



Norwalk Community College

Norwalk Community College Foundation

Annual Report 2015-2016

Norwalk Community College is the educational center of the community, providing opportunities for intellectual inquiry, open dialogue, multicultural awareness and lifelong learning. Recognizing the diverse needs of its students, the College strives to provide an environment in which they are empowered to achieve their highest potential.

President's Message



Dear Friends and Colleagues,

America's college graduates owe more than \$1.2 trillion in student loan debt. That's a massive load for today's young people to carry.

But Norwalk Community College graduates start their working lives virtually debt-free. That is because the state keeps tuition affordable, and the College's public/private relationship with the Norwalk Community College Foundation provides more than \$1 million in scholarships annually. NCC also has relationships with four-year colleges that ensure seamless transfer without loss of time or credits. Our students graduate faster, with more money in their pockets.

Partnerships like these benefit the College and the country.

A few years ago, a McKinsey and Company report on Breaking the U.S. Growth Impasse noted that "business leaders can give the U.S. economy a shot in the arm by pursuing innovative public/private partnerships and developing human capital through education and workforce training."

Norwalk Community College is doing just that. NCC leads more than 100 collaborative relationships that not only position

students for success, but also enrich the community and boost the economy.

NCC shares its knowledge and resources with local, state and federal agencies, including the U.S. Department of Education which recently chose NCC to be a site for its financial aid pilot program.

Other NCC collaborations help families achieve economic security, provide employers with workforce solutions, introduce students to the arts, and develop career pathways in fields ranging from digital journalism to genomic medicine.

For example, NCC is priming the talent pipeline for Science, Technology, Engineering and Math (STEM) jobs through the Norwalk Early College Academy (NECA), a dual enrollment partnership with IBM and the Norwalk Public Schools. NECA prepares high school students for entry level jobs at IBM and provides the opportunity to earn a high school diploma and an associate degree within six years.

NCC is proud to be the only community college in Connecticut to earn elective Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, and to be included in the President's Higher Education Community Service Honor Roll four times.

In the coming year, NCC will expand its educational partnership with J.M. Wright Technical High School in Stamford, and continue to grow its STEM programs preparing students for high-growth occupations in science, technology, engineering and math.

NCC will be playing a key role in the revitalization of South Norwalk's Washington Village, the oldest public housing development in Connecticut, by creating educational and career programs for hundreds of residents there.

And, we look forward to a major campus renovation to expand and upgrade the PepsiCo Theater and build a Student Commons that will be the vibrant center of student life.

I thank you, and all of the College's constituents and partners, for making NCC an outstanding and engaged institution.

A handwritten signature in black ink that reads "David L. Levinson". The signature is written in a cursive, flowing style.

David L. Levinson, Ph.D.
*President, Norwalk Community College,
and Vice President, Connecticut State
Colleges and Universities*



NCC in the News

The College Named a Dual Enrollment Site

The U.S. Department of Education has launched a Dual Enrollment Experiment program that will allow high school students to use financial aid to enroll in college courses, and has chosen NCC as a partner in the initiative.



“Norwalk Community College is honored to have been selected as an Experiment Site. NCC has a long history of partnering with area secondary schools to offer college courses to high school students,” said NCC President David L. Levinson, Ph.D. “The success of the Norwalk Early College Academy, and other NCC high school partnerships, demonstrates that students excel with dual enrollment options.”

In 2014, Norwalk Community College co-founded the Norwalk Early College Academy (NECA), a dual enrollment initiative with IBM and the Norwalk Public Schools. More than 150 high school students attend NECA and work with IBM mentors while taking college courses taught onsite by NCC professors. This replication of the first Pathways to Technology (P-Tech) school in partnership with IBM is the first of its kind in Connecticut.

By 2020, approximately 65% of job openings will require postsecondary education and training beyond high school. However, many high school students—especially those from low income backgrounds—lack access to the vigorous coursework and support services that prepare students for success in college.

“Innovation is an important underpinning in our efforts to expand college

access and increase college completion for our nation’s students,” said U.S. Under Secretary of Education Ted Mitchell.

“We’re thrilled these institutions have joined us in answering the President’s call to reimagine the high school experience and create stronger linkages to college coursework.”

New CSU Transfer Framework

Getting from NCC to a bachelor’s degree got easier this year. The Connecticut State Colleges and Universities (CSU) launched its new Transfer and Articulation Program (TAP) in fall 2015. TAP ensures that Connecticut community college graduates can seamlessly transfer to the Connecticut state universities and Charter Oak College without either losing or gaining excess credit. This makes for a

smooth and affordable pathway from NCC to a B.A. degree.

NCC students can select from more than 20 TAP course concentrations that articulate with Central Connecticut State University, Western Connecticut State University, Southern Connecticut State University, Eastern Connecticut State University and Charter Oak State College, the state’s online college.

Students interested in transferring to the University of Connecticut benefit from the Guaranteed Admission Program (GAP) articulation pathway. NCC students who plan to major at UConn in Liberal Arts and Sciences, Agriculture, Health and Natural Resources, or Business are guaranteed admission after completing their associate degree at NCC and meeting grade and prerequisite requirements.



Latest Techno-Marvel

This year, NCC became one of the first colleges in the state to have a Sim-Woman computerized patient mannequin that delivers a baby. The Division of Nursing and Allied Health uses the mannequin to teach students about childbirth and the care and evaluation of newborns. The mannequin “Victoria” exhibits contractions and can be programmed to have a fast or slow delivery and birth twins. (She even complains about labor pain.)

Simulation is one of the nation’s leading trends for teaching medical procedures without risk to human patients.



Synced to the Sim-Woman “patient,” a command console is operated by a nursing professor in a private room within the Simulation Lab. The instructor controls the mannequin’s heart rate, respiration and specific symptoms, and speaks into a hidden microphone, becoming the live “voice” of the mannequin.

National Spotlight on NCC

The College’s initiatives and faculty made national news again this year.

The *Wall Street Journal* featured NCC in a news story on institutions selected for the U.S. Department of Education’s Dual Enrollment Pilot Program.

NCC’s tradition of selecting students to speak at graduation instead of celebrities or dignitaries was applauded in the *Community College Daily (CCD)* annual roundup of commencement speakers. *CCD* is a publication of the American Association of Community Colleges.

The *Chronicle of Higher Education* printed a tribute to the late NCC English



A statement of hope and inclusion, “May Peace Prevail on Earth” adorns the East Campus in eight languages.

Professor Susan Montez, a nationally renowned poet who passed away in April.

National Public Radio showcased NCC’s Food Pantry in a program on hunger among college students in America.

The New York Times “Sunday Book Review” ran an editorial by History and Political Science Professor Steven Berizzi comparing the economic fallout of the Great Recession with the “huge economic disparities” following the Civil War.

Interfaith Council Formed

In December, NCC formed an Interfaith Council—an initiative created in response to President Obama’s Interfaith and Community Service Campus Challenge issued in 2011. At that time, he urged presidents of all higher education institutions to engage people from all religious and secular backgrounds to come together to tackle community challenges.

NCC’s Interfaith Council is made up of administrators, faculty, staff and students who encourage acceptance of people of all faiths and belief systems. The Council dedicated a special room on the West Campus for those seeking a private place for meditation, prayer or quiet reflection.

“The Council is a group that celebrates the diversity of us all, reinforces

the strengths that reside in our diversity, and underscores NCC’s stature as a community-based institution,” said NCC President David L. Levinson.

In the future, the Council will engage the community in interfaith events, dialogue and activities; and facilitate collaboration on community service projects.

Make Way for Campus Improvements

The State of Connecticut is providing bond funding for Phase III of the College’s renovation plan. Architectural plans have been drawn up for a major renovation of the 298-seat PepsiCo Theater on the East Campus, and the creation of a Student Commons on the West Campus.

The expanded theater will include an enlarged stage, improved lighting, a balcony, and a green room where performers and guest speakers can prepare backstage. The Student Commons will provide a large space for students to congregate, enjoy meals and host club activities. The architectural firm is Mitchell Giurgola Architects LLP.

NCC is an incredible place to get an education. A major contributor to its success has been a willingness to innovate and reflect the changing needs of its students... the Dual Enrollment Experiment is another step in this tradition... we need these kinds of forward-thinking strategies at institutions of higher learning all across Connecticut and the country.



Community Partnerships

Norwalk Community College collaborates with the larger communities it serves—local, regional/state and national—for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

These formal and informal relationships enhance NCC's visibility and enrich the experiences of its students. They also make living and working in Fairfield County a richer experience, create a more skilled workforce, and give families economic stability. That's the power of partnerships.

NCC was the first community college in Connecticut (2010 and 2015) to achieve Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. This prestigious recognition is awarded every five years. NCC has



also been named to the President's Higher Education Community Service Honor Roll (in 2009, 2012, 2013 and 2014).

NCC has been the venue for many public forums on topics of critical interest to the community, including homeland security, social justice, federal funding for child care, and frauds targeting senior citizens.

The College's public/private partnership with the Norwalk Community College Foundation taps expertise from the Foundation's board and provides funding in a variety of areas, from scholarships to college advancement grants. This funding is made possible through the generous support of individual, Foundation and corporate donors.

Educational Partnerships for Student Success

NCC makes education accessible to learners of all ages, from preschoolers to high school students to seasoned workers and learners in retirement.

The College's student success partnerships include initiatives offered both on campus and in the community. These collaborations ensure that as students move through the education pipeline, they obtain the academic, social/emotional and health and wellness tools necessary to transition to the next level.

NCC's **Summer Bridge Math Intensive** program provides a four-week summer enrichment class in Introductory Algebra for incoming freshmen who have scored poorly on the math placement test. As a result, more than 67% of participants improve enough to become eligible to take college level courses.

NCC is a founding member of **Norwalk ACTS for Children**, a diverse partnership of more than 100 civic leaders, educators and organizations working collectively to enrich and improve the lives and futures of all Norwalk's children, from cradle to career. The organization has convened community teams to help narrow the achievement gap in Connecticut.

