fundraiser, says he looks forward to joining the College’s chess club and being part of the 24th Annual Partners for Progress Gala in the spring.

Helping students access, attend and complete college so they may pursue a rewarding career and become contributing, productive citizens within their communities



Lei Shao, Sophomore, Business Administration

As part of The City University of New York Invest in CUNY campaign, the Queensborough Community College Fund Board, Inc. is pleased to announce the launch of its new fundraising campaign, ***Edge for Success***, to meet its \$25 million fundraising goal by the year 2015.

Student scholarships are at the heart of the QCC Fund's ***Edge for Success*** campaign. Whether it is research, study abroad, or textbooks, your annual fund contribution gives hardworking and ambitious students an extra edge so they can access, attend and complete college, find a career, and earn a living wage.

Having an edge also means students will enrich their learning experience at the College's three cultural beacons as faculty incorporate exhibits and performances into the curriculum. Deserving students will also be awarded prestigious scholarships and benefit from personalized student services in the Freshman Academies.

Through your gift to Queensborough Community College, you can give students a real chance to change their lives, find careers and fulfill their dreams. Having an edge has a positive effect on students' success here at Queensborough.

The development of the theme for Edge for Success and graphic design services were contributed by one of the College's alums, Charlene Prounis, class of 1976, of Flashpoint Medica. Ms. Prounis is also a Director of the QCC Fund, Inc.

A LEADER AMONG COMMUNITY COLLEGES

Named a national model for supporting community college student success; housing a world-class art collection; fostering a creative approach to English literacy



Constructing a Community College Student Roadmap across the Nation

“The community colleges leading the Roadmap project share a commitment to ensuring that every one of their students achieve the outcomes of an engaged liberal education—outcomes essential for success in today’s competitive global economy.”

Dr. Carol Geary Schneider
AAC&U President

Queensborough was chosen by the Association of American Colleges and Universities (AAC&U) to take the lead in a new initiative, *Developing a Community College Student Roadmap: From Entrance to Engagement in Educational Achievement and Success*, funded by MetLife Foundation to improve the success of community college students. Through the initiative, Queensborough joins eleven other community colleges across the nation to be “Roadmap Institutions”—becoming national models in and advancing community college student success. Queensborough’s selection was based on its Freshman Academies launched last fall, which features a robust program of academic support—tied to expected learning outcomes—that engages students, teaching them to be active partners as they pursue their academic goals.

A Second \$1 Million Gift Follows a Priceless Art Collection

Norman Philip Joondeph, a significant collector of modern art, has bequested a \$1 million gift to the QCC Art Gallery at Queensborough Community College. This is the second \$1 million gift in three years, a remarkable achievement for a community college. His recent gift will be used to endow the Joondeph Collection and to establish and maintain The Norman P. Joondeph Endowed Award, which will support a practicing artist in financial need.



A longtime patron of the Gallery, Mr. Joondeph donated his entire collection to the College in 2008, which includes masterworks by some of the great contemporary artists of today such as Louise Nevelson, Jack Youngerman, Kenzo Okada, and Gustav Klimt.

Faustino Quintanilla, Executive Director of the QCC Art Gallery, stands next to a Kenzo Okada oil painting, *Early Spring*, one of many valuable pieces in the Gallery's permanent collection.

A Picture is Worth a Thousand (English) Words

Queensborough's Literacy Program and the Nassau County Museum of Art have launched Culture and Literacy through Art (CALTA), a pilot program developed for adult English language learners and their families. Kitty Bateman, J.D., Associate Professor of Basic Educational Skills and Director, QCC Literacy Program, notes that "CALTA is the first initiative of its kind to offer adult English language learners innovative ways of approaching literacy." Students participating in the CALTA Institute—all of whom are non-native speaking immigrants—aspire to learn English language skills. Queensborough offers free instruction in English as a Second Language under the auspices of the Department of Continuing Education and Workforce Development and the CUNY Office of Academic Affairs with funding from the Mayor's Office of Adult Literacy, and the New York State Department of Education's Workforce Investment Act. The CALTA program is made possible through a grant from the Institute of Museum and Library Services (IMLS).

SUPERIOR ACADEMIC PROGRAMS

Nurturing intellectual curiosity and stimulating minds through progressive programs that lead to advanced degrees and brighter futures

Andre Smithson, Paris Svoronos Scholar, Engineering Science

At the annual CUNY Pipeline Conference at the Graduate Center, Andre Smithson presented his research findings on heavy metals in imported dog food using x-ray fluorescence. The event was followed with Andre's research presentations at national, regional, and CUNY-wide conferences, as well as Queensborough's sixth and seventh Annual Honors Conference. A second-year Honors student with a 4.0 G.P.A in Engineering Science, Andre has received a flurry of departmental awards including the Belle Vader Mancott award for excellence in undergraduate research and the Paris Svoronos scholarship for excellence in the chemistry sciences. Andre, who has been featured in both *CUNY Matters* and its sister publication, *Salute to Scholars*, was accepted into the 2010 CUNY Summer Undergraduate Research Program and subsequently presented the work he accomplished with the program.



Queensborough's Outstanding Students Participate in Prestigious CUNY Pipeline Program

Usually reserved for senior CUNY colleges only, last winter marked the first time that selected high-achieving community college students presented their research projects along with senior colleges at the annual CUNY Pipeline conference, designed to encourage and prepare research-oriented students for graduate school. More than forty percent of the total number of presentations—some 130 outstanding posters and performances—involved Queensborough students in such areas as biology, chemistry, mathematics, electrical technology, nursing, and economics. Also, performances were given by the Speech Communication and Theatre Arts Department and the Business Department's Fed Challenge Teams. Dr. Paris Svoronos, Professor of Chemistry, and Michele Cuomo, Associate Dean for Academic Affairs, are members of the CUNY Pipeline steering committee.

"The level of research at Queensborough is astounding. These students can go on to graduate programs and be anything they want."

Dr. Brenda Henry-Offor
Former CUNY Pipeline Coordinator

Electricity Was in the Air at the 6th Annual Honors Conference

In what is considered the most esteemed student event of the academic year, Queensborough held its Sixth Honors Conference—and second to include CUNY-wide community colleges—last spring featuring more than 170 abstracts from more than 200 students. Students presented their findings, outlined their projects and interpreted their research results during the event. Queensborough was honored with participants from LaGuardia, New York City Tech and Borough of Manhattan Community College. The College's entire administration attended, as well as full-time and adjunct faculty, college lab technicians—and parents!

Partners in Success

The Dual/Joint Associate degree/baccalaureate degree program prepares students to transfer seamlessly to a four-year CUNY college to continue their studies in such exciting fields as Biotechnology (with York College), Early Childhood Education (with Queens College) and Science for Forensics at John Jay College of Criminal Justice. The dual/joint Criminal Justice program, also with John Jay, has soared to nearly 900 in the fall of 2010 since its inception in 2009.



