

Technology Builds Equity and Enhances Learning

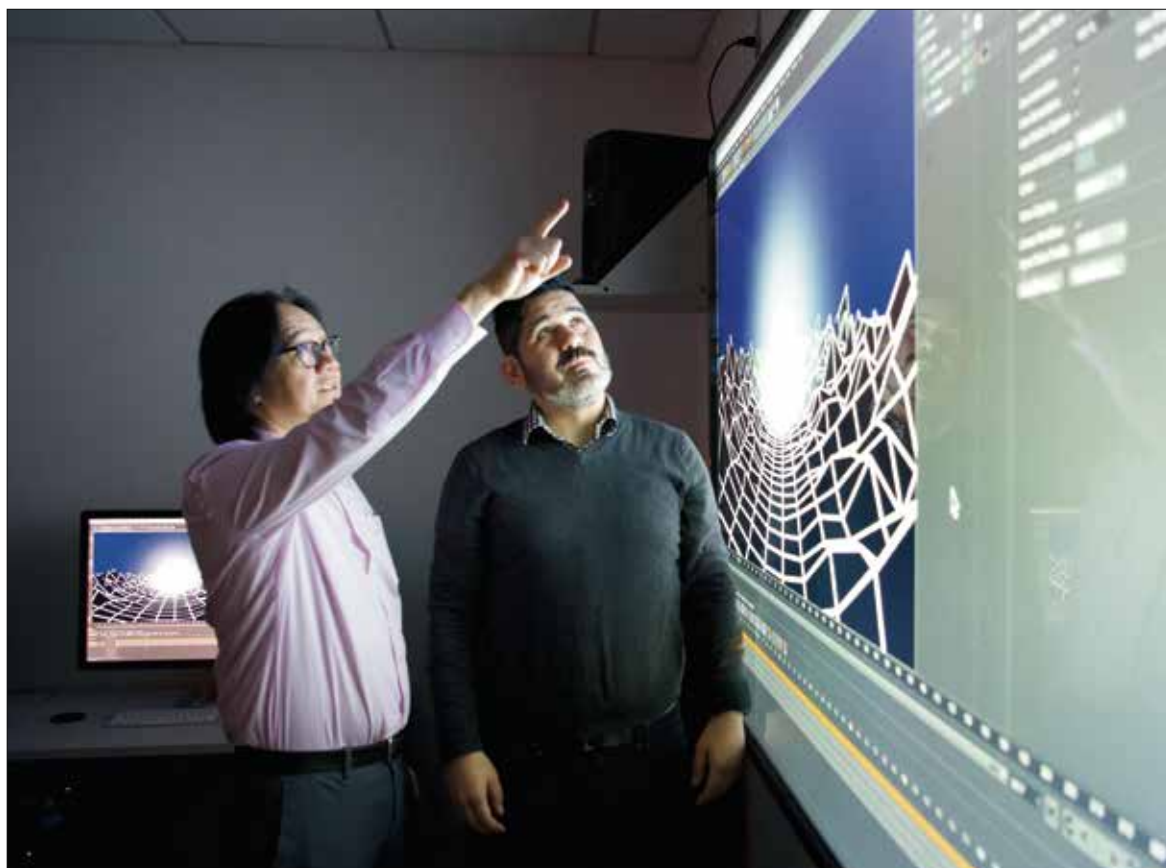
From online courses to a virtual college tour, BMCC closes the digital divide.

At Borough of Manhattan Community College (BMCC/CUNY), “Not one piece of equipment a student sits down with is out of date,” says **Joseph Spadaro**, vice president for information technology. “We install or replace around 650 computers every year, and we’ve put nearly \$2 million into the student media center over the past four years. It’s all new digital storage, and we added two state-of-the-art editing labs.”

Also, he says, each of BMCC’s 250 classrooms has a projection system and new touch-screen computer. Professors can project wirelessly from a laptop or phone, as they present materials in class. In general, says Health Education Chair **Lesley L. Rennis**, “Technology provides an added tool to help students connect with material they may be unfamiliar with, and it helps bring the material to life. If used wisely, it makes teaching more adventurous and helps professors to be more efficient.”