The College is collaborating with Norwalk ACTS and the **Norwalk Housing Authority** to develop support services for residents at the soon-to-be renovated Washington Village in South Norwalk. The housing complex is being revitalized thanks to a \$30 million U.S. Department of Housing and Urban Development Choice Neighborhood grant. "NCC will play a pivotal role in the project and is a key partner," said NCC President David L. Levinson, Ph.D. Dr. Levinson serves as chair of the

Washington Village Implementation Coordinating Council (ICC). NCC will create educational and career programs, and English as a Second Language instruction for up to 700 Washington Village residents.

NCC is co-founder of the Norwalk Early College Academy (NECA) with **IBM** and the **Norwalk Public Schools**. This public/private partnership is based on the Pathways in Technology Early College High School (P-TECH) model. Within a six-year time frame, students earn a high school diploma and an Associate in Applied Science degree from NCC.



Phil Guido, General Manager for IBM Global Technology Services and IBM Senior State Executive for Connecticut (left), is shown with NECA student Angel Reyes (right) at its Year-End Celebration.

NCC hosts the **Horizons Student Enrichment Program** each summer in the Child Development Laboratory School. This program helps low-income children build self-esteem and develop a lifelong interest in learning. Sixty children in Pre-K through fourth grade enjoy a full day of classes and activities for six weeks.

The College is home to the **Family and Children's Agency ASPIRE Afterschool Program**. This collaboration provides



Aqua-Farm to Table

Kelp is on the menu at NCC, where the Hospitality Management and Culinary Arts program has partnered with University of Connecticut marine biologist Charles Yarish, Ph.D. to harvest this edible seaweed for research and promote its nutritional benefits.

Dr. Yarish has been studying kelp for 40 years. NCC students help him harvest it throughout the year from waters near Sheffield Island in Norwalk. They also serve kelp in a variety of dishes at campus events. Kelp is a powerhouse of vitamins and minerals and contains the highest natural concentration of calcium in any food source.

“In May, we harvested several hundred pounds for the summer kelp processing class to work on,” said NCC Professor Jeff Trombetta. “We are processing this kelp for sale in the New York and Connecticut markets. This is cutting-edge and the epitome of ‘aqua’ farm to table.”

Trombetta said that by distributing kelp to potential users and employers of NCC students, “we show how innovative, dynamic and forward-thinking NCC can be.”

a safe and structured environment for more than 50 students in grades 6 to 8 in an effort to improve academic performance, develop character, and promote healthy lifestyles.

NCC, **Fairfield County’s Community Foundation’s Fund for Women and Girls** and the NCC Foundation together developed the Family Economic Security Program (FESP) to support low-income students with children as they attend college. FESP provides students with career, financial, academic and achievement coaching to help them stay in college.

NCC provides a home to the **Lifetime Learners Institute (LLI)**, an independent nonprofit organization for lifelong learning. LLI offers non-credit, educational programs for 900 area residents aged 50 or older.

An NCC partnership with **J.M. Wright Technical High School** in Stamford is in the early stages of development. This regional center for career technical education has recently re-opened after a five-year, \$90 million renovation. NCC and the **Business Council of Fairfield County** are serving as advisors to help recruit students and plan new curricula. NCC has developed a Culinary Arts/Hospitality Management articulation agreement with the high school. Plans are underway to develop new associate degree programs



in automotive technology, facilities management, healthcare, and culinary arts.

NCC provides dedicated space for the **Future 5-NCC Stay Connected Collaboration**, a nonprofit that helps motivated, low-income high school students from Stamford graduate NCC and move on to a four-year institution or career. Future 5 students are able to meet on campus with volunteer coaches to get assistance with financial, time-management and other challenges.

NCC is a member college of the **Laurel House Supported Education Program**, which helps people with psychiatric illnesses to enroll and succeed in college or career training. Laurel House staff work in close collaboration with NCC faculty, counselors and staff to facilitate students’ enjoyment and success in post-secondary education. NCC provides tutoring, mentoring, peer support and information about disability accommodations.

STEM and Healthcare Partnerships

Approximately 200,000 people in Connecticut work in health and life science industries, with another 11,000 additional jobs expected in the next eight years. NCC is a national model of partnerships



to prepare students for the STEM jobs needed to keep our country competitive.

NCC students are introduced to careers in bioscience and genomic medicine through a partnership with **Jackson Laboratory for Genomic Medicine** in Farmington. In March, students were invited to a BioSciences Career Forum, which covered genome editing technologies and recruiting women for science careers. In April, NCC hosted a panel discussion on Genomic Research and Personalized Medicine (customizing medicine to a patient’s precise DNA), featuring guest speakers from Jackson Labs and **Mount Sinai Hospital**.

One of NCC’s largest partnerships is the **Connecticut Health and Life Sciences Career Initiative (HLSCI)**. NCC is the lead institution in a consortium of seven colleges developing targeted certifications, industry-recognized credentials and associate degree programs in fast-growing health and life sciences careers. At NCC, 13 new academic courses have been created. NCC’s Nursing, Physical Therapist Assistant and Exercise Science programs have been revised and a new non-credit Healthcare Coach Certificate has been developed. In addition, a new advising sequence in Environmental Science is being finalized and the College is awaiting national accreditation of the Veterinary Technology program.

High School students considering healthcare careers participate in NCC’s 10-week Medical Academy. This collaboration with **Brien McMahon High School**

introduces freshmen to careers in nursing, allied health and exercise science.

In partnership with **Norwalk Hospital**, NCC offers an Emergency Medical Technician (EMT) program, which prepares students to take the National Registry examination.

Students in the Physical Therapist Assistant program get the chance to study the unique anatomy of human cadavers through a partnership with **Orthopaedic Neurosurgery Specialists (ONS)** of Greenwich. ONS surgeons instruct students on musculoskeletal, nervous and vascular systems using lecture and dissection.

Thanks to collaborations with **The Workplace Inc.** and the **Southwestern Connecticut CareeRx Academy**, NCC provides free tuition, fees and books to eligible unemployed and low-income students enrolled in their choice of 11 nursing and allied health programs (credit and non-credit).



NCC Vet Tech students work with goats at the Stamford Museum and Nature Center.

Partnerships with area veterinary practices, farms and animal hospitals are essential to the success of the Veterinary Technology program as NCC does not house live animals on campus. At **Fairfield Equine Associates** in Newtown, students work with horses and learn about equine surgery and pharmacology. They care for goats, cows and sheep at the **University of Connecticut Animal Barns** in Storrs and at **Heckscher Farm** at the Stamford Museum and Nature Center. At the **South Wilton Veterinary Group** and **Georgetown Veterinary Hospital**, NCC students work with dogs, cats and other pets.

Health and Wellness Partnerships

NCC’s collaboration with the **Norwalk Community Health Center** brings the center’s Health on Wheels bus to campus on Tuesdays to provide free medical care to students and their families. The 35-foot van provides a range of medical, dental and behavioral services.

The College’s Food Pantry for students keeps its shelves stocked thanks to donations from the community and from **Costco** and **Stop & Shop**, both of Norwalk. Throughout the year, the **Norwalk Symphony** collects canned goods and nonperishable foods for The Food Pantry at its concerts.

NCC collaborates with the **Jordan Porco Foundation** to present Fresh Check Day each year, a Suicide Prevention and Mental Health Awareness Fair for students featuring activities and educational games to reduce the stigma of mental illness.

NCC is a regular stop on the **American Red Cross** bloodmobile circuit, holding multiple blood drives throughout the year. **Westchester Medical Center** partners with NCC to offer training in Cardiopulmonary Resuscitation (CPR).

More than 25 organizations participate in NCC’s annual Health and Wellness Fair. They dispense information on nutrition, exercise and disease prevention and hold disease screenings. This year, partners included the **American Heart Association**, **Norwalk Grows/Food Corp**, **Silver Hill Hospital**, the **Renfrew Center for Eating Disorders**, the **Riverbrook Regional YMCA**, and **Greenwich and Norwalk Hospitals**.

Throughout the academic year, the College’s Wellness Committee and Exercise Science program hosted lectures for the public on topics about enhancing health at NCC and in the workplace. Topics included the restorative power of sleep, medical marijuana and the benefits of standing more and sitting less.

NCC’s Simulation Center recently partnered with **Waveny Care Center** in New Canaan to provide customized training on patient mannequins for Waveny



Welcome to the Media Biz

Professional journalists, editors and film/TV experts serve as advisors to the Communication Arts program, providing insight into employment trends and suggesting curriculum updates.

As a result of this partnership, NCC launched a new Digital Journalism degree program and has developed more course content geared to online and social media platforms.

Media professionals also volunteer each year as workshop leaders for the NCC Journalism Symposium. *Wall Street Journal* reporter Michael Hsu (shown above) was the keynote speaker for the 2016 symposium held in October, which drew 175 students from area high schools. Attendees participated in three rounds of workshops covering layout, editing and multi-media storytelling. The event was funded by the NCC Foundation, and *The New York Times* and News12 provided giveaways to participants.

nurses who care for patients in short-term rehabilitation.

NCC created the Waveny Assessment Training Collaboration Healthcare program for Waveny. This program is designed to refresh nursing and patient assessment skills, and promote communication and teamwork skills in order to identify and treat early changes in patient worsening conditions.

Business and Career Partnerships

For the second year, NCC offered a Summer Entrepreneurs Institute in partnership with the NCC Foundation and the **Ewing Marion Kauffman Foundation's FastTrac® NewVenture™** program for new and emerging businesses. The 10-week institute for NCC students and graduates provides a solid foundation in business planning and implementation. In 2015, 12 entrepreneurs completed the institute and several have already launched businesses.

NCC's Division of Extended Studies and Workforce Education provides tuition to low-income and unemployed students through partnerships with workforce education organizations.

The NCC Center for Career Development provides comprehensive services that help students, alumni and community members find internships and jobs. Local employers partner with the Center each year to lead resume writing and interviewing skills workshops and teach students about job-search strategies.