Natalie Zorilla
New York Needs You Fellow
Business Academy

FACULTY SCHOLARSHIP AND INNOVATION

Saluting superlative intellect, dedication of purpose, and gifted teaching



Health Information Technology Scholars

Based on their proposal, *Enhancing Queensborough's Informatics Program (EQUIP)*, Professors Margaret Reilly (center) and Patricia Burke (left) of the Nursing Department were selected as one of only twenty-seven teams throughout the country to conduct research in applied informatics technology and supported educational techniques. Their research will enhance the use of simulation in Queensborough's Virtual Hospital and allow nursing students such as Sophia Smith (far right) to be better prepared for a complex, information-and-technology-driven healthcare system. Professors Burke and Reilly are also developing faculty workshops tailored to the needs of colleges and universities nationwide.

"It is the integration of research, reflective critique, connected knowledge, and effective teaching that distinguish our extraordinary faculty."

Dr. Diane B. Call

Interim President, Queensborough Community College

Hispanic Educational Technology Services (HETS) Award

The first bilingual consortium dedicated to serving the higher education needs of Hispanic communities awarded Queensborough “Best Practices in Teaching and Learning through Technology,” at the Best Practices Showcase conference in San Juan, Puerto Rico. The award—for the proposal entitled, *Culture and Family: The Digital Storytelling Project*—recognizes Queensborough’s outstanding vision and innovation in the incorporation of technology in higher education.

Students from Basic Educational Skills, English, and Speech Communications and Theatre Arts collaborated on a wiki, creating multi-media digital stories presented at the conference such as *Ghetto Home World*, by Kelsey Velilla and Billy Jnohope, '10; and *Memories of My Mother*, by Kelsey Velilla. Michele Cuomo, Associate Dean for Academic Affairs and author of the award-winning proposal, commented that, “Learning through digital language helps students make connections across academic disciplines and creates a sense of belonging.”

Excellence in Faculty Scholarship



Dr. Tak David Cheung, Professor of Physics, uses images from the Hubble Telescope and the Infra-red Telescope in Chile to demonstrate to his physics and astronomy students that some things in the universe are invisible to our eyes.

Dr. Caf Dowlah, Associate Professor of Social Sciences, has conducted research regarding transition in formerly socialist countries to deregulation and privatization, international trade investment, and cross-border labor mobility.



Dr. James Valentino, Professor and Chairperson of the Mechanical Engineering Technology and Design Drafting Department, is renowned for obtaining significant grant funding from Valley Electric Association (1981, 1982) and the Port Authority of New York and New Jersey (1990) to establish and upgrade the computer aided design (CAD) facility at Queensborough.

A WINNING ATHLETIC DEPARTMENT

*The making of champions:
courage, sportsmanship, determination, and teamwork*



Closing in fast on her competitors, Gerale Middleton (center) is about to become an All-American Champion in the 800 meter event at Howard Community College in Columbia, Maryland.



Minutes after the race, Gerale Middleton stepped up to the podium to accept her All-American Championship title.

The afternoon was so hot at Howard Community College in Columbia, Maryland, that Queensborough student Gerale Middleton was feeling the heat even before the race began. Positioned at the starting line alongside the region's top-ten varsity women's outdoor track athletes, Gerale reflected on the many miles she had run to get to this place – in fact, she had competed against more than two hundred talented track athletes from both SUNY and CUNY community colleges.

When the starting gun sounded, Gerale recalled what she had learned from Coach Omeltchenko. "I held back on the first lap and my teammates cheering did not distract me as I began to narrow-in on the finish line. Then, for the last five hundred meters, I put on my afterburner and came in first!"

“The men and women Tigers were outstanding this year and we are especially proud of our All-American track athletes—a true national honor.”

Peter Marchitello

Athletic Director, Health, Physical Education and Dance at Queensborough

Gerale won the 800 meter, becoming an All-American!—a national champion who distinguished herself at the National Junior College Athletic Association (NJCAA) Championships. She described the scene afterwards as a happy blur of high-fives and phone calls to family members.

“Everything I put on the track— my dedication and hard work— I also put into my studies and into my job interviews.” When asked for her advice to other aspiring athletes, she added, “always do more than what is expected.” A fourth semester Liberal Arts and Sciences Major, Gerale plans to graduate this spring and continue her education at a four-year college where she will study journalism...and keep running!

Additionally, the women’s and men’s 4x400 relay team captured second place in both of their events. All eight Queensborough athletes in these events were declared All Americans including Gerale Middleton; Laverne Hardy, '10; Latiffa Dobbins; and Lisa Kurner. On the men’s team: Donnell Lockhart; Jean Desrosiers; Jahmel Upshaw; and Jerry Francois.

The women’s varsity Outdoor Track & Field ranked number ten in the NJCAA national poll. The women’s varsity basketball team was named CUNY Champion in '08, '09 and again in 2010.

The men’s varsity baseball team, CUNY Champions in '03, '04, '05, '08, defeated Bronx Community College, 6-2, in the 2010 CUNY Championships at the Brooklyn Cyclone Stadium at MCU Park in Coney Island.



AN ENRICHED LEARNING ENVIRONMENT

*Transforming classroom lessons into life experiences
that broaden thought, strengthen relationships, and ignite ambition.*



Nursing students Lizhi Pomerantz (center) and Jiyeon Byon interview Holocaust survivor Lena Casuto Goren about her health through the decades

Offering Perspectives That Bridge Understanding

Nursing students stepped out of the classroom and into the Kupferberg Holocaust Center to meet with and listen to survivors describe how their culture and experiences have impacted their health and health-related decisions through the years. Students asked survivors about their viewpoints on illness and death; how they would advise someone who experienced a trauma; and whether they believe their religion contributes to their health. The project, known as Situated Learning, was planned and implemented by Lorraine Cupelli, Assistant Professor of Nursing. The goal is to increase students' cultural awareness and competency towards patients of diverse backgrounds.

“Through the Kupferberg Center my students are learning that identity, group making, and institutional discrimination are not abstract concepts but are firmly based in history and are of unfortunate relevance today.”

Dr. Amy Traver
Assistant Professor, Social Sciences (Sociology)

Oases of Inspiration

Faculty from nursing to social sciences are bringing their classes to the **Kupferberg Holocaust Resource Center and Archives** to discuss topics such as the psychology of entrapment with Holocaust survivors and study the institutional discrimination of the Nazis.

Highlights of major exhibits at the Kupferberg Holocaust Center include The Art of Samuel Bak, a stunning retrospective from world-renowned artist and Holocaust survivor Samuel Bak on his deeply personal and heart-wrenching experience as a child in the ghetto. In Genocide among the Flowers: Seymour Kaftan's Ponary Paintings, Holocaust survivor Seymour Kaftan created a substantial body of oil paintings depicting the Nazi brutalities that took place in Lithuania when he was a young teenager. This past fall, Scholar-in-Residence Rabbi Isidoro Aizenberg curated Goose Stepping on Long Island: Camp Siegfried, which exposed the work and the propaganda activities of the Bund on Long Island in the mid-1930s.