Many faculty members remember earlier applications of technology that were part of their instruction. “As my students were loading their PowerPoint slides for a presentation, I was telling them about the old days of lugging cardboard visual aids around on the subway,” says English Professor **Jason A. Schneiderman**. “When I first started teaching, showing a movie meant rolling a 32-inch television into the classroom on an A/V cart.

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BMCC Professors Carlo Diego and Jose Ramon P. Santos working on the technical aspects of the first CUNY Virtual Choir Project, a grant-funded research project (see story, page 4).

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Technology Builds Equity and Enhances Learning

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Technology enables students to access, research and familiarize themselves with unfamiliar topics.

As much as I remain attached to chalk and dry-erase markers, I've integrated the projection capabilities of classroom computers into much of what I teach. It's especially great for demonstrating research techniques and methods."

Moving away from plastic and toward online degrees

Wi-Fi on campus also impacts the learning environment. "Many neighborhoods do not have high-speed internet, and many of our students get their Wi-Fi through their phones," says Spadaro. "It's common to see students writing papers on their phones and we need to be responsive to that. That's why we're working to enable the library, at some point in the near future, to sign out Wi-Fi hotspots to students who don't have Wi-Fi at home."

BMCC is also preparing to pilot virtual student IDs, which students will store on their smart phones, speeding their passage through entrance turnstiles and making it easier to check out books in the BMCC Library. "We want to move away from plastic altogether," Spadaro

"It's common to see students writing papers on their phones and we need to be responsive to that."

**JOSEPH SPADARO,
VICE PRESIDENT
FOR INFORMATION
TECHNOLOGY, BMCC**

says. Technology aids that goal and eases campus transactions. It also supports equity at the college.

About 16,500 students are enrolled in online classes at BMCC, according to **Christopher O. Medellin**, director of e-learning. "More than half of BMCC students work part or full time, and online courses are easier to wrap around their work schedule than a class they attend on campus," he says. "Online instruction also helps student parents avoid the cost of childcare for when they are in class, and it enables students to pace their learning in a way that supports their strengths." The college now offers two online degrees, liberal arts and Spanish, and in Fall 2020, BMCC plans to launch online business management and business entrepreneurship degree programs, as well as a translation certificate program in Spanish, he says.

Technology maximizes platforms that students already frequent

Technology enhances student experience even before they start their first semester at BMCC. A college virtual tour is being developed to provide prospective students with an immersive experience of the BMCC campus. Viewers will navigate through 360-degree panoramic images, pausing for videos and more information on service and academic highlights.

"Virtual college tours are powerful influencers in helping prospective students make their college choice," says Vice President for Enrollment Management **Diane K. Walleser**. "In fact, 95 percent of prospective BMCC students who attend in-person campus tours apply to the college and 56 percent go on to register for classes. We are hoping the virtual

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BMCC Commons

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campus tour can provide even more prospective students with an up-close look at all the college has to offer.”

According to **Roslynn Pieters**, associate director of marketing at BMCC, “It’s important to reach out to students on the platforms they already frequent. The virtual tour provides immediate engagement without incurring the time, money and travel it takes to visit the campus.”

When new students are ready to register, they visit the Panther Station, a one-stop enrollment center at BMCC’s 199 Chambers Street campus, and start by downloading a virtual

“Virtual college tours are powerful influencers in helping prospective students make their college choice.”

DIANE K. WALLESER,
VICE PRESIDENT
FOR ENROLLMENT
MANAGEMENT, BMCC

line management tool, QLess, on their phones. This provides text messages updating their wait status to meet with an Enrollment Specialist.

“Looking into the crystal ball, it’s clear that we’re going to get more and more mobile,” says Spadaro. “We’re bridging the digital divide in a lot of different ways. In addition to free Wi-Fi hotspots, the students can soon check out of the library to use at home, a free laptop through an automated kiosk in the BMCC library.”

“All of these efforts in expanding technology on campus point to our commitment to equity and inclusion,” says BMCC Interim President **Karrin E. Wilks**. “These are driving factors in our college’s strategic planning process, and they guide every technology initiative we take on, from expanding online course offerings for students who work or have families, to deepening learning in the classroom, to making Wi-Fi and laptops available to students who cannot afford them. We want all students to have the skills and experience with technology necessary for success at BMCC, further education and the future world of work.”