Community and Social Service Partnerships

In 2016, students in NCC's free **Volunteer Income Tax Assistance (VITA)** program helped over 663 Connecticut residents file their state and Federal tax returns—twice as many as the previous year. VITA is a community partnership with the **Internal Revenue Service** and **Connecticut Association for Human Services**. The program offers free tax help to people who make \$54,000 or less, senior citizens, the elderly, the disabled and taxpayers with little English language proficiency.

NCC and **College Steps**, a nonprofit organization, have begun a partnership to support students with autism and social, communication or learning challenges.

NCC teams up with social service agencies to provide mental health awareness and education programs to both students and the community. In collaboration with **Family Centers/Centers for Hope**, NCC's Campus Resource and Crisis Teams offered a suicide awareness and prevention workshop in April.

NCC partnered with the **Center for Sexual Assault Crisis Counseling and Education** in March to launch a statewide initiative called *Where Do You Stand?* This forum for male community leaders presented strategies for preventing sexism and sexual violence.

Service Learning students earn college credit in the community by volunteering at nonprofit organizations such as elementary schools, health facilities, senior centers and more.

This year, NCC members of the Student World Assembly collected and delivered bottled water and water filters to residents of Flint, Michigan and raised money for children with asthma to attend an American Lung Association summer camp in upstate New York. They also collected water filters, sleeping bags and portable lamps for earthquake victims in Ecuador.



Robert Emigh, NCC Professor (lower left), is shown with members of the Student World Assembly delivering water in Flint, Michigan.

In November, NCC's fifth Annual Day of Thanks collected more than 2,000 items for donation to local social service organizations. Students, faculty and staff collected food, winter clothing, and books for distribution to the **Open Door Shelter, Person to Person** and **Family and Children's Agency**.

Norwalk Community College appreciates the value of collective impact. To create large-scale, lasting change, we leverage our knowledge and resources with more than 100 organizations. Our goal is multi-pronged—to enhance learning experiences, to instill a sense of civic responsibility and to help students succeed.



Campus Events

Jelani Cobb Speaks at NCC

Jelani Cobb, Professor of History and Head of the Africana Studies Institute at the University of Connecticut, and staff writer for *The New Yorker* magazine, visited NCC in October to share his thoughts on the Black Lives Matters movement.

A graduate of Howard University and Rutgers, Professor Cobb is an award-winning historian, essayist and author of *The Substance of Hope: Barack Obama and the Paradox of Progress* and *To the Break of Dawn: A Free-style on the Hip Hop Aesthetic*.

Cobb spoke on racism and inequality, and how important history is in explaining recent race-related events in the U.S. He offered ideas for shaping the future: "Do incremental things to make progress, contribute where you can and don't be easily discouraged."



Professor Jelani Cobb speaks at NCC on racism and inequality.

The Little Robot That Could

Joshua Davis, the author of this year's NCC Common Read selection, *Spare Parts: Four Undocumented Teenagers, One Ugly Robot, and the Battle for the American Dream*, came to campus in October to talk about the students who inspired his book.

Spare Parts tells the true story of four Latino students from Carl Hayden Community High School in Arizona and their quest to build an aquatic robot for a national robotics competition.



Spare Parts author Joshua Davis (left) signs books for students after the event.

Using \$800 worth of scrap car parts, they went on to triumph over college students from some of the best engineering schools in the nation, including MIT. At NCC, Davis signed copies of *Spare Parts*, which was made into a motion picture. Fred Lavjardi, the robotics instructor featured in the book, joined the NCC event via Skype conference.

Happy Birthday Arthur Miller

NCC observed the 100th anniversary of the birth of Pulitzer Prize-winning playwright Arthur Miller with an October symposium celebrating his life and career. Faculty members and NCC President David Levinson presented topics related to Miller's prolific career. The event included a screening of Miller's play, *The Crucible*, and students received free tickets to a production of Miller's *Broken Glass* at the Westport Country Playhouse.



Symposium panel members included (from left to right) William O'Connell, William Grodman, Jan Bowes-Marek and President David Levinson.

The Power of Forgiveness

Daniel Trust, a Rwandan motivational speaker and philanthropist, came to campus in October to discuss how he survived the Rwandan genocide and was left an orphan in a country leveled by bloodshed. Trust's family were among the 80,000 Rwandans killed by Hutu marauders during the 1994 genocide. "I help people understand that love is greater than hate, and forgiveness sets us free," he said.



Daniel Trust speaks to the NCC community.

How Do Writers Write?

Bangladeshi-American writer Sharbari Z. Ahmed, author of the short story collection *The Ocean of Mrs. Nagai* and a writer for the ABC television series *Quantico*, visited NCC in November to read from her work and talk about the writing process. The event included a book signing for attendees.

Ahmed is also the author of the novel *Bombay Duck*, and wrote, produced and starred in the play, *Raisins Not Virgins*, which she later adapted into a screenplay that was made into a film shown at the Tribeca Film Festival.

An Oasis for Veterans

NCC welcomed Sean M. Connolly, Connecticut Commissioner of Veterans Affairs, to campus to tour the Oasis Lounge for student veterans in November. The lounge is a haven where student

veterans can study, relax or meet with friends. Commissioner Connolly and state representatives met with students to discuss their concerns about re-entering civilian life after military duty.



Connecticut Commissioner of Veterans Affairs Sean M. Connolly is shown at NCC with Norwalk Mayor Harry Rilling, an NCC alumnus.

Black History Month Celebrated

The community was invited to several Black History Month events and activities throughout February including film screenings, lectures, poetry readings and musical performances.

Filmmakers Karen Thorsen and Doug K. Dempsey screened their PBS documentary classic, *The Price of a Ticket: James Baldwin*, featuring interviews with the legendary author who was “born black, impoverished, gay and gifted” and struggled to find acceptance and happiness.

The film, originally released in 1989, intercuts rarely-seen archival footage from more than 100 sources and nine different countries, to provide private glimpses of James Baldwin.

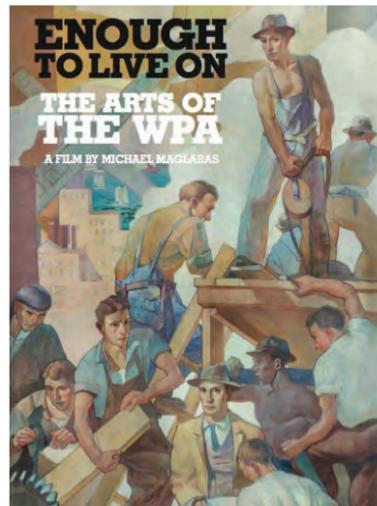


Doug Dempsey (left) and Karen Thorsen (right) are presented with honorary degrees at NCC's Commencement ceremony by Nicholas Donofrio, former Board of Regents Chair.

The filmmakers led a Q&A session with the audience following the screening. In May, the married couple received honorary degrees at NCC Commencement for their contributions to film arts.

Greening the Planet

NCC celebrated Earth Week in April with activities to raise awareness of climate change and provide information on creating a sustainable environment. The week kicked off as students and the public signed poster boards pledging to walk, carpool or use public transit more often. The Student World Assembly presented a free screening of *A Dangerous Game*, a documentary about real estate developers who are turning the planet's most precious locations into luxury golf resorts.



Art Makes History at NCC

In May, NCC's Movie-of-the-Month series premiered the documentary *Enough to Live On: The Arts of the WPA*, about the artists who worked for the Works Program Administration (later known as the Works Progress Administration) during the Great Depression. These artists produced paintings and murals that are still displayed in many schools, libraries and public buildings throughout the country—including NCC which has several WPA murals in its Everett I.L. Baker Library. NCC's WPA murals formerly hung at the Norwalk High School building on East Avenue, which is now home to Norwalk City Hall.



U.S. Senator Chris Murphy (foreground) holds forum on aquaculture at NCC in May.

Public Forum on Aquaculture

In May, a few weeks after announcing his Long Island Sound Investment Plan, Senator Chris Murphy chose Norwalk Community College as the venue for a Public Forum on Aquaculture. He met with local environmentalists, fishermen and farmers of oysters and clams to discuss ways to preserve the waterways that provide food, recreation and jobs for many people.

Senator Murphy has proposed \$860 million in funding to support programs promoting job growth and ecological diversity within the Sound. NCC was selected because of the College's numerous environmental initiatives and role in promoting kelp as a sustainable food source. Forum participants discussed the problems of garbage dumping, silt and chemical run-off, and excessive nitrogen levels in the Sound which threaten aquatic habitats.

In June, the NCC Culinary Arts department hosted a luncheon at NCC to discuss the scientific benefits of kelp as the latest manifestation of the College's partnership with marine biologist Dr. Charles Yarish of the University of Connecticut. Local aqua farmers, NCC culinary students and invited guests were treated to a meal featuring locally harvested kelp ingredients.

2016 Academic Festival: Justice for All

Four renowned advocates for social justice were the keynote speakers at the annual Academic Festival in April. This three-day event invited the community to campus for a celebration of NCC's academic programs and resources.

This year's theme was “Justice for All.” Eighteen free events were held on campus including lectures, panel discussions, film screenings and live performances.

Social activist Carmen Perez spoke about “Youth Activists Fighting Racism, Police Violence and Incarceration of Juveniles.” Perez and actor Harry Belafonte are co-founders of The Gathering for Justice, a nonprofit organization devoted to ending child incarceration.

Odette Casamayor-Cisneros, a specialist in Latin American and Caribbean literatures and culture, discussed “The Power of the Unsaid: Black Gaze, Black Flesh and Counterhegemonic Knowledge in the Arts.”

Attorney Soffiyah Elijah spoke about “Mass Incarceration or Mass Criminalization Crisis?” Elijah has taught at Harvard University and is director of the Correctional Association in New York City.

“Turning Your Oppressions into Expression: The Repurposing of Sexuality Discrimination for Our Own Good” was the topic of Doug Lyons' talk at NCC. A Broadway singer and composer, Lyons discussed issues facing black males and held an open conversation with NCC students.

The Academic Festival also included a screening of *1964: The Fight for a Right*, a PBS documentary about voting rights in 1960s Mississippi. The film was introduced by NCC alumnus and NCC Foundation scholarship recipient Aaron Fields, a recent graduate of Harvard Law School.