The **QCC Art Gallery**, now in its 20th anniversary year of collecting, has hosted some seven thousand visitors who have experienced a plethora of distinguished exhibits. Among the highlights are acclaimed photographer Dan Budnik's Marching to the Freedom Dream: American Civil Rights 1958-1965 and Early Chinese Pottery from the 4th and 5th millennia B.C. to the Han Dynasty (220 B.C. – 220 A.D.). In House of the Spirit, well-known painter and sculptor Daniel Simmons, Jr. exhibited his artwork, inspired by his extensive African art collection of spiritual objects from the continent, which was also on display. With exhibits that reflect the diversity of the College's student body, the Gallery has become a creative learning resource to Queensborough faculty and students who utilize the paintings, artifacts and sculptural pieces to broaden their learning horizons.

Continuing the twenty-one-year tradition, the Art and Design Department and the QCC Art Gallery mounted the 2010 Juried Student Exhibition. More than eighty selected works were showcased by approximately seventy students.



Head of Horse,
Luoyang Region, Southern Han Dynasty
Clay, ca. 23-221 AD

The Queensborough Performing Arts Center, celebrating its forty-fifth Anniversary this academic year, has served hundreds of students through its artistic programs, and has welcomed avid patrons from around the world. Queensborough students hold internships and attend the professional, Broadway-caliber performances, which reinforce classroom learning and provide exciting career possibilities. Headlining the banner year for QPAC was Broadway's master songman, Mandy Patinkin, who brought his critically acclaimed Broadway concert, *Mamaloshen*, to Queensborough audiences. Also featured was *S'Wonderful*, the new Gershwin revue, and Teatro Lirico D'Europa presented *Madama Butterfly*, the most performed opera in the United States.

A Teaching Hospital

Queensborough's Nursing Department continues to receive generous funding for technology and equipment reinforcing its capacity to train nurses for the best hospitals today. As a result of a grant from the New York Community Bank Foundation, the Virtual Hospital has been imbued with the latest in cardiac monitors as well as intravenous arms, decubitus wound, and abdominal palpitation models. New, sophisticated printers and intercoms help to produce patient reports and facilitate prompt student feedback. Through a grant from the Jonas Center for Nursing Excellence, the Nursing faculty will mentor students and ease their transfer from Queensborough to the baccalaureate program at Hunter College.

AN ENRICHED LEARNING ENVIRONMENT

The Freshman Academies



Aliya ZaffarUllah, Freshman, STEM Academy

Aliya ZaffarUllah, a second semester student in the Science Technology Engineering and Math (STEM) Academy, says she chose Queensborough “because of its excellent dual/joint program with John Jay College,” and “my mom said that Queensborough was known for helping students.”

Aliya’s mother, Joyce ZaffarUllah, ‘00, MS, RN, LAc, studied nursing at Queensborough and now works as a nurse at New York Presbyterian Hospital in Manhattan. Joyce fondly remembers the academic counseling she received from Stephen Beltzer, an administrator at the College for many years.

Twelve years later, her daughter Aliya is being counseled by Stephen’s son, Scott Beltzer, a Freshman Coordinator in the Freshman Academies. “I could not have succeeded in keeping my grades up these past months without Scott’s guidance,” said Aliya, who aspires to one day become a forensic pathologist.

She added that the mandatory freshman orientation “was a great opportunity to meet new friends and made me feel very welcome.”



Students at freshman orientation gather around Edward Davis, Assistant Professor, Mechanical Engineering Technology and Design Drafting, shortly before their tour of the department.

The Promise of Personalized Attention Reveals Itself

Queensborough's six Freshman Academies, launched in the fall of 2009, are improving student success, retention, and graduation according to preliminary research data. Freshman Coordinators—who provide personalized, one-on-one attention to first-time, full-time students—are having a positive impact on students. Freshman Academy students who engaged in High Impact Learning Strategies, especially ePortfolio and Service Learning initiatives have performed better in courses such as remedial writing. The first Milestone Celebration, held on the Great Lawn last spring, recognized the students who had completed thirty credits and were halfway toward earning their Associate's degrees.

“My Freshman Coordinator, Scott Beltzer, helped me with so much—choosing my classes, applying for financial aid, keeping my grades up and just making me feel welcome as a new QCC student.”

Aliya ZaffarUllah
STEM Academy, Freshman

SCHOLARSHIPS FOR HARDWORKING AND AMBITIOUS STUDENTS

Stepping Stones to Academic Success, Bridges to Dreams of a Better Life



Queensborough retiree Mary Bryce Jennings, who served with distinction for more than thirty years in both the Admissions and Registrar's Office, offers words of wisdom to Aspire Merit Scholar Elham Nikoo, '10.

Elham Ghashghaei Nikoo, '10; Electronic Engineering Technology; Aspire Merit Scholar, QCC Fund, Inc.

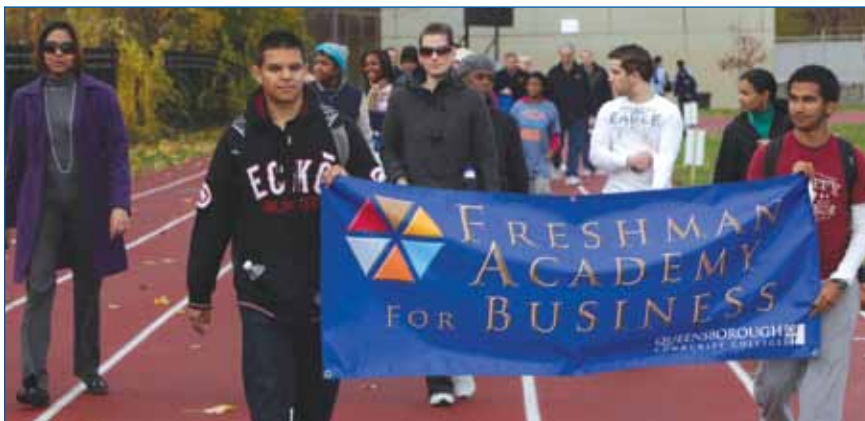
Elham Ghashghaei Nikoo misses many things about her native country of Iran: the majestic Shiraz Mountains; the sprawling city of Isfahan; the grand Jameh Mosque; and her large, close-knit family. Like her brothers, Elham shares a keen interest in engineering and made her father very proud when—after a year of arduous study—she was accepted into the prestigious University of Tehran.

However, Elham had her sights set on a distant horizon that brought her to the United States nine years ago to pursue an education, a career, and a new life. After initially settling in Brooklyn, Elham—who spoke only Persian and Arabic at the time—began taking classes in English as a Second Language. Before long she decided to enroll at Queensborough, and in 2007 she began her studies in Electronic Engineering Technology.

With a 3.84 G.P.A. and a passion for mathematics, Elham became the president of the Math Club and participated in the spring 2010 Annual Walk to Aspire –a campus-wide fundraising event to enable students to attend Queensborough. Elham was subsequently selected as an Aspire Merit Scholar.