Using their BMCC ID, students can check out laptops from kiosks in the college library.

PRESIDENT’S MESSAGE

Integrating Efforts to Meet Students’ Goals

At BMCC, the focus on students is pervasive. The commitment of faculty and staff is what makes this culture of care a reality, and this issue of *BMCC Commons* highlights their efforts.

Faculty and staff are closing the digital divide for students with free laptops and online courses. Professors are

guiding research projects that not only prepare students for baccalaureate-level academics, but validate their input in issues such as drinking water quality and gender equity. Faculty and staff mentors make it possible for BMCC students to join prestigious competitions such as the College Fed Challenge, and they have expanded opportunities for students through events including the

14th Annual CUNY Black Male Initiative conference, “Restorative Justice Education: We Are ALL Justice Involved.”

Our generous donors also help make BMCC a place where students know we are on their side. Through CUNY and the New York City Council, we are better able to address student food insecurity. Through the Carroll and Milton Petrie Foundation, we provide student emergency grants, and the Eugene M. Lang Foundation helps us assist students with the cost of citizenship applications. Through a State Farm grant, BMCC students are becoming financially savvy, avoiding credit traps and saving for their futures, while the Heckscher Foundation for Children has enabled us to increase BMCC’s successful Impact Peer Mentoring Program.

Taking effective programs and services such as these to scale is what the second phase of the BMCC strategic planning process, *Designing for Success*, is all about. Working across departments and bringing a diverse range of skills to the table, dedicated faculty and staff are focused on our strategic goals: improving student retention and completion rates, increasing successful transfer and baccalaureate attainment, improving learning through culturally responsive pedagogy, expanding career development leading to meaningful work with family-sustaining wages—and achieving equity in these outcomes.

Students tell us they want degrees, meaningful careers, and personal growth. Their goals exist alongside our belief that with the right supports in place, every student can thrive. I am proud of the individuals featured in this issue of *BMCC Commons*, and of the commitment and contributions of the entire college community.

Sincerely,



Karrin E. Wilks, Interim President
Borough of Manhattan Community College
The City University of New York



Milestones

Associate Dean of Faculty **Jim Berg** publishes op-ed, “What You Didn’t Know about Professional Development at Community Colleges,” in *MLA Profession*.

.....◆.....

BMCC Professors **Henry Bulley** and **Brenda Vollman**, along with Hunter College Professor **Laxmi Ramasubramanian** received a \$38,900 CUNY Interdisciplinary Research Grant for their project, “Experiences, Attitudes and Policy Drivers Shaping Bottled Water Use in New York City.”

.....◆.....

Music and Art Professor **Carla Macchiavello** was selected as a Henry Wasser awardee for her research on Chilean and Latin American art, networks of solidarity and resistance, ecologically oriented projects and more.

.....◆.....



Music Professor **Howard Meltzer** presented a paper, “The Work of Art in the Age of YouTube™

Distribution” at the 41st Annual Humanities and Technology Association Conference at Missouri University of Science and Technology, November 7–9.

.....◆.....



Senior Stationary Engineer **John Young** has been named the Energy

Champion for CUNY in the Citywide Conservation Awards sponsored by the NYC Department of Citywide Administrative Services.

.....◆.....



Mathematics Professor **Claire Wladis** received a five-year, \$2.5 million grant

from the National Science Foundation to investigate the impact of online courses on 22,000 underrepresented, degree-seeking STEM students at CUNY.

Professors Research Ways to Bring More Men into Early Childhood Education



Children benefit from having a range of gender models, among their teachers.

In 2016, the U.S. Bureau of Labor Statistics reported less than three percent of preschool and kindergarten teachers are men. Determined to raise that percentage, a team of teacher education professors at BMCC—**Kirsten Cole**, **Jean Plaisir** and **Mindi Reich-Shapiro**—has researched how to recruit and retain more men, especially those from underrepresented communities, into the field. Their work is made possible by a partnership including CUNY, the City of New York, the Early Childhood Partners NYC, Foundation for Child Development, Heising-Simons Foundation and W. Clement & Jessie V. Stone Foundation.