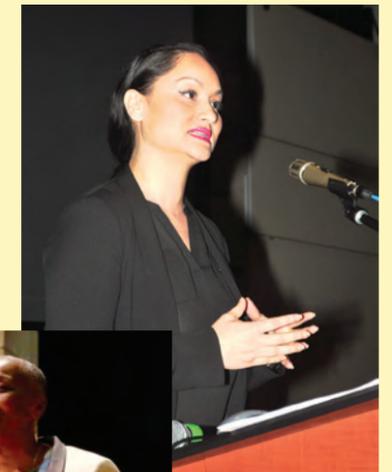
This year's festival was dedicated to the memory of English Professor Susan Montez and her contributions to NCC over 23 years as a faculty member.



NCC theater students perform an excerpt from the spring musical production of *Little Shop of Horrors* for Academic Festival attendees. The production was held in its entirety later in April.



A student attending the “Psych of Women” forum voiced his opinion about racism and sexism.



Above: Social activist Carmen Perez discussed the plight of children sent to jail.



Above: Performer Doug Lyons held a conversation with students about self-expression.



Left: Attorney Soffiyah Elijah lectured about mass incarceration's impact on society.



Right: Members of the Humanitarian Peace Club discussed global health threats including the Zika virus.



From left to right: CTrides representative Marsha Aarons, student Joe Hylenski-Uzar, NCC President David L. Levinson, Ph.D. and NCC Professor Robert Emigh.

We Walk. We Bike. We Carpool.

In November, NCC won the Connecticut College Week Spotlight Award for encouraging the use of environmentally friendly transportation to campus.

During College Week in October, members of the NCC community pledged to commute via train, bus, carpool, bike, or foot at least one day. Subsequently, NCC was the top pledging two-year college in the state. The competition was sponsored by CTrides and the Connecticut Department of Transportation.



Brian Patino (left) and David Schadlich (center)

Champions of Coding

Graduate of NCC's Computer Science program Brian Patino, and current NCC Computer Science major David Schadlich, were among the three winners of the Connecticut Skills Challenge, a computer coding competition held in April at Yale School of Management in New Haven.

The team bested nearly 50 finalists to win the \$5,000 prize.

The contestants were among the top 48 performers from throughout the state who qualified to compete after winning previous rounds. NCC hosted one round of the competition in January.

The Connecticut Skills Challenge provides students who have outstanding computer skills the opportunity to be recognized in an online directory for tech employers seeking proven, local talent.

College Bowl Winners

NCC Exercise Science students won top honor at the 2015 College Bowl sponsored by the New England Chapter of the American College of Sports Medicine (ACSM) in October. The popular event features a Jeopardy-style competition, showcasing students' sports medicine and exercise science knowledge.



Shown from left to right: NCC students Melissa D'Agostino, Andre Aiken and Antoine Steward.

NCC is the only two-year college to have competed in this event, in which students from 20 colleges and universities demonstrate their knowledge of kinesiology, exercise physiology and anatomy and physiology.

In June, they went on to participate in the National College Bowl Event at the ACSM's National Meeting in Boston, and finished in fourth place overall on the national level.



Professors Lisa and Steven Maronian (right) shown with their winning creation.

Professors Bake Winning Cake

NCC culinary arts instructors and professional bakers Lisa and Steven Maronian won the Rachael Ray Show's Wedding Week Competition in February. They competed with two other nationally renowned bakers to have their custom designed wedding cake chosen by an engaged couple whose wedding took place on the show the very next day.

The Maronians are married and own Sweet Lisa's Exquisite Cakes in Greenwich. The couple are members of the Culinary Institute of America, the International Cake Exploration Society and the American Culinary Federation.

Norwalk Community College was instrumental in helping me advance my career. Not only did I benefit from lessons learned in the classroom, I gained work experience through internship opportunities. NCC is powered by a community of caring and dedicated educators who push their students toward academic and career success.

Matthew Quinones, NCC Class of 2009



College Financial Summary

Funding Sources

Norwalk Community College received funding through six major sources: the General Fund, tuition, auxiliary services, the Educational Extension Fund, and private and federal funds.

The General Fund and tuition appropriations are authorized by the State of Connecticut Legislature.

Auxiliary services and the Educational Extension Fund are self-supporting. The revenue from auxiliary services is primarily generated by Child Development Laboratory School fees and bookstore commissions. The Educational Extension Fund revenue is composed of extension program fees and summer session fees.

Private and federal funds consist mainly of grants and student financial aid. The Norwalk Community College Foundation actively seeks private grant funding for scholarships, student success initiatives, faculty development and program support.

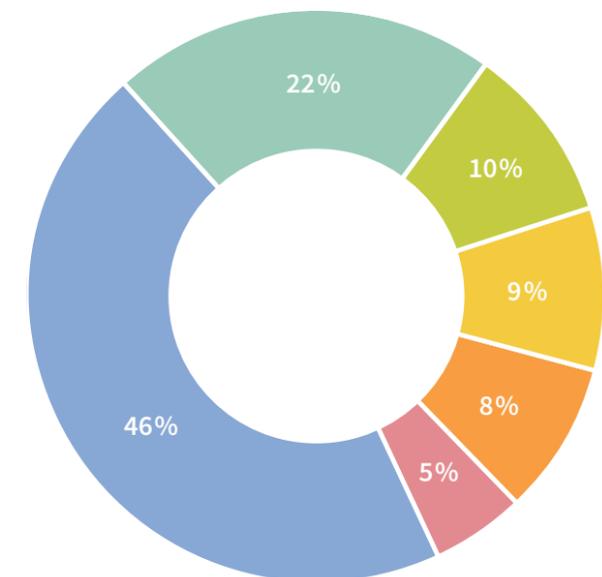
Tuition

The State Legislature sets tuition and fees at reasonable levels to promote access to education. In the 2015-2016 academic year, Connecticut residents paid \$542 for a three-credit course, and full-time students paid \$2,026 for 12 credits or more. Annual tuition was approximately \$4,052.

The Legislature has waived tuition for qualified veterans and seniors aged 62 and older. Federal, state and private scholarship aid packages are available to help students.

Fiscal Year 2015-2016 (ended 6/30/16)

Annual Budget Allocation



| | |
|--|---------------|
| Instructional Programs, Library and Academic Support | \$ 24,073,000 |
| Scholarships, Financial Aid | 11,401,000 |
| Institutional Operations | 5,354,000 |
| Student Services | 4,746,000 |
| Campus Facilities Operations | 4,670,000 |
| Auxiliary Operations | 2,663,000 |

Grand Total: **\$52,907,000**

Norwalk Community College Foundation is focused on student success—it is critical to everything we do. We support the people, programs and ideas that enable students to overcome barriers and become productive members of our communities. Our donors give NCC students the opportunity to achieve their dreams.

From the Foundation



Stuart C. Weismiller, President (left) and Ann P. Rogers, Executive Director (right)

Dear Friends,

Norwalk Community College is truly our community's college. More Fairfield County high school graduates attend NCC than any other college or university. In fact, more adults also seek personal enrichment, second careers and lifetime learning at NCC than any other institution. During the most recent academic year, 8,897 students pursued for-credit classes while 5,206 students were enrolled in certificate based workforce development and other non-credit classes.

The Norwalk Community College Foundation is honored to be an essential partner in providing the critical resources to foster the success of students while attending NCC, transferring to a four-year institution or working and living locally. We believe that if a student is successful at NCC, they will become responsible, hard-working contributors to our community.

Transforming More Students' Lives

We are proud to say that through the support of our donors, the Foundation has made a difference in the lives of more students this year, than ever before.

The Foundation continues to transform lives, one student at a time, through our many scholarship programs for current NCC students as well as NCC graduates pursuing their bachelor's degree. During the 2015-2016 academic year, the Foundation awarded nearly \$1 million in scholarships to 493 students. Transformation is often hard to measure, but 96% of our LEAP transfer students have graduated or are still pursuing their four-year degree! And, our scholarship applicant pool grew 30% in the last year alone. This fall, we will launch a new Entrepreneurship scholarship for students enrolled in both for-credit and certificate programs, allowing us to reach students who are focused on acquiring job skills to start their own businesses here in Connecticut.

The second Idea Pitch competition was held in April, with a focus this year on team participation, representing students from many academic disciplines including nursing, pre-engineering, economics and technology. We sponsored the NCC Summer Entrepreneurs Institute again this year, offering 15 students the opportunity to attend a 10-week 30-hour intensive business planning course at no cost.

To help our students realize their full potential in the workplace, the Foundation continues to support NCC's Center for Career Development. We facilitated the creation of a new community job posting network as well as funded a position to increase the number of jobs and paid internships. Now, students can post their resume online and avail themselves of resume writing and interviewing tips, job-search strategies and a deeper understanding of the college to career pathway.

Advancing NCC's Vision

With the demand for STEM related jobs in our community, our Science, Health and Wellness programs are thriving. The Foundation is investing over \$1 million in the next three years to support five faculty positions which are instrumental in delivering NCC's rigorous STEM curriculum.

The Foundation also provided funds to NCC's Center for Teaching and Learning allowing faculty and adjuncts to attend a workshop to teach writing across the curriculum. In addition, we are funding a new student-centric NCC website!

Community Engagement

In the true sense of partnership, the Foundation is joining with the College in the development of its Strategic Plan for 2016-2021. Together, it is our goal to enhance community partner relationships ranging from local high schools to after-school programs to the corporate community. We are excited about this shared initiative so we can help to transform the lives of more NCC students.

Without your support, we could not be successful doing what we do! Thank you for being an advocate for NCC, the Foundation and our community.