Scholarship Footprints on the Path to Success

The Fourth Annual Walk to Aspire is a success story on many counts. Twenty-two teams, consisting of students, faculty, and staff raised more than \$17,000. They celebrated their team and individual accomplishments by walking for two miles around the QCC track, carrying signs and banners, and wearing hats and t-shirts emblazoned with team names such as We Mean Business (Business Department), Literati (English Department) and the Drama Society Team (Speech Communication and Theatre Arts). Refreshments were generously donated by Metropolitan Foods and Barnes & Noble Bookstores.



**“I was impressed with the celebratory atmosphere
and the recognition of all the teams.
Walk to Aspire is a wonderful tradition
and a great way to help students attend college.”**

Elham Nikoo, '10
who walked with the Electrical Engineering
and Computer Technology team, Nuts and Volts!

Established as a student-sponsored fundraising event in 2006, Walk to Aspire has raised more than \$85,000 through generous contributions from nearly one thousand individual donors for the grassroots fundraising campaign to give future Queensborough students an edge for success.

So far, in addition to Elham Nikoo, '10, two other students have been named Walk to Aspire scholars: Katarzyna Hughes-Lyskawa, Nursing and Robert Bailey White, Art and Design.

Students' Academic Merit is Rewarded

For those students who have been diligent in their high school studies, the Queensborough Community College Fund, Inc. offers a merit-based scholarship program. During the 2010 fall semester, seventeen new, full-time students were awarded the chance of a college education through a merit scholarship.

EDUCATIONAL OPPORTUNITIES THAT CHANGE LIVES

Reaching out to the community, to Holocaust survivors, and to people in distant lands, students learn life lessons from others



Study abroad students become emotional as they listen to Holocaust survivor Werner Kleeman's harrowing account of his experiences in the Dachau Concentration Camp in Germany.

Study Abroad Students Visit Dachau Concentration Camp and Upon Their Return, Come Face to Face with Living History

What started as a gift from Queensborough's study abroad students to the Kupferberg Holocaust Center—a small stone from the Dachau Concentration Camp in Germany—became an unforgettable afternoon with Werner Kleeman, Holocaust survivor and author of *From Dachau to D-Day* (Marble House Editions 2006).

"The students had experienced something powerful and historic," said Dr. Arthur Flug, Executive Director of the Kupferberg Holocaust Resource Center and Archives. "Meeting Werner was like seeing a messenger from the past, a witness to the one of the greatest crimes against humanity."

Students enrolled in Queensborough's Study Abroad Program travelled to Salzburg, Austria last spring with Dr. Mark Van Ells, Professor of History, to take part in the Salzburg Global Seminar. The week-long trip, funded by the College's foundation, and the Queensborough Community College Fund, Inc., included lectures and research projects in the exquisite Schloss Leopoldskron Palace (where *The Sound of Music* was filmed), live outdoor concerts, and a visit to the Dachau Concentration Camp in Germany.



“When Werner spoke, I took the walk through the Dachau Concentration Camp all over again—this time with him.”

Christine Porter, '10

now a nurse at Cohen's Children's Medical Center of New York

Students—From Queens to Nepal—Yearn for Connection with Holocaust Survivors

Internship applications from students of all ages, ethnic backgrounds, and academic areas across the board have tripled at the Kupferberg Holocaust Center. Through the internship program, students learn about moral dilemmas and why it is important to become informed citizens of both local and global issues. The initial training culminates with student interns interviewing survivors about their experiences during World War II.

A Service Learning Snapshot

By demonstrating excellence through civic engagement and working to develop sustainable, substantial relationships with community partners, Queensborough was nationally recognized in the 2009 President's Higher Education Community Service Honor Roll. Highlights from this year's many successful initiatives sponsored by Con Edison and National Grid include:

- ✚ Students translated American children's stories into Chinese, and then read to children in the Chinese Academy of the QCC Kids College, reinforcing Chinese language skills of both groups of students.
- ✚ Students learned the DNA extraction process and then applied the technique to a project with the children from Saratoga Family Inn, the largest homeless shelter in the United States.
- ✚ Students created poster board presentations on energy and water conservation methods for the home, then presented the materials at Discover Service Learning Day and provided a tour of the campus' solar panels on Earth Day.



School children learn about water and energy conservation from QCC students during Earth Day 2010.

PROVIDING THE SKILLED WORKFORCE OF TODAY AND THE LEADERSHIP OF TOMORROW

Mentorship gives wings to students' ambition



Lorik Jakupi, New York Needs You Fellow

New York Needs You Fellow, Lorik Jakupi, is very busy these days. In addition to attending workshops regarding business etiquette and internship opportunities, Lorik meets regularly with his mentor at Goldman Sachs who offers guidance on everything from resume writing, to the proper tie, to advancing his career as an entrepreneur. Lorik—who came to the United States from Kosovo in 2008—was among fifty students chosen from more than two hundred applicants for the highly competitive scholarship of \$2,500 a year for a two-year period. When he is not meeting industry executives or spending time on Wall Street, Lorik works hard to maintain his 4.0 G.P.A. as a Business major while working part-time at a diner in Queens. “The Freshman Coordinators spend personal time with their students, and because they understand the students’ programs of study, they are able to focus on what the students need. You don’t have to ask them for information. That makes a huge difference.” Upon his graduation this spring, Lorik plans to attend a four-year college to continue his education with dreams of becoming a business consultant.

New York Needs You Fellows

After a lengthy and highly competitive application process, four Queensborough Community College students—Eve Johnson, Lorik Jakupi, Karen Lopez, and Natalie Zorilla—were admitted to the inaugural New York Needs You Fellowship Program. Among the many benefits the program offers is the chance to network with successful industry executives and to attend workshops in order to meet students from different area colleges and universities.

Mock Gubernatorial Debate

Just days before the election, Queensborough Community College held a Mock Gubernatorial Debate starring students Garo Vartabedian as Republican candidate Carl Paladino (left) and Sam Mishra as Democratic candidate Andrew Cuomo (right). A panel of journalists (Queensborough Business students), and special guest, New York Assemblymember David Weprin, posed questions to the candidates. The event was sponsored by the International Business Club and the New York Trial Association.

“It is important to know the issues, understand your opponents’ point of view, and realize that your vote counts.” Ted Rosen, Assistant Professor of Business



Garo Vartabedian



Sam Mishra

21st Century Community Learning Centers Grant

Laser and fiber optics, astronomy, English 101, and music studio recording are just a few of the courses that are being offered to area middle and high school students by Queensborough in partnership with Oasis Children’s Services, LLC, a Brooklyn-based organization known for its dedication to community-oriented, youth development throughout New York City. The major three-year grant, designed to offer students an opportunity to thrive, excel in their studies and become inspired to attend college, was awarded by the New York State Education Department (NYSED).



“We have the power to intervene at a critical developmental stage for middle and high school students and help to instill in them a positive attitude toward attending college.”