The team proposes concrete steps that include mentoring, offering a family-sustaining wage and providing service learning opportunities to high school students interested in the field of Early Childhood Education. Along with Professor **Antonio Freitas**, they also published an article in the peer-reviewed journal, *Young Children*. “Children have the right to experience a range of healthy models of gender among their teachers, all of whom are invested in providing thoughtful, high-quality care and education,” says Cole.



Study Led by BMCC Professors Sheds Light on Black Hole Mergers

A team of scientists led by BMCC Science Professors **Barry McKernan** and **K.E. Saavik Ford** have published a study that suggests researchers might be able to see light from black hole mergers if the collisions happen in the presence of gas, something previously thought to be impossible. McKernan and Saavik Ford, both research associates in the Department of Astrophysics at the American Museum of Natural History, collaborated with researchers from the California Institute of Technology, the Jet Propulsion Laboratory, University of Edinburgh, Columbia University and University of Florida on the study published in *The Astrophysical Journal Letters*.

Chairperson Receives Grant for Virtual Choir



Starting in January 2020, music lovers from around the world will have the opportunity to digitally lift their voices through the first-ever CUNY Virtual Choir project at BMCC. The virtual choir was made possible by a grant from Diversifying CUNY’s Leadership: A CUNY-Harvard Consortium awarded to Music and Art Chairperson **Eugenia Oi Yan Yau**, one of eight scholars selected to

be part of the 2019–2020 consortium. The Virtual Choir project is intended to encourage diverse voices from across different CUNY campuses to participate. BMCC will promote the project and recruit participants by email. Anyone interested in sharing their voice, regardless of musical background, should visit virtualchoir.bmcc.cuny.edu and record themselves singing one of two

songs, both of which were written and composed by BMCC professors, then upload the video footage onto a forthcoming website. In March 2020, the performances will be synchronized and combined into a single performance that will be featured at a live-streamed May 5 concert featuring the BMCC Concert Choir, (pictured above) in person, as well as the virtual participants.

Federal Reserve Bank of New York President Speaks at BMCC; Student Team Wins College Fed Challenge



(L) BMCC team wins College Fed Challenge; (R) John C. Williams, President and CEO, Federal Reserve Bank of New York speaks at BMCC.

On December 13 in BMCC’s Fiterman Conference Center, **John C. Williams**, President and CEO of the Federal Reserve Bank of New York gave a talk for more than 170 guests from the BMCC community and nearby colleges. BMCC Interim President Karrin E. Wilks introduced President Williams. “At BMCC, our highest priority is to dramatically improve student success, both inside and outside the classroom,” she said. “President Williams’ talk provides an extraordinary opportunity for students to gain insight into monetary policymaking, the U.S. central banking

system and a wide range of issues that affect the United States and the world.” Preceding President Williams’ talk, a team of BMCC students—**Fabian Carchi, Daniel Bercovich, Afrym Hodzic, Herdeveinp Dorelle Ngoundou Ngoma, Yekutiail Blaustein, and Dieudonne Ndjebayi Sehled**—participated in an annual competition, the College Fed Challenge sponsored by the Federal Reserve System, and took first place in the Second District’s Maiden Lane division. Working closely with their mentors, Business Management Professors

Julian Schroeder and **Ioannis Tournas**, the team competed on October 22 in the preliminary round of 12 teams from the Second Federal Reserve District. On November 12, they competed in the Maiden Lane final round and came in at first place. Next, the students observed the winners of the Liberty Street division at the College Fed Challenge finals in Washington, D.C. Travel and accommodations were provided by the Federal Reserve, and had the opportunity to meet Federal Reserve Chair **Jerome H. Powell**.

CUNY Chancellor and Council Speaker Announce Pilot Program to Stop Food Insecurity at BMCC and Other CUNY Colleges

At a December 12 press conference at BMCC, New York City Council Speaker **Corey Johnson** and CUNY Chancellor **Félix V. Matos Rodríguez** announced a \$1 million pilot to address food insecurity among CUNY students. Seven CUNY community colleges have received funds to help eliminate hunger on campus. At BMCC, nearly 300 BMCC students each received up to \$400 in monthly food vouchers for a semester. The voucher

program is administered by the Single Stop Office, home to the Panther (food) Pantry. Students use their vouchers in the BMCC cafeteria and have taken home nutritionally balanced, nonperishable food. BMCC Business Administration major **Letisha Mounin**, who took part in the program, said sometimes students are ashamed to use the services, “but being hungry shouldn’t be something to be ashamed about.”