Stuart C. Weismiller

Stuart C. Weismiller
President

Ann P. Rogers

Ann P. Rogers
Executive Director

Foundation Leadership

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Stuart C. Weismiller
Marketing Tactics, LLC

Vice President

Deborah C. McLean
Adjunct Professor,
Columbia (SIPA)

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Community College

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Community College
Foundation

Jeffrey L. Kenausis
NCC Faculty Representative

Lexi Andros
NCC Student Representative



Pictured Board of Directors: Front row (left to right): Stuart Weismiller, Ann Rogers, Lea Mintz. Second row (left to right): Lexi Andros, Ted Nussbaum, Ramon Ceron, Julie Johnson, Vince Murphy, Eleanor Riemer. Third row (left to right): Susan Weinberger, Ana Chadwick, Martha Poulter, Carl Goodnow. Top row (left to right): Howard Stecker, George Reilly, David Levinson.



NCC Foundation Staff (left to right): Ann Rogers, Sue Rigano, Catherine Lucia, Terri Nackid, Ann Marie Winsch

Staff Members

Executive Director
Ann P. Rogers

Director of Finance
Ann Marie Winsch

Director of Development
Susan E. Rigano

Manager, Scholarship
and Donor Relations
Terri Nackid

Office Manager
Catherine Lucia

Fifty Years of Service

Since its inception in 1965, over 200 community leaders have volunteered to serve on the NCC Foundation Board of Directors. In the Foundation's 50th Anniversary year, we wanted to pay tribute to both former and current Directors and celebrate their collective impact on student success.

The May 5th event featured tours of the Center for Science, Health and Wellness and the testimonial of an NCC graduate, Breno Donatti, a former scholarship student and our caterer for the event.



Left to right: Peter O'Hara, Betty Snellings, Marianne Scipione-Lepre, Charlotte Suhler, John Garofalo



Former Board Directors: First row (left to right) Nancy Doyle, Betty Snellings, Lea Mintz, Marianne Scipione-Lepre, Charlotte Suhler. Back row (left to right) Dick Harrington, Peter O'Hara, Dr. David Brown, Ed Bescherer, Michael Hobbs, Carl Goodnow, Chris Bruhl



Board Directors: Vince Murphy and Vasso Kelly, R.N.



Left to right: Betty Snellings, Nancy Doyle, Beverly Jordan-Murphy, Jean Ely, Beverly Orthwein, Julie Johnson



Left to right: Culinary Arts Professor Jeff Trombetta, Eleanor Riemer, Breno Donatti



Left to right: Michele Barber, Science Department Chair; Nicole Hafner, Exercise Science Faculty; Paul Gallo, Director of Exercise Science and Wellness; students Jeannette Dudda, Donaree Stephenson





Mission Support of the College

Norwalk Community College Foundation Mission

Our Mission is to raise funds in support of students, faculty and programs of NCC with the following objectives:

- Award scholarships and provide support to help students meet their education and life goals.
- Support faculty development and innovative teaching methods to benefit a diverse student body.
- Fund College programs and facilities.
- Create greater public awareness of Norwalk Community College and promote participation in its educational, cultural and community activities.
- Provide fiscal management and stewardship of donated funds.



NCC Idea Pitch finalist teams, mentors and presentation coach.

Entrepreneurship at NCC

The Foundation's vision is to create a diverse entrepreneurial community of students, faculty, staff and alumni that encourages creative and innovative ways of viewing and improving the world.

This is the second year that the Foundation has created an **Idea Pitch Contest** open to all current NCC students. Thirty-one students competed to be part of five finalist teams that presented their new business ideas to a panel of judges from the College and community. Each team had an NCC Foundation Board Director as a mentor along with an NCC professor who served as their presentation coach. Bank of America was the lead sponsor and a total of \$3,000 in prize money was awarded to these NCC entrepreneurs.

NCC Center for Career Development

Two-thirds of NCC's degree seeking students attend the College part-time because they are simultaneously working, many in a full-time position, in our community. By engaging corporations and small

businesses in Fairfield County, the **NCC Center for Career Development** focuses on finding paid internships and permanent employment for both current students and alumni.

The Foundation is supporting the NCC Center for Career Development with funding for critical resources and staffing. One of these resources is NCC Career Connections, an online database that connects NCC students and alumni to prospective employers in the community who are interested in taking advantage of our educated workforce. In addition, the Foundation funded the Student Career Development and Business Engagement position along with a Student Scholarship Internship to support the Center for Career Development.

In her Career Development and Business Engagement role during the 2015-2016 academic year, **Amy Murphy**, worked actively with potential employers to generate career opportunities for NCC students. A key part of Amy's role was to ensure that students were identified and matched with these opportunities. She worked closely with faculty, department



Left to right: Ziggy Sakalauskas and Amy Murphy

heads, various student clubs, and honors societies to increase the profile of the Center across the campus, as well as sponsored career and transfer panels, and speed interviewing events.

In addition to focusing on professional opportunities, she worked with students on resume development, interview preparation, career and academic counseling, networking and follow up.

In a recent interview Amy said, "Real world work opportunities, which connect our students directly with businesses in Fairfield County, are a win-win. Our students have the opportunity to apply what they have learned in the classroom and our local businesses realize the exceptional resources we have at NCC."

Amy received a Bachelor of Science from Cornell University, School of Industrial and Labor Relations and her MBA from The Wharton School at the University of Pennsylvania.

Zygmantas "Ziggy" Sakalauskas, our Center for Career Development Intern, has been an NCC Foundation scholarship recipient for the past two years. Ziggy's goal is to transfer to a four-year university to pursue his bachelor's degree in economics. He has already launched his first business as an NCC student. Ziggy is also active as a Vice President of Leadership in the Phi Theta Kappa Honor Society, Vice President in the Business Club and he works in NCC's Tutoring Center as a mathematics and economics tutor.

Faculty Support for CSHW Continues

The NCC Center for Science, Health and Wellness (CSHW) is a state-of-the-art center that houses the College's Exercise and Wellness Center, Nursing and Allied Health and Science Departments. In November, the Simulation Laboratory received provisional accreditation from the Society for Simulation in Healthcare (SSH) and Cathleen Caufield, RN, MS, MSM, Simulation Lab Coordinator, is working with an SSH mentor to support full accreditation. Each Sim station is furnished with the current equipment used in each of our local hospitals to give our students hands-on real world experience (see photo at right).

Without highly credentialed and experienced faculty, NCC would not be able to maintain the educational standards that are paramount in today's competitive health care industry. With significant and sustained cuts in Connecticut state funding, the NCC Foundation Board of Directors has agreed to support five faculty positions with over \$1 million in funding over the next three years. We cannot afford to compromise the education of our NCC students during the state's budget crisis.

Educational, Cultural and Community Activities

In alignment with our mission to create greater public awareness of NCC and engage the community in its educational and cultural activities, the Foundation sponsored a variety of events including a STEM (Science, Technology, Engineering and Mathematics) panel and the NCC student musical, *Little Shop of Horrors*.

STEM Panel

Expanding research on fighting cancer and other chronic diseases, along with the demand for biomedical advances from the aging baby-boomer population, have led to increased opportunities in biotech careers. Much of that research is being conducted right here in Connecticut. Over the next 10 years, career opportunities will continue to grow at an unprecedented

rate, especially in the field of meta-data analysis, for biomedical engineers, biological technicians, and medical lab technologists.

A panel of leading experts from Jackson Laboratories, a world leader in genomic medicine, and Mount Sinai Hospital, one of the largest integrated health care systems in the country, came to NCC as part of our 50th Anniversary Speaker Series. Panel members, moderated by NCC Engineering professor, Mobin Rastgar Agah, shared their expertise in genomic research and precision medicine, and the skills needed to pursue a career in this exciting field.



Left to right: Todd E. Arnold, Ph.D., Mount Sinai; Yu-Hui Rogers, MS; Sharon Turcotte, BS, The Jackson Laboratory; Mobin Rastgar Agah, Ph.D., NCC.

NCC Student Musical

With emphasis on supporting the talent and diversity of NCC's student body, our Foundation funding extends to supporting the arts on campus with outreach to our community. Directed by Dr. Christine Mangone, Professor of Music and Theater, NCC students presented the 1986 American rock musical comedy, *Little Shop of Horrors*. Managing classes, work, family and rehearsals in order to participate in the production, students also volunteered their time to build sets, create costumes, and handle all of the important details to make this show a hit production.



Cast of Little Shop of Horrors



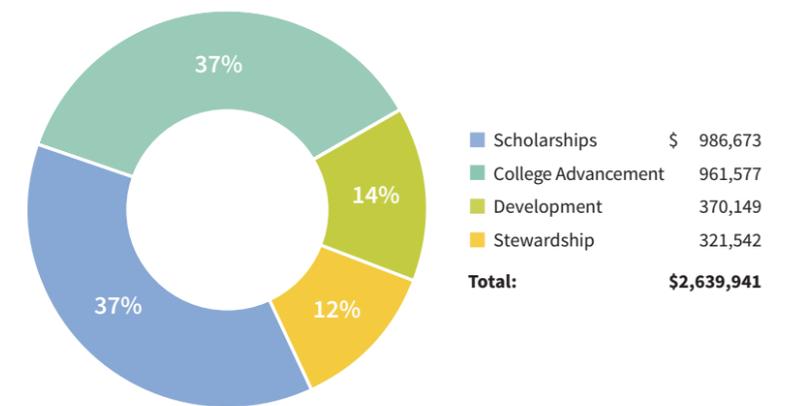
Foundation Financial Highlights

The Norwalk Community College Foundation is a qualified 501 (c)(3) organization founded in 1965. It distributes more than \$2 million annually for scholarships, programmatic support and college advancement initiatives.

Fiscal Year 2015 (ended 12/31/2015)

The Foundation's financial statements were audited by Dylewsky, Goldberg & Brenner, LLC. The complete audited financial statements are available on our website; highlights are shown below.