Denise Ward

Dean, Continuing Education and Workforce Development

Forming partnerships and launching initiatives on behalf of the community, Thomas Chen, President and Founder of Crystal Window and Door Systems, Ltd. (left), meets at the CUNY Flushing Center with Denise Ward, Dean for Continuing Education and Workforce Development, and Jeff Chen, Director of Professional and Workforce Development.

LOOKING BACK: QUEENSBOROUGH AT 50

Celebrating the past to learn more about today ...and the promises of tomorrow

To mark five decades of educational achievement and community partnership, corporate and business leaders, alumni, faculty, staff, students, retirees, friends and legislators all gathered to celebrate Queensborough's 50th Anniversary Partners Gala at Terrace on the Park in Flushing Meadows, Corona Park, Queens. All funds raised by the Gala—which is hosted by the Queensborough Community College Fund, Inc.—support student scholarship and help Queensborough maintain academic excellence and cultural enrichment, providing the opportunity for students to earn a quality education no matter what their obstacles may be.



Dr. JaimeLee Rizzo, '96, Professor of Chemistry at Pace University, was the Keynote Speaker at Queensborough's 50th Anniversary Science, Technologies, Engineering and Mathematics (STEM) Academy Event. Dr. Rizzo addressed the audience about her positive experiences at Queensborough and encouraged Chemistry students to continue presenting their undergraduate research at regional and national meetings.

New York State Comptroller, Thomas DiNapoli, was the distinguished Keynote Speaker at Queensborough's 50th Anniversary Business Academy event where he praised the Freshman Academy as a "...wonderful concept to help students in a more personalized way." The business ethics views of the comptroller, who emphasized that, "it is not just about getting there, but how you get there," dovetailed nicely with the theme of the discussions presented by the student winners of the Business Academy Ethics Dilemma Essay Contest.



Celebrating Community Health; One Step Ahead Through the Decades—Queensborough's Health Related Sciences Academy event offered the Bayside community an opportunity to learn about meditation, nutrition, yoga, environmental health and more. Also featured were a panel discussion and workshops on composting, managing stress, and Service Learning in the Health Sciences. Complimentary screenings and chair massages were enjoyed by many attendees along with tours of the Anatomy Labs and Virtual Hospital.



With trowels in hand, children at P.S. 46 in Bayside, Queens, prepared to plant annuals under the leadership of students, faculty, and staff from Queensborough Community College as part of Earth Day 2010. The College's environmental activities, which celebrated both service learning and its 50th Anniversary, took place all day long and were sponsored by Con Edison, National Grid, American Association of Community Colleges, Broadening Horizons, and Learn and Serve.



"Wear it and they will come" was the motto for the men's baseball and women's softball teams who donned tailor-made replicas of the 1973 QCC Burros baseball and softball jerseys and caps for a nostalgic Throwback Game at Cardozo High School, in Queens. The game-worn Throwback jerseys and caps were auctioned off to support Queensborough's student scholarships!



Dr. Zivah Perel, Assistant Professor of English at Queensborough, led a reading and discussion of *The Things They Carried* by Tim O'Brien, as part of the Liberal Arts Academy Big Read Project.

The Visual and Performing Arts Academy presented *Fifty & Fabulous*, a medley of modern dance performances directed by Health, Physical Education & Dance lecturer Kathleen Kilcoyne and choreographed by Assistant Professor Emily Berry.



The First Annual Employee Barbeque was held on the Great Lawn on a beautiful day in May. Scores of faculty and staff gathered at round tables decorated with colorful balloons to enjoy traditional cook-out fare, good company and festive music.

"Our 50th Anniversary was a festival of brilliant ideas that brought together an entire community for the common purpose of paying tribute to history, friendship and camaraderie."

Dr. Diane B. Call

Interim President, Queensborough Community College

LOOKING BACK: QUEENSBOROUGH AT 50

*Celebrating the past to learn more about today
...and the promises of tomorrow*

Presidential Lecture Series

Dr. Megan J. Elias, Associate Professor of History at Queensborough Community College, discussed her new book, *Eating the Past: Why and How to Study Food History* at the 2010 Spring Presidential Lecture Series. The book explores how food helps us to understand not only historical cultural norms, but also how these societal structures are relevant to our own lives today.

“The midday meal—whether it is the peasant’s pottage or the Wall Street power lunch—allows new insights into major historical trends such as industrialization, urbanization, and increasing gender equality.”

Dr. Megan J. Elias,
Associate Professor of History

A Tapestry of Distinguished Honorees and a Celebration of Service

The Celebration of Service event saluted those faculty and staff who have served with distinction at Queensborough Community College for twenty, thirty, and forty years. Members of the College community gathered to honor the 2009-2010 initiates who represent faculty and staff throughout all divisions of the College.

“Tonight we recognize our honorees who— through their dedication and commitment— help students become the change they seek in the world,” said Dr. Diane B. Call, Interim President of Queensborough Community College.

Dr. Sheena Gillespie Professor and Chairperson, English Department, and Chairperson of the Faculty Executive Committee, added that, “what unites us is our communal dedication to our students.”



From left, top row: Emil Parrinello, IT Senior Associate; Dr. Harvey Workman, Professor, Biological Sciences and Geology; Thomas Como, Chief College Laboratory Technician; Irvin Roff, Assistant Director, Student Financial Services; Dr. Martin Jacobs, Associate Professor and Counselor, Counseling Center; and Phyllis Pace, Professor, Business Department

Bottom row: Dr. Diane B. Call, Interim President of Queensborough Community College; Dr. Manette Berlinger, Assistant Professor, Basic Educational Skills; Dr. Linda Stanley, Professor, English Department; Cathy Gabel, College Accounting Assistant, Teaching Adjunct, CLIP, Continuing Education, College Now Regents Prep, Payroll; Dr. Archie Calise, Director, Institutional Records and Planning; Dr. Dona Boccio, Professor, Mathematics and Computer Science; Sandra Peskin, Lecturer, Deputy Chair, Mathematics and Computer Science; Norton Reid, Professor, Mechanical Engineering Technology and Design Drafting; Martha Mulvey, CUNY Office Assistant; and Dr. Sheena Gillespie, Professor and Chairperson, English Department and Chair of the Faculty Executive Committee.

Retiree Brunch

Happy exclamations of surprise, hugs and hearty handshakes were shared by all who attended the Retiree Brunch at Queensborough Community College. Emeriti professors from several academic disciplines as well as former administrators mingled and sipped mimosas as they exchanged news, memories and many laughs. Looking around the room at everyone enjoying themselves, Dr. Diane B. Call, Interim President of Queensborough, remarked that, “it is wonderful to see our friends from years past who served this institution with distinction and gave both students and colleagues a personalized experience.”