(L–R): Council Member Rafael Espinal, CUNY Chancellor Félix Rodríguez, BMCC student Letisha Mounin, Council Speaker Corey Johnson, BMCC Interim President Wilks

BMCC Voter Participation Surges



BMCC student voter participation increased to 24.8 percent in 2018 from 5.8 percent in 2014. “This surge in voter

turnout reflects not only a growing commitment to civic engagement on the BMCC campus, including robust voter registration efforts conducted by students, but a sense among students that their participation in the political process is an important way they can impact change on issues they care about, including immigration, gun violence, and more,” said **Douglas Israel**, director of government and community relations. BMCC’s campus report is part of the National Study of Learning, Voting and Engagement conducted by the Institute for Democracy & Higher Education at Tufts University’s Tisch College of Civic Life.

Milestones



Photography major **Richard Collins** won the CUNY Photo Challenge for his photograph, *First Generation*, which features a friend studying in Brooklyn Bridge Park.



The CUNY Black Male Initiative and BMCC Urban Male Leadership Academy’s 14th Annual CUNY BMI conference, “Restorative Justice Education: We Are ALL Justice Involved,” October 1 at 199 Chambers Street, featured activists **Talib Kweli** and **Shaun King**.



The BMCC’s men’s soccer team won the 2019 CUNY Athletic Conference Championship game; freshman **Seydou Diallo** (*above*) was named 2019 CUNYAC Championship’s Most Valuable Player.



Kecia Pittman, who completed the America’s Promise program at the BMCC Center for Continuing Education and Workforce Development in October 2019, earned Cisco® Certified Network Associate (CCNA) certification and was hired as a Level 2, IT Consultant by Peak Systems, Inc. in November 2019.



On November 27, at City Hall theatre major **Simone Zalusky** and Professor **Brianne Waychoff** presented testimony as panelists for the first-ever New York City Council hearing on trans issues, “Gender Equity in NYC: Access, Resources and Support for Transgender and Gender Non-Conforming New Yorkers.”



(L-R) MEOC Executive Director Anthony Watson, BMCC Interim President Karrin E. Wilks, SUNY Assoc. Provost Lisa McKay and SUNY Asst. Chancellor Christopher Ellis

MEOC Unveils Branding Campaign

The Manhattan Educational Opportunity Center (MEOC) unveiled its new logo and marketing campaign during a Harlem community briefing on November 12 at the MEOC headquarters in the Adam Clayton Powell Jr. State office building on 125th Street. The event was attended by community and academic leaders as well as state political representatives and former MEOC students. Established in 1966 by the State University of New York (SUNY), the MEOC is administered by BMCC. The MEOC

rebranding, part of a state-wide EOC effort, includes a redesigned website and other marketing efforts to raise awareness about the free career and academic services MEOC provides. “After 50 years of providing services to this community we have a new look, that’s attractive and catches the eye of community members,” said MEOC Executive Director **Anthony Watson**. “We have dedicated adjunct and full-time faculty as well as staff who make sure students get what they need in order to achieve and we’re here to get that message out there.”

BMCC Gears Up for 2020 Census



A representative from the U.S. Census Bureau discusses upcoming opportunities with a student.

On October 22, BMCC students filled Richard Harris Terrace at 199 Chambers Street for a 2020 U.S. Census information and job recruiting session. Census Bureau Representatives met with students on how to apply for temporary jobs as census takers as well as clerical and other positions. BMCC’s census campaign is part of a larger effort between CUNY, the New York City

Council and NYC Census 2020. An accurate count of New York City residents will help ensure that New York state receives full political representation in Congress and its rightful share of \$650 billion in annual federal funds that impact health care, education, social services, transportation, PELL grants, food stamps and other important resources for CUNY students.