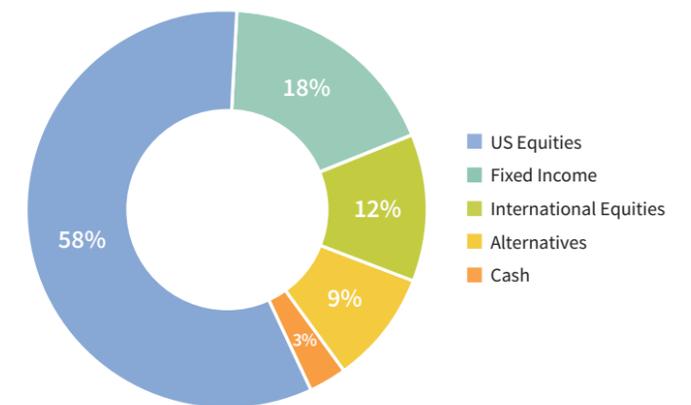
\$2.6 Million in Support for Norwalk Community College in 2015



Investment Policy and Asset Mix

Our investment policy states: the primary emphasis of the investment policy is to safeguard and preserve the principal of the endowment after inflation and a payout to be approved annually by the Finance Committee and the Board. Additionally, a real return on the portfolio is desired. These investment objectives must be achieved within acceptable risk parameters.

The endowment return was -3.4% in 2015 and the five-year average annual investment return was 5.4%.



Statement of Financial Condition

| Assets | |
|---|----------------------|
| Cash and Cash Equivalents | \$ 3,363,263 |
| Investments | 21,810,975 |
| Other Assets | 980,138 |
| Total Assets | \$26,154,376 |
| Liabilities | |
| Grants Payable | \$ 1,082,134 |
| Other Liabilities | 286,239 |
| Total Liabilities | \$ 1,368,373 |
| Net Assets | |
| Unrestricted | \$ 798,857 |
| Temporarily Restricted | 7,681,169 |
| Endowed Funds | 16,305,977 |
| Total Net Assets | \$ 24,786,003 |
| Total Liabilities and Net Assets | \$26,154,376 |

Several years ago, we predicted that young men and women would assert themselves and begin changing the world. Look now at the dazzling array of innovations and inventions they have contributed ... are you communicating, doing business and receiving medical care the same way you were 10 years ago? Of course not, thanks to their creativity.



Scholarship Programs

Awarded for academic merit and financial need, NCC Foundation scholarships assist current students and high-achieving NCC graduates who transfer to four-year institutions. This support can be truly life-changing.

The Foundation has nearly 100 named scholarship funds that provide eligible full-time students with as much as \$3,000 for the academic year, with an additional \$500 to take a Winter Session class, and up to \$1,000 for Summer Semester classes.

During the 2015-2016 academic year, the Foundation awarded \$950K in scholarships to 493 students. The average NCC Foundation scholarship recipient has a 3.4 GPA, enrolls in three classes per semester (nine to 11 credits), and will begin the Fall semester with 39 credits. Those who are eligible for federal financial aid typically receive \$5,600 in state and federal grants each year, and still have an additional annual “unmet need” of almost \$9,700 on average for expenses such as housing, transportation, and childcare.



From High School to NCC

Charles Royce Merit Scholarship: Open to incoming NCC students who graduated from public high schools in Fairfield County.

David and Eunice Bigelow Foundation Scholarship: Open to incoming NCC students who graduated from a Norwalk high school.

Students at NCC

Full-Year Scholarship Program: The Foundation’s largest scholarship program, funded by our endowment and other specified funds. Approximately \$650K per year is awarded to 300 students.

Spring Scholarship: For students who have earned 12 to 24 credits at NCC by the end of the Fall semester.

Child Development Lab School Scholarship: For NCC students with children in the College’s childcare program.

Entrepreneurship Scholarship: A fund created in 2016 for NCC students who are launching or running their own businesses.

From NCC to a Bachelor’s Degree: Transfer Scholarships

LEAP: Awards scholarships to NCC graduating students with a GPA of 3.5 or higher who transfer to four-year institutions. Since the program began in 2008, 96% of LEAP recipients have earned a Bachelor’s Degree or continue to make progress toward graduation.

President David Levinson LEAP Scholarship: A new 50th Anniversary addition to the LEAP program in 2016 through a matching grant challenge from the Windmill Foundation to honor NCC’s current president.



Dream: Awards scholarships to childhood immigrant students who graduated from high school in the United States, but are not yet U.S. citizens or permanent residents, transferring to four-year institutions. The Foundation provides a mentor for each recipient.

RN to BSN: Awards scholarships to students who earn an RN at NCC and are attending a four-year institution to achieve their BSN. Our first recipient completed her BSN in one year at Western CT State University and has started graduate school to become an APRN.

For more information on any program, please visit the scholarship section of our website at www.NCC-Foundation.org or call Terri Nackid, Manager of Scholarship and Donor Relations at (203) 857-7139. Donors can contribute to an existing scholarship or create their own named fund.

NCC Foundation Scholars Are the May 2016 Commencement Speakers

Recognized by the American Association of Community Colleges, NCC faculty and staff maintain a tradition of selecting two graduating students to speak at commencement rather than well-known personalities. This year, both were NCC Foundation scholars: Ingrid Magalhaes and Mackenzie Raub.

Ingrid Magalhaes

With a nod to Dr. Martin Luther King, Ingrid Magalhaes opened her address to her fellow graduates with “I have a dream.” Originally from Brazil, Ingrid dreamed of obtaining an education in the United States. She spoke with genuine affection for NCC as “a remarkable and unforgettable institution” and recalled that, “a dream that seemed to be impossible to achieve, today is a reality.”

When Ingrid came to the United States in 2011, she was 22 years old and spoke no English. Living with her cousins in Naugatuck, she faced many challenges after arriving in this country, but her greatest challenge was to learn the language. She enrolled in English as a Second Language (ESL) classes through NCC’s Extended Studies Program and in just two years became proficient in English.

A recipient of the **Goodnow Scholarship** while earning her degree at NCC, Ingrid was especially grateful that the Foundation makes “possible our journey of accomplishing our dream to complete



NCC Dean of Students, Dr. Calvin J. McFadden, introduces student speaker Ingrid Magalhaes at the May 2016 Commencement.



Foundation scholars Mackenzie Raub and Ingrid Magalhaes

an associate degree.” Ingrid will be continuing her journey at Smith College studying Government and International Relations with her full tuition covered through Smith’s Ada Comstock Scholarship.

Mackenzie Raub

From Mackenzie’s earliest childhood memories sitting in the backseat of his parents’ car, NCC has always been part of his life. One of six children, he had a window into the college experience from his father, mother and five brothers as each attended NCC. “Not one of us have made it out of our college years without classes at NCC under our belts,” he said.

When it was Mackenzie’s turn for his own NCC experience, fueled by his family’s stories, he hoped NCC was the place to truly discover himself. As Brien McMahon High School principal, Susan Koroshetz, wrote in her scholarship recommendation, “There is no better investment in the future than Mackenzie Raub.” When he was awarded a two-year Bigelow Scholarship that covered the majority of his tuition and books, Mackenzie now had the support of the Foundation and our community.

Mackenzie recognizes the **Bigelow Scholarship** as “making my first two years of college possible and with enough confidence to face anything that came my way.”

Now that he has accomplished his first academic milestone, an associate degree, Mackenzie feels that NCC has given him a work ethic he couldn’t get anywhere else. This fall, he will be attending UConn Storrs, to achieve his next academic goal, a Bachelor’s Degree in Math.



Mackenzie Raub delivering his speech at the May 2016 Commencement.

Scholarship and Program Funds

We are grateful to our donors for establishing and supporting the following endowment and temporarily-restricted funds:

50th Anniversary Campaign

- Student Success and Scholarship
- Faculty and Program Support
- Transfer Scholarships for High-Achieving Graduates
- Entrepreneurship and Workforce Development

The 460 Foundation Scholarship
Access to Education Scholarship
Anonymous Scholarship
Elizabeth Raymond Ambler Trust Scholarship

The America 911 Scholarship
Lois and Harlan Anderson Scholarship
Robert and Jeannie Kay Armstrong Scholarship

Everett Baker Library Development Fund
John A. Ball Scholarship
Joan and Ed Barksdale Scholarship
Mary Bauer Nursing Scholarship

Rose S. Becker Memorial Scholarship
Bigelow Foundation/Briggs Scholarship
James Bissell Memorial Scholarship

John Fiske Boorum Memorial Scholarship
Dr. Mary W. Brackett Scholarship
Katherine Hall Browne Memorial Scholarship

Doris Bucky Scholarship
Ilene and Irving G. Calish, Sr. Scholarship
Mickey and Brooke Callanen Scholarship

Frank and Anne Cary Fund for Student Success
Charlotte Chen, Esq. Scholarship
Ann Chernow Art Scholarship
Connecticut College Access & Success (ConnCAS)

Carle C. Conway Scholarship
Center for Career Development
Jane Corbo Scholarship
Charlotte Cowie Human Services Memorial Fund

Crane Scholarship
Virginia and Malcolm Crawford Scholarship
Croaning/Van Dyke Scholarship for Child Development Lab Students
James E. Deaver Memorial Scholarship
Katy and Professor John Dolhun Scholarship
Nancy Doyle Scholarship
Dream Transfer Scholarship Program
Dugan Family Scholarship
Jamie Earle Memorial Scholarship
Early Childhood Education Program
English as a Second Language (ESL) Program
Entrepreneurship Scholarship
Exercise Science Student Scholarship
Fernandez Family Scholarship
Family Economic Security Program (FESP)
Dr. John K. Fisher Scholarship
Robert Garland Memorial Scholarship
GE Capital Scholarship
Josephine Gierer Scholarship
Marion and Justin Glickson Scholarship
Maurice Godin Scholarship
Goodnow Scholarship
Darlene Ryan Goodwin Scholarship
Albert L. Hadley Scholarship
Hammant Memorial Art Scholarship
Richard T. Hansen Memorial Scholarship
Harrington Family Scholarship
Mark Hattenbach Memorial Scholarship
Harry H. Hefferan, Jr. and Catherine Hefferan Scholarship
John H. Heher Memorial Scholarship
Claire L. Helsing Scholarship
Eileen Heckart Respiratory Therapy Scholarship
Hiranandani Scholarship
Leon and Fanny Hirsch Scholarship
Anne Ireland Memorial Scholarship
Stacy M. Israel Scholarship
Joseph Karpowich Memorial Scholarship
Blanche Kent Archaeology Fund