**President Call addresses QCC Retirees
at a special gathering on campus.**

Dr. Call introduced Mary Bryce Jennings, who worked at Queensborough in both the Admissions and Registrar’s Offices for more than thirty years, as “the embodiment of the Queensborough spirit.” “Retirees are not over the hill, we are at the top of the hill—and so is Queensborough!” declared Mary Bryce Jennings to claps and cheers. She continued, “We care deeply about this beautiful College, and the students who need our support.”

Among the other guests present was Dr. Kurt Richard Schmeller, former president of Queensborough for more than thirty years, along with his wife Beata, who has been instrumental in supporting the College’s Art Gallery exhibits.

The occasion was followed by a Remembrance for John Hawkins, Professor Emeritus, Art & Design Department, who was one of the first members of the Art department in the 1970s. Bob Rogers, Professor and Chairperson of the Art & Design Department said of John Hawkins, “His deep commitment to teaching, and a pedagogy based on his love of art touched the lives of many—friends, students, and colleagues alike.”

BECOMING CONTRIBUTING, PRODUCTIVE MEMBERS OF SOCIETY

A chance to shine becomes a way of life for Queensborough's young alumni

Naji Grampus, '10, Business Administration

Naji Grampus, '10, is passionate about politics and finance. He believes that, "it is important for politicians to understand the fiscal situation, especially during these difficult economic times." A Business Administration major with a 3.2 G.P.A. at Queensborough, Naji is grateful for being given "the foundation to succeed at the next level." He added that his professors were "very accommodating" of his hectic schedule which included working full-time at the Queens County District Attorney's Office. Naji was also a member of the College's Student Impact Team, spoke at the 50th Anniversary Partners Gala and testified for Queensborough at Queens Borough Hall. Currently, Naji is pursuing his baccalaureate degree in finance and political science at Baruch College while working part-time for Brooklyn District Attorney Charles Hynes. His goal is to become an elected official.





Kevin Paulsingh, '10

Kevin Paulsingh, '10, who obtained his Associate's degree in Criminal Justice after returning home from a 2006 deployment to Iraq as an Army Sergeant. He is now completing his training to become an FBI Police Officer.

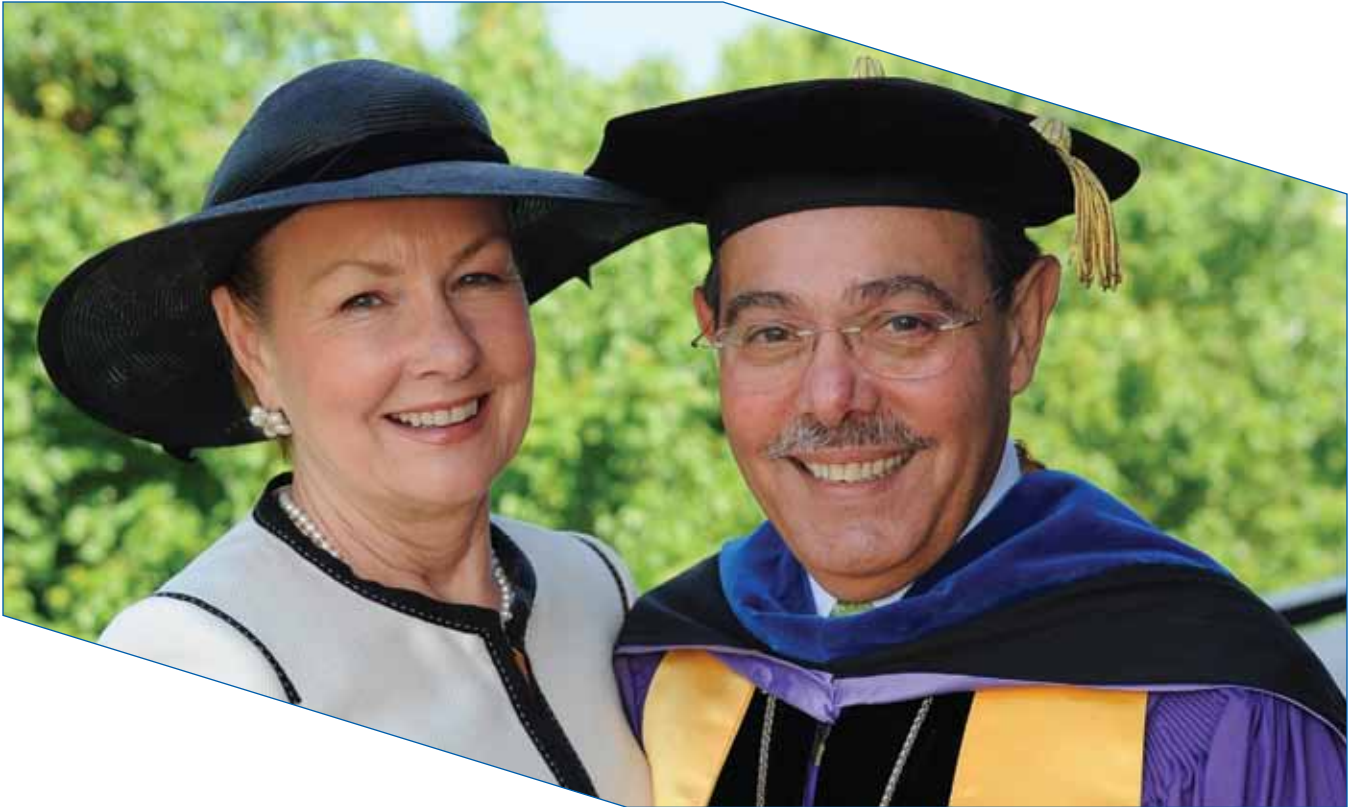
Samanta Boursiquot, '10

Samanta Boursiquot, '10 came to the United States from Haiti four and a half years ago with her mother and sister. Upon enrolling at Queensborough in the fall of 2007, she commented that, "At first it was difficult to understand my assignments in English, but my professors provided me with extra attention and after a few semesters, I improved a lot." Samanta, a Liberal Arts and Sciences major with a 3.36 G.P.A., landed on the Dean's List three times and took honors classes

in general chemistry, Spanish and research. Awarded an Academic Merit Scholarship by the QCC Fund, Inc., she conducted undergraduate research on Queensborough's campus and at the Brookhaven National Laboratory on Long Island through a 2009 summer internship that was supported by a National Science Foundation grant. Her findings were presented at several regional and national chemistry professional meetings. Samanta is currently studying neuroscience at Queens College.



A CHAMPION OF OPPORTUNITY, EDUCATION, AND QUALITY OF LIFE



Eduardo J. Martí, Ph.D. with his wife, Pat, at a special reception before the 2010 Queensborough Commencement ceremony.

When asked what inspired him to come to Queensborough Community College in 2000, Eduardo J. Martí, Ph.D. commented on the “diversity of its students; the vision of CUNY Chancellor Matthew Goldstein to create an integrated university that preserves open access at the community college level; and the high caliber of the faculty.”