BMCC Earns High Rankings for Diversity, Nursing Program and Campus Safety

BMCC is number one among two-year public colleges nationwide in terms of racial and ethnic diversity in its managerial ranks, according to an analysis by The Chronicle of Higher Education of U.S. Department of Education data from 167 two-year institutions around the country. BMCC also earned a #19 ranking among 100 two-year, Hispanic-Serving Institutions from the Hispanic Outlook on Education Magazine, and based on federal enrollment data for 2017 which shows Hispanic students comprised 44 percent of BMCC’s 26,932 students. In addition, the BMCC nursing program earned a best-value #6 ranking among 105 New York state colleges from Nursing Explorer, and BMCC was ranked the safest campus in New York state with just 0.04 violent crimes per 1,000 students, according to The Safest Cities for College Students, a new study released by SafeHome.org.

Designing for Success Phase II



Phase II of BMCC’s strategic planning process, Designing for Success, has an overarching goal to build student success not incrementally, but dramatically. Faculty and staff met on October 25 to share their vision and views on the strategic plan, and students met with Interim President Wilks and others on November 19, 20 and 21 to discuss their experience at BMCC.

Interim President Appointed to AACC Council on Student Success

Karrin E. Wilks, Interim President of BMCC, has been appointed to the Commission on Student Success of the American Association of Community Colleges (AACC) and will serve in that role through June 30, 2020.

The Commission on Student Success focuses on student access and success, as well as organizational transformation. The commission is examining degree completion, two-year to four-year transfer,

and strategies proven to provide affordable, high-quality technical assistance in areas that support student success.

“I am honored to have been appointed to the AACC Student Success Commission, which is a wonderful opportunity not only to showcase our good work at BMCC but to learn from colleagues across the country about what’s working to improve student success,” Wilks said.

Eugene M. Lang Foundation Provides Student Immigrant Emergency Grant Fund

The Eugene M. Lang Foundation's \$20,000 grant in support of a Student Immigrant Emergency Fund has made it possible for BMCC to assist students with the cost of government processing for their citizenship application packages. The fund also helps students who need assistance with the cost of attaining their green cards, and enables BMCC to work with the law firm of Fragomen, Del Rey, Bernsen & Loewy, along with the City Bar Justice Center, to provide free legal aid for students facing a myriad of immigration issues. "This vital support from the Eugene M. Lang Foundation enables some of our most talented and determined students to stay on track with their degrees, enter the career of their choice and go on to enrich the civic and economic life of their communities," said **Brian Haller**, Director of Foundation and Corporate Relations in BMCC's Office of College Development.

The Carroll and Milton Petrie Foundation Ensures Students Have Emergency Support

The Carroll and Milton Petrie Foundation has renewed its \$300,000 Petrie Student Emergency Fund Grant for the next three years. This invaluable support helps students address financial barriers that threaten their ability to continue their studies. For example, the grant could be applied on a one-time basis toward rent arrears to avoid eviction; travel and costs associated with a family funeral; medical expenses and childcare. The fund also provides assistance for Dreamers, young undocumented immigrants who grew up in the United States, to renew their permit to stay in the country. "Moving forward, this support will help me focus on my studies and alleviate the stress of becoming homeless," said one student who received the grant. "This also gives me motivation because I now know that in times of hardship or disappointment, I am not alone."



Impact Peer Mentoring Program Receives Boost from Heckscher Foundation for Children

A \$220,000 grant from the Heckscher Foundation for Children will support BMCC's successful Impact Peer Mentoring Program, enabling it to double its number of mentors to 100 during the Spring 2020 semester. This additional support will also make it possible for the program to support up to 400 students, each subsequent semester.

State Farm Supports Successful Dollars and Sense Program

This year marks the start of a financial literacy program for BMCC students, Dollars and Sense, thanks to a State Farm grant of \$15,000. Through Fall 2019, State Farm agents delivered free workshops at BMCC to more than 150 students on financial topics such as setting financial goals and how to establish and repair financial credit. "The Dollars and Sense program aims to engage students on the topic of financial literacy early in their academic careers, so that financial bumps in the road will not derail their path to degree attainment," says **Tiffany James**, Director of Student Success in the Office of Student Affairs at BMCC. The grant also provides a financial literacy counselor who meets with students to problem solve around financial issues they may be grappling with.