Jules Lang Scholarship
Toni Anne Laufer Scholarship
Le Bal d’Ecole Scholarship
Frank C. Lee Memorial Scholarship
Marcia Jane Le Moulton Memorial Scholarship
LEAP Transfer Scholarship Program
Leonhardt Scholarship
Max R. & George J. Lepofsky Scholarship
Sachiko S. Liebergesell Scholarship
Lifetime Learners Institute Scholarship
President David Levinson LEAP Scholarship
Matthew LoRusso Scholarship
Calvin Loss Scholarship
Lumina String Quartet
Mandel Family Scholarship
Margaret Jane McAuliffe Scholarship
James R. McCormack Memorial Scholarship
Carolyn and Gerry McGrath Scholarship
McLean-Kearney Family Scholarship
Benson Meth Scholarship
Donald and Virginia Miller Scholarship
Lewis R. Mintz Scholarship
Molly Scholarship
William M. Mommaerts Memorial Scholarship
Dr. Lia Mondo Scholarship
Susan Montez Memorial Scholarship
Thomas G. Norko Memorial Scholarship
Nursing/Allied Health
O’Hara Family Scholarship
Beverly Miller Orthwein Scholarship
The Food Pantry at NCC
Panwy Foundation, Inc. Service-Learning Scholarship
Hobart P. and Alice B. Pardee Scholarship
PATH Scholarship Program
Raindancer Scholarship
RN to BSN Transfer Scholarship Program
Charles Royce Merit Scholarship
John E. Schmeltzer IV Memorial Scholarship
Sylvia Schudy Scholarship
Dr. William H. Schwab Chair in Technology

Charles M. and Jessica B. Shaeffer Nursing Fund
Professor Michael Shub Developmental Mathematics Transfer Scholarship
Joseph I. Shulman Memorial Scholarship
Student Emergency Fund
John and Charlotte Suhler Scholarship
Summer Bridge Math Intensive Program
Jean Svalgard Memorial Women’s Scholarship
J. Tierney College Advancement Fund
Pauline A. Toner Nursing Scholarship
Dr. Harry L. Trambert Memorial Scholarship
Charles J. Trantanella, Jr. Memorial Scholarship
Nicholas Trivisonno Scholarship
George C. Turner Memorial Scholarship
UBS Scholarship
Karen L. Veitch Memorial Scholarship
Veterinary Technology
John and Catherine Vigilante Scholarship
Olivia Vlahos Scholarship
Morrise Wagner Memorial Scholarship
Geneva Walsh Scholarship
Michael G. Weyer Scholarship
Helen C. Whitten Scholarship
Michael Wilens and Carolyn Longacre Scholarship
Women in Management Scholarship
Various Academic Departments at NCC

34

NCC Scholarship Recipients

Miss Keyla Abreu
 Ms. Natalie Accardi
 Miss Senan Agblonon
 Mr. Elvis Aguilar
 Miss Estephania Aguilar
 Ms. Laura Aguilar
 Ms. Victoria Agyei Kyem
 Ms. Karen Alcaraz
 Ms. Marjorye Alday
 Mr. Robert Alonzi
 Mr. Rafael Amorim de Almeida
 Ms. Juliana Anderson
 Mr. Milton Andrade
 Ms. Sindy Andrade
 Miss Solange Anoh
 Ms. Alejandra Grisales Arboleda



Miss Eliana Arboleda
 Miss Claudia Arrunategui
 Miss Parthena Athanasiades
 Ms. Tina Avery
 Ms. Daisy Avila
 Mr. Octavio Avila
 Ms. Samantha Baczynski
 Ms. Madina Bagova
 Ms. Alison Baker
 Ms. Noel Baldwin
 Mr. Baruch Barauce
 Ms. Farah Barrau
 Miss Courtney Barreira
 Mr. Eric Barrero
 Mrs. Natalia Bates
 Mr. Necky Beckford
 Mr. Khalid Belhabib
 Ms. Camieka Bethea
 Mr. Chaz Blanks
 Miss Svenja Bolten
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I'm really grateful for the support given by the NCC Foundation. The LEAP scholarship opened up opportunities for me to take a more proactive approach during my academic pursuit. I was able to participate in hands-on scientific research, professional leadership programs, and even start my own technology startup through a program with the Air Force.

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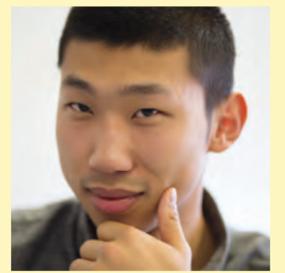
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Danielle J. Weston
Rebecca Wilson
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In-Kind Gifts

We sincerely appreciate the in-kind gifts received from the following donors:

Todd Arnold, PhD
Joan and Ed Barksdale
Robert and Janet Dilenschneider
Joseph and Allison Donaldson
Julie Jason
Vasso and Hugh Kelly
Ken Lalli
Ellen Petrino
Yu-Hui Rogers

Gifts in Memory and Honor

We appreciate the following contributions generously given in memory of or to honor a special person:

In Memory

Mrs. Janet Aley
In memory of Olivia Vlahos

Thomas J. Aylward
In memory of Karen Aylward

Esther Bess
In memory of Ralph Bess

Mary Frances Carmell
In memory of Olivia Vlahos

Napoleon S. Chenard
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Mary Ellen and Jim Fahy
In memory of James J. Fahy, Jr.

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Robert and Dolores Harris
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In memory of Olivia Vlahos

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*In memory of Kathy Croaning and
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Professor Ada Lambert
In memory of Dr. Herbert Antell

Professor Ada Lambert
In memory of Bill Backalenick

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In memory of Jane Foulkes Malone

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Ms. Cynthia R. Mullins
In memory of Beulah Mullins

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The J.M. Pierpont Charitable Fund
*In memory of Josephine Bosco
Massoni*

Ms. Mary B. Preston
In memory of Olivia Vlahos

Erik and Nancy Jo Rambusch
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Ann P. Rogers
In memory of Mary Cooper

Dr. Henry Rosenberg and
Dr. Katherine Hicks
In memory of Calvin Loss

Carolyn Schwab
In memory of William H. Schwab

Elaine, Lester and Harry Sharlach
In memory of Connie DeAngelis

Doris Shulman, Marjorie Simpson,
Carol Lubin, Susan Shulman
*In memory of Ceil Marie Biscoglio
and Adele Shulman*

Mr. and Mrs. Robert L. Steele
In memory of Roy V. Hughson

Louise A. Stix
In memory of Ron Bealer

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In memory of Robert Shulman

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In memory of Joseph Karpowich

Patrice Wagner and J. Chris
Kidney
In memory of Olivia Vlahos

Ms. Emily Weiss
In memory of Carlos Nates

Nancy T. Whitney
In honor of Bonnie Brown

Jean W. Zaccardo
In memory of Ron Bealer

In Honor

Linda and Gene Autore
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Mr. and Mrs. David F. Ball
In honor of Ann S. Mandel

Mrs. Richard N. Cohen
In honor of Ann P. Rogers

Mark and Deb Dulsky
In honor of Helen and Bob Dulsky

Ms. Ruth Fiore
In honor of Lenore C. Mintz

First County Bank Foundation, Inc.
In honor of Ann P. Rogers

Jeanne and Tom Gnuse
*In honor of Allison and Joseph
Donaldson*

Mrs. Leslie M. Hardy
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Marilyn Puder-York, Ph.D.
In honor of Julie Johnson

Ms. Michelle Sawyer
In honor of Ann P. Rogers

Ms. Susan S. Shulman
*In honor of Doris L. Shulman's
Birthday*

Fortunato and Alba Stanziale
In honor of Angeles Dam

Carol Wakeman
In honor of Angeles Dam

Jeffrey Wells, RN
*In honor of Dr. Susan Puglisi and
the NCC Nursing professors*

If we have inadvertently omitted or misspelled your name, please accept our apologies and call the Foundation office at (203) 857-7260 so that we may correct our records.

Spotlight on Donors

First County Bank/First County Bank Foundation

This year, the Norwalk Community College Foundation is proud to showcase our partnership with First County Bank and the First County Bank Foundation. As Rey Giallongo, Jr., Chairman and CEO, First County Bank; President, First County Bank Foundation said, "The activities of the First County Bank Foundation are the cornerstone of the Bank." We agree.



From left to right: June N. Walker, Senior Vice President and Chief Human Resource Officer, First County Bank; Reyno A. Giallongo, Jr., Chairman and CEO, First County Bank; President, First County Bank Foundation; Karen M. Kelly, Senior Vice President and Chief Marketing Officer, First County Bank; Vice President, First County Bank Foundation

In 2001, First County Bank celebrated its 150th Anniversary and established the First County Bank Foundation, Inc. which, in the past 15 years, has distributed more than \$7 million in grants to local non-profits in Greenwich, Stamford, Darien, New Canaan, Norwalk and Westport.

The Norwalk Community College Foundation received its first donation from First County Bank more than 20 years ago and, more recently, has received funding from the First County Bank Foundation

for the past 12 consecutive years. Seeing a need in the community for immigrants to improve their English skills and observing the difference NCC's program made on their own employees, the English as a Second Language (ESL) Bridge to Credit program was a natural fit for the Bank and aligns well with the Foundation's focus on college education for families and their children.

With 15 branch locations in six Fairfield County towns, First County Bank employees are well aware of the needs of the local communities. Giving back through volunteerism is encouraged and supported. Teams of employees in branded teal t-shirts teach financial literacy seminars, run races, mentor, read to children and much, much more.

The relationship between First County Bank/Foundation and NCC extends beyond donations and sponsorships. A high school graduate with excellent customer

service skills can join the Bank as an entry level, full-time teller and qualify for \$3,000 in tuition reimbursement annually. The tuition reimbursement can be used for undergraduate or graduate classes, or, in some cases, job related education. For part-time tellers, the bank will adjust work hours to accommodate changing class schedules. At the current time, approximately a dozen First County Bank employees are, or have been, NCC students.