Just one year into his presidency, Dr. Martí was hailed by the *New York Daily News* for “sprucing up the campus, focusing on [hiring] new faculty, [launching] a \$2 million technology drive and establishing new [academic] courses.” Indeed, by 2005, he had initiated a strategic plan with the ultimate goal of providing students at Queensborough with a private school education in a public setting. To embark on the ambitious plan, he cast a wide net of inclusivity on campus, harnessing the energies and ideas of the College community to provide an attractive campus, support faculty development, and enhance fundraising efforts.

In fact, Dr. Martí has set the pace for fundraising efforts at Queensborough that have created student scholarships, enrichment programs, and building initiatives transforming the College into a destination for a rigorous, quality education.

As an immigrant who came to United States from Cuba as a young teenager, Dr. Martí holds close to his heart the importance of educating current and future generations about the ramifications of prejudice, racism and stereotyping. He understood from the start that the Holocaust Center—located for years in the basement of the library—must become the centerpiece of the College campus. It was under his leadership that a \$3 million allocation was secured by New York State Senator Frank Padavan and a \$5 million gift from Harriet and Kenneth Kupferberg—given in 2007—helped make the dream a reality. He also spearheaded the transformation of the historic Oakland clubhouse into the beautiful QCC Art Gallery and faculty dining room. To honor his prescience, Peter Campanella, Chair of the Queensborough Community College Fund Board, Inc., established the Eduardo J. and Pat Martí Scholarship Fund.



The breadth and scope of Dr. Martí's vision to provide a quality education to deserving students—no matter what their obstacles may be—permeated virtually every major academic, administrative, and cultural area of the College.

To establish an atmosphere that nurtured the growth of the individual student in a supportive environment, Dr. Martí collaborated with faculty and the administration to launch the Freshman Academies in the fall of 2009. While other colleges have implemented similar programs, Queensborough is the only community college to offer the initiative institution-wide, encompassing every program of study for all first-time, full-time students.





Upholding pedagogical research as a hallmark of an outstanding academic institution, Dr. Martí created the Center for Excellence in Teaching and Learning to identify and implement best teaching practices. He encouraged faculty to engage in community college pedagogy to study and improve the teaching methodologies to benefit our students.

Passionate about issues facing undocumented students, he established Queensborough as a location for the Annual Citizenship Swearing-In Ceremony and opened an Immigration Center on campus.

To salute his singular leadership and lasting contributions to Queensborough, Dr. Martí, who was named CUNY's first Vice Chancellor for Community Colleges this past spring, will be honored as the 2011 CUNY Partner of the Year at Queensborough's 24th Annual Partners for Progress Gala at Terrace on the Park on April 29.

His lifetime of achievement includes a distinguished record serving as Chairman of the Board for the Hispanic Educational Technology Services, the first bilingual consortium dedicated to serving the needs of Hispanics in higher education. He has served twice on the Board of the American Association of Community Colleges, and was most recently elected in March 2009. He is a Member of the Board of Trustees of Excelsior College, and is a Board Member of the Council for Aid to Education.

Dr. Martí, who also helped create an Honors Program and study abroad opportunities, once remarked that, "People choose to attend community colleges because of our flexibility and our desire to meet students' individual needs."

Through Dr. Martí's enterprise, determination, intellect, and imagination, Queensborough has flourished as an educational institution in research, individualized attention, cultural enrichment and so much more. He celebrated Queensborough's potential, dreamed of its possibilities—and realized them.

THE QUEENSBOROUGH COMMUNITY COLLEGE FUND, INC.

The Queensborough Community College Fund, Inc., is a non-profit organization established in 1975 to raise funds from private sources to advance the educational and cultural programs of Queensborough Community College. Gifts to the QCC Fund bridge the gap between the actual cost of educating students and the funds provided by students' tuition and allocations from New York City and New York State. Funds are used to guarantee scholarships for future generations of students and enrich the student learning experience.

The Fund is a public benefit corporation existing under and by virtue of Section 402 of the New York State Not-for-Profit Corporation law for the express purpose of aiding and promoting educational and charitable purposes and lawful activities of Queensborough Community College, a College of The City University of New York. The Fund is recognized by the Internal Revenue Service as having tax exempt status under section 501(c)(3) of the U.S. Internal Revenue Code.

Who Contributes to the QCC Fund?

Alumni, faculty, students and friends contribute along with businesses, corporations and private foundations. Contributions are tax-deductible to the extent allowable by the IRS.

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The Board of Directors of the QCC Fund, Inc., is comprised of local businesses, civic and community leaders, alumni, and friends of the College. The Fund Board manages the assets of the QCC Fund and is charged with fundraising for the College.

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QCC student Natalie Zorilla (left) describes her College experiences to fellow QCC student Victoria Brown and Barbara Friedland at the 2010 Celebration of Donors Reception.

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QCC Students Yeman Tam (left) and David Russell (center), along with QCC Fund Board member Mark Kupferberg, are all smiles at the 2010 Celebration of Donors Reception.

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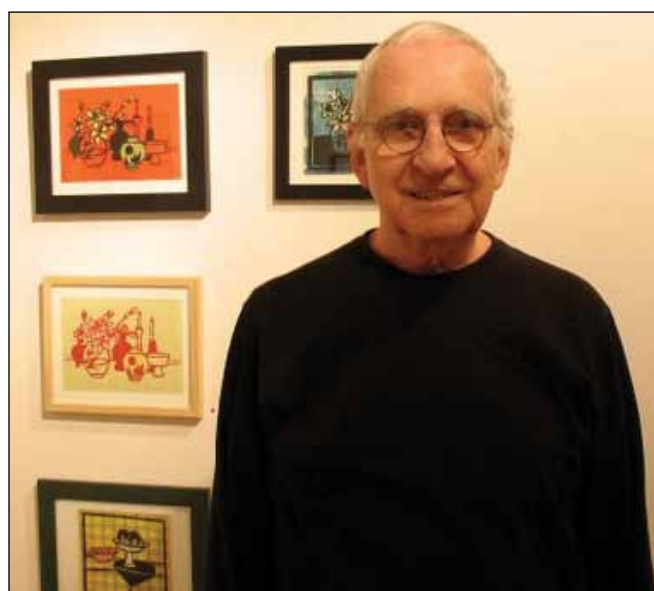
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Queensborough Community College 2009 Annual Report of Donors

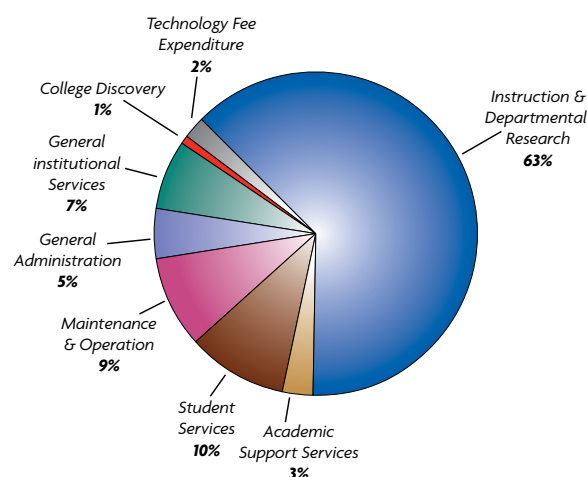
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Thomas Garippa, '64 and his wife, Joan, enjoy the company of QCC students Alisha Traille and Jonathan Melendez at the 2010 Celebration of Donors Reception.