In Memoriam: Professor Michael Kent Geniusz Scholarship Fund



Dr. **Sebastian A. Kent**, brother of the late BMCC Professor of Mathematics **Michael Kent** (left), has established

the \$100,000 Geniusz Scholarship Fund which will support students for 10 academic years by awarding a maximum of \$10,000 each year, starting Fall 2020.

"As an educational leader, Michael recognized the need to support students during transitional phases of their life. The Michael Kent Geniusz Scholarship Fund will not only honor the commitment of Michael to his students, it will continue the legacy of our great-great grandfather, **Mieczyslaw Genniusz**, in a special and meaningful way," said Sebastian Kent.

Milestones



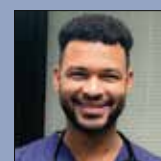
Yesbelt Fernandez (left) (Writing and Literature, '09) and **Caitlin Flohr**, Analyst at CitiBank, were guest speakers at the Business Leaders on Campus: Women in Banking panel.



Elena Schwolsky (Nursing, '80) published *Waking in Havana: A Memoir of AIDS and Healing in Cuba* (She Writes Press, 2019), a moving account of her work as a nurse in Cuba's HIV/AIDS prevention program.



Alexis Caputo (Liberal Arts) led an Art Transforming Trauma workshop from her interdisciplinary project *Afro Diaries* for the November 2019 gender-based violence awareness month hosted by the Women's Resource Center at BMCC.



Frank Baez (Nursing, '10) featured as Nurse of the Week by DailyNurse.com recently graduated from New York University's Rory Meyers College of Nursing.

Edyta Kretowicz (Nursing, '16) who passed the NCLEX-RN exam in 2016, was named Head Nurse of Bellevue Hospital's Child and Adolescent Psychiatry Unit in September 2019.



The BMCC community contributed almost \$10,000 for CUNY Tuesday, December 3, 2019—and it's not too late to give. Donations earmarked for student scholarships, the G. Scott Anderson Memorial Fund or Sadie Bragg Memorial Fund can be made at: <https://bmcc.thankyou4caring.org/>



Q&A

with Kathleen Dreyer
Chief Librarian

What is your role at BMCC?

I am Chief Librarian and Chair of the BMCC Library. I am responsible for the management and operations of the Library, including budgeting, staffing and mentoring of library faculty.

What do you really do at BMCC?

Along with all of my colleagues in the Library, I provide students with the resources and supports they need to be academically successful. We strive to create a culture of care in the Library so that students know that the Library is a safe space.

What are some of your proudest accomplishments in your current role?

Since I joined BMCC about four years ago, we have more than doubled the number of laptops and tablets we have for loan. We also provide students with battery chargers, scientific and graphing calculators, and soon we will be loaning internet hot spots. We also provide access to the thousands of resources such as e-books and e-journals that students and faculty can access from home.

What is one thing you've noticed about the BMCC community, as you have worked with faculty and staff in your current role?

I have worked in several other colleges and universities but I have never experienced the commitment to student success that we have at BMCC. Everything we do is related to helping students succeed and grow. It is heartening to be part of an institution that really cares about the students.

Tell us something about yourself we might not know, but has an impact on the good work you do, at BMCC.

As a proud native New Yorker, I have always been aware of the important role that CUNY has in New York City. My mom went to Hunter part-time at night; it took her about six years to finish her degree. She was the first person in the family to attend college and she often talked about how she wanted to give up many times. My dad never went to college but has always wished that he had attended CUNY. At the time, his parents were not supportive and wanted him to get a job. Understanding what my parents went through gives me some insight into the obstacles our students must overcome to attend CUNY and allows me to be empathetic to their struggles.

Then and Now



1985



2020

In 1985, a BMCC student would have used what appears in the photo on the left to be an AMDEK 300 monitor with an Apple II keyboard, selling for about \$6,000 by today's standards. On the desk is a floppy disk providing about 400 kilobytes of memory, increased 40,000 times to 16 gigabytes in today's laptops (shown right)—which cost about \$200 and can be borrowed for free from the BMCC Library.