For us, at the NCC Foundation, we love having a partner who knows us and makes an effort every year to provide funding for a program that is helping students improve their English, earning potential and become active, engaged participants in the community. Thank you First County Bank and First County Bank Foundation.



Rey Giallongo, Jr., Chairman and CEO (far right) with a team of First County Bank volunteers



Ed and Joan Barksdale

Joan and Ed Barksdale

Joan and Ed Barksdale met when they were both graduate students at the University of Pennsylvania. Joan was earning an MA in Mathematics Education Research and Ed was earning an MBA in Finance from the Wharton School of Finance. Both received scholarships which allowed them to earn their degrees without incurring debt. Their gratitude for the financial assistance they received through scholarships has led to a commitment to help students at Norwalk Community College to graduate debt-free.

In their eyes, providing access to higher education for students who are struggling financially is a community responsibility. With full-time NCC tuition at \$4,200 per year, and books an additional \$600, a scholarship increases the likelihood of a student attending NCC full-time and it reduces the pressure of having to work multiple jobs to make ends meet. The very act of giving a student a scholarship increases their motivation and the desire to show their donor that they made a good investment.

And a good investment indeed. As one recipient of their scholarship notes: "This scholarship will bring me closer to a future that is so close to my heart. The scholarship is not only money, but also an incentive that will help me to become even more focused as a student. Getting good grades and volunteering in my

community are important to me regardless, but the scholarship will give me an extra push knowing that my education matters to others."

In addition to funding the Joan and Ed Barksdale Scholarship for nearly 20 years, Joan has been a Director on the Norwalk Community College Foundation since 1996. She has served on the Board in many capacities, including as Board President for a total of three consecutive years. Joan currently sits on the Executive Committee and is the Chair of the Scholarship Committee. As well as funding traditional NCC scholarships, Joan and Ed have also funded LEAP Scholarships, allowing top NCC graduates to transfer to four year colleges and receive funding for their junior and senior years.

Joan and Ed have three grown children and 11 grandchildren. During the summer months their home is filled with family, fun and laughter and in the winter, they enjoy skiing with their grandchildren in Colorado.

We are truly grateful to our wonderful, warm and generous friends, the Barksdales, and thank them for their passionate and transformative support of NCC students and the NCC Foundation.



Joan and Ed Barksdale with NCC Foundation President Stuart Weismiller (right).



Joan Barksdale (left) with fellow Board Member Betty Snellings (right) at the NCC Commencement ceremony in 2005.



\$50 for the 50th Campus Campaign

As a part of our 50th Anniversary celebration, the Foundation created a permanent tribute at the College for NCC faculty, staff, students, alumni and Board Directors who contributed \$50 or more to our campaign.

One of the cornerstones of the Foundation's relationship with the College is engaging all who educate, work and study at NCC. Whether by payroll deduction, individual or group donation, we are grateful to all those who have contributed to our 50th Anniversary Campus Campaign.

The donor recognition wall, located in the East Campus Atrium, is a constant reminder of how the NCC community is dedicated to transforming lives... one student at a time.

Donor names are included in the "A Year of Giving" section. To contribute to "\$50 for the 50th," please visit the Foundation Office or the NCC Payroll Department.

The Legacy Society

Leaving a Lasting Impact on Student Success

The Legacy Society has been established to honor and recognize those who have made a commitment to the Foundation through their estate plan. Participation is through a variety of vehicles including bequests in wills or designation of the NCC Foundation as a beneficiary of an insurance policy, retirement fund or charitable trust. Our Legacy Society members' vision and generosity exemplifies a dedication to student success.

If you have already included the NCC Foundation in your estate plans, we sincerely thank you! Please consider notifying us so that we can acknowledge your generosity as a Legacy Society Member (if desired, your anonymity will be preserved).

Find out more on our website at www.NCC-Foundation.org, or contact Sue Rigano, Director of Development, at (203) 857-7261 or srigano@norwalk.edu.



Legacy Society Members (left to right): NCC Foundation Board Emeritus Director Ann S. Mandel, NCC President David L. Levinson, Ph.D., and NCC Foundation Board Director Lenore C. Mintz

Current Members

Stephen and Susan Bates
 Mrs. Richard N. Cohen
 Mrs. Henry Coleman
 Dr. Kathleen S. Fries
 Mr. William Collins and
 Ms. Elizabeth Gibbs
 Mrs. Ellen Sue Hattenbach
 Ms. Betty F. Herman
 Mr. Frederick E. Kellogg, Jr.
 Jules Lang, Esq.
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 David and Evan Levinson
 Elaine Littman
 Catherine Lucia
 Ann S. Mandel
 Mrs. Lenore C. Mintz
 Mr. Charles Monaghan
 Mr. John W. Roberson
 Ann P. Rogers
 Mr. Jeffrey A. Rubin
 Gary Vervoort

Members in Memoriam

Mr. and Mrs. Douglas Arrol
 Mr. Everett I.L. Baker
 Mary Bauer
 Mary Brackett
 Ms. Grace Beckmann
 Mr. Harry W. Berkowitz
 Dr. and Mrs. Thomas L. Bucky

Ms. Dorothy Caldwell-Marella
 Mr. Richard N. Cohen
 Mr. Henry Coleman
 Mr. Leroy Corbo
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 Mr. Frank Ellis
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 Ms. Jean Bradley Harper
 Ms. Stacy M. Israel
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 Dr. Edward Littman
 Mrs. Libby Nevas
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 Wilson Brown Prophet, Jr.
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 Budd S. Schwartz
 Mrs. Jessica B. Shaeffer
 Ms. Pauline A. Toner
 Ms. Marion Underhill
 Olivia L. Vlahos
 Ms. Morrise R. Wagner
 Mr. & Mrs. Edward H. Walworth, Jr.



Legacy Society Member in Memoriam Everett I.L. Baker (c. 1974), for whom the NCC Library is named. Mr. Baker was President of NCC from 1966 to 1982 and later an Honorary Director of the NCC Foundation Board until his death in 2005.

David and Evan Levinson Join the Legacy Society This Year

Norwalk Community College Foundation (NCCF): Why is Support of the Foundation Important?

DAVID: The key, of course, is the scholarships. The Foundation provides close to \$1 million in scholarships per year to NCC students. What strikes Evan and me is the passion that the Foundation team, the Board and the supporters of the NCC Foundation bring to their support of the College. The community engagement is impressive and very powerful.

NCCF: Why Did You Decide on a Planned Giving Strategy?

DAVID: What we found compelling was that planned giving allows us to leave a lasting legacy. What could be better and more meaningful than to be memorialized in an academic setting! The legacy of the contributions that we and others leave behind will live on at the College (through the Foundation) in perpetuity—helping many generations of students to achieve their goals.

NCCF: Have You Designated Your Contribution to a Specific Purpose?

DAVID and EVAN: We've designated this bequest for general purposes. It's hard to know what the needs of the College will be in the future, so we don't want to restrict the Foundation. We'd like the College to have the freedom to apply our legacy to the greatest need.



Evan and David Levinson, Legacy Society Members

EVAN: David and I have raised our children to be socially conscious, an important ethic that guides our lives. By participating in the Legacy Society, we will impact future generations of students, and also we are serving as role models for our daughters with the hope that they will replicate this act.

About the Levinsons: David L. Levinson, Ph.D. has been President of Norwalk College since 2004; Evan Levinson, M.Ed., was most recently an Administrator of Special Education in the Norwalk Public School System.

Become a Legacy Society Member

Connecticut currently has the largest education gap in the nation. NCC Foundation Legacy Society members make a permanent commitment to student success that is priceless!

There are a variety of ways you can make a planned gift and join the Levinsons in the Legacy Society: Bequest in Your Will, Retirement Fund Beneficiary, Life Insurance Policy Beneficiary, Charitable Trust Beneficiary, or Other Deferred Gift. To best support the future, donors may want to designate their bequests as unrestricted.

For more information, please visit our website at www.NCC-Foundation.org.



Where Our Students Transfer

Norwalk Community College students are accepted to public and private four-year colleges and universities, including many highly competitive and Ivy League institutions. Below is a partial list of where our students transfer.

American Academy of Dramatic Arts
American Intercontinental University
Bard College
Baruch College
Berkley College
Boston Architectural College
Boston University
Carnegie Mellon University
Central Connecticut State University
Charter Oak State College
City College of New York, Groove School of Engineering
Columbia University
Concordia College
Connecticut College
Cooper Union, School of Engineering
Cornell University
Culinary Institute of America
De Paul University
Eastern Connecticut State University
Embry Riddle Aeronautical University
Fairfield University
Fashion Institute of Technology
Florida State University
Fordham University
Georgetown University
Harvard University
Howard University
John Jay College of Criminal Justice
Johnson & Wales University
Manhattanville College
Marymount College
Mercy College
Michigan Technological University
Napier University, Edinburgh, Scotland
New York Institute of Technology
New York School of Interior Design
New York University
Northeastern University
Northwestern University
Ohio State University
Pace University
Parsons School of Design

Pennsylvania State University
Pratt Institute
Purchase College/SUNY
Quinnipiac University
Rensselaer Polytechnic Institute
Rochester School of Technology
Roger Williams University
Sacred Heart University
Sarah Lawrence College
Savannah College of Art & Design
School of Visual Arts
Skidmore College
Southern Connecticut State University
Smith College
St. Johns University
Temple University
University of Bridgeport
University of Connecticut
University of Massachusetts
University of Michigan
University of New Haven
University of North Carolina
University of Pennsylvania
Utica College
Villanova University
Virginia Commonwealth University
Virginia Polytechnic Institute and State University
Wellesley College
Wesleyan University
Western Connecticut State University
Yale University

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Madeline Barillo: pp. 14 (upper right), 15 (top), 15 (bottom)
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Radu Gheorghe: pp. 15 (middle right), 24, 28 (middle right)
Karen Hart: pp. 10 (top), 13 (top), 13 (bottom), 13 (right), 17 (right), 18 (upper left), 45 (bottom)
Rick Leonard: pp. 15 (middle left), 15 (lower middle)
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