QUEENSBOROUGH COMMUNITY COLLEGE 2009 ANNUAL REPORT

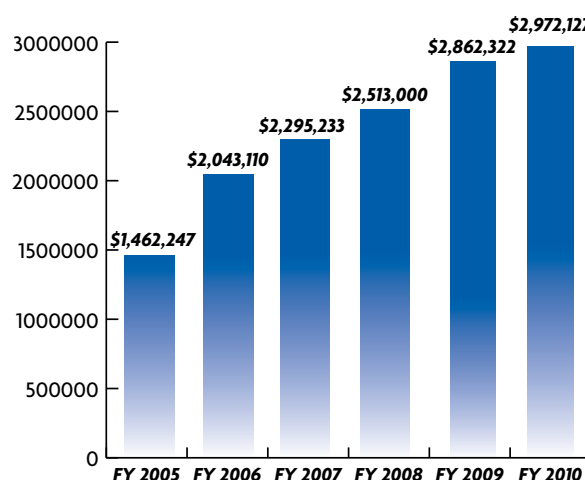
College Operating Budget/ Expenditures for FY 2010



Total: \$109.7 million

Total Fundraising Revenues

Queensborough has achieved a steady increase in fundraising over the last six years. In FY 2010 nearly three million dollars was raised to support student scholarships, faculty research and educational enrichment programs.



Grant Awards

Queensborough's outstanding record in new and continuing grant awards includes:

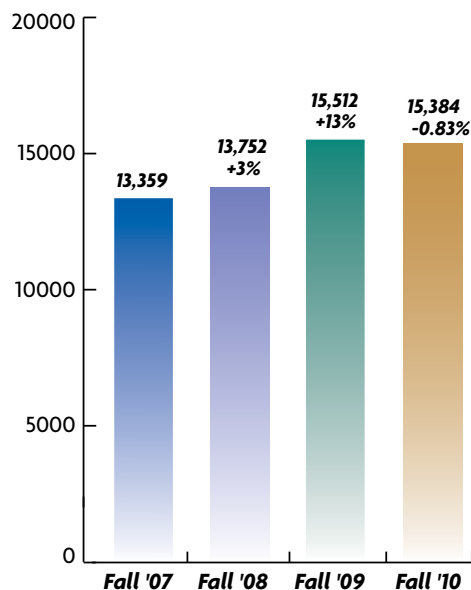
- Several grants to support environmental projects such as a storm water run-off study; and curriculum development to train individuals for "green" jobs;
- A new three-year \$2.26 million grant from the New York State Education Department to provide academic enrichment and support for middle and high school students from local high-need schools; and
- Workforce development grants focused on promoting career pathways in the hotel industry through the provision of customized ESL training and in the field of medical office billing.

Grant-funded programs at the College also supported faculty/student research; service learning; Single Stop USA, which provides legal, financial and support services for students; community events; outreach activities; and laboratory and equipment upgrades.

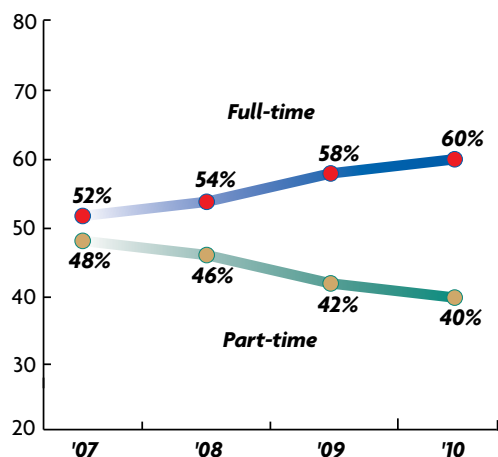
Sources: College Operating Budget: *FY2010 Queensborough Community College Expenditures by Major Purpose and Major Object*; Total Fundraising Revenues: *CUNY OIRA '09-'10 YE PMP Report – Final*. Grant Awards: *NSF awards database* and *CUNY OIRA '09-'10 YE PMP Report – Final*.

QUEENSBOROUGH COMMUNITY COLLEGE 2009 ANNUAL REPORT

**Fall 2010 Enrollment
(Degree and Non-Degree)**



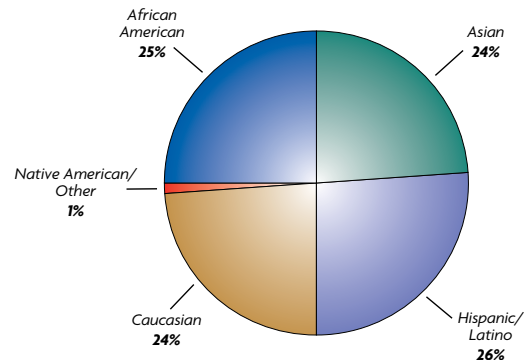
Full-time vs. Part-time Attendance



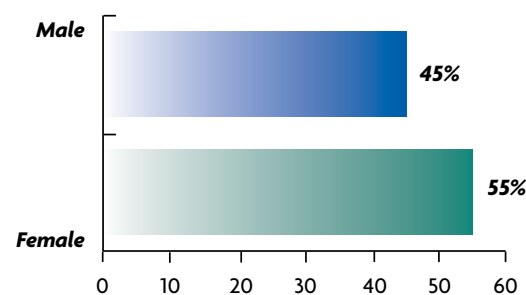
Top Five Curricula by Enrollment – Fall '09

1. Liberal Arts and Sciences (A.A.)	4,666
2. Business Administration	1,621
3. Liberal Arts and Sciences (A.S.)	932
4. Health Sciences	927
5. Criminal Justice (Dual/Joint Degree with John Jay College)	874

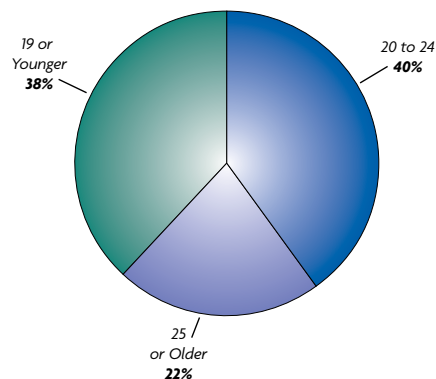
Ethnicity of QCC Students – Fall '10



Gender Distribution



Age Distribution of Students



Percentage of students who work while attending College

Employed while attending	65%
Working more than 20 hours per week	35%

Sources: For all but Current Employment: *Queensborough Community College Office of Institutional Research Fact Book 2011 – Preliminary*. For Current Employment: *Community College Survey of Student Engagement, Spring 2010*.



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