

**QUEENSBOROUGH COMMUNITY COLLEGE**  
**City University of New York**

**FROM: Martin Jacobs, Chairperson ( Department of Student Affairs)**  
**TO: Ken Pearl, Secretary of the Academic Steering Committee**  
**CC: Phil Pecorino, Kathy Villani**  
**DATE: July 22, 2004**  
**SUBJECT: Annual report of the Committee on College Environment, Food Service & Bookstore**

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The original intention of the College Environment, Food Service & Bookstore Committee for the 2003-2004 academic year was to study how the College can meet the needs of an increasing number of faculty, an increasing number of administrative personnel and an increasing number of students within the current non-increasing physical plant. This plan was abruptly tabled in order to focus exclusively on structuring a recommendation to President Marti that would resolve a conflict, sparked by a letter to President Marti from the QSA (Queensborough Student Association) Executive Board, concerning reallocation of the area currently occupied by the latter. Several meetings were held during which this and related issues were addressed.

A brief summary of each meeting appears below (pages 1-4). The minutes of all meetings are **attached** pages (5-29), including additional relevant documents.

**October 29, 2003 (Attachment A):**

The conflict between Administration and the QSA was reviewed: the Academic Advisement Office, now located on the 4<sup>th</sup> floor of the Library, will be acquiring several new advisors and will need more room. The space in the lower level of the Student Union Building had been suggested for its relocation. The Student Government Association (SGA) Executive Board, which currently occupies this space, disapproves of these plans and feels that they should have been consulted about them.

In order to provide a recommendation that would be acceptable to all parties, the Committee has to review the needs of the Student Government, the needs of the Academic Advisement Center, and the areas that could be used by these groups.

**November 5, 2003 (Attachment B):**

Yelena Shvartzblat, Director of Academic Advisement and representatives of the SGA were invited and attended.

Presented by SGA officers were:

- Proposed placement of the new Academic Advisement Center in the lower level of the Student Union building will take space away from students.
- SGA feels that any utilization of that space requires approval by the SGA.

- The new SGA has plans to develop this area for students. They were elected based on these plans and it would be unfair to the students that elected them if these plans were not realized.
- Students find the current proximity of the Academic Advisement Office to the Financial Aid Office very helpful.

Presented by Ms. Shvartzblat were selected items from the following documents:

**Preliminary Proposal for the Advisement Center (Attachment C) and Advisement Center Space Needs (Attachment D).** Highlights are noted below:

- Throughout the semester, 250 to 1000 students per week visit the Academic Advisement Office.
- It has been documented that the process of academic advisement is critical to student retention.
- It would be preferable to keep the Academic Advisement near the Testing Office and the Financial Aid Office.

After visiting the Student Union lower level at various times over the course of a week, Committee members reported seeing very few (N = 0-9) students using the space at any given time. Some alternative locations for student space were suggested. Vice President Diane Call stated that we need to think in terms of multi-purpose space and re-purposing space.

The Committee requested that SGA create a document describing their current and future space needs so they could be included in the Committee's deliberations.

### **November 5, 2003:**

Committee Chair, Dr. Marty Jacobs attended a meeting of the **Health and Safety Committee**.

### **November 19, 2003 (Attachment E):**

Vice President Call gave the Committee several proposals (**Attachment F**) for space reallocation. In order to more fully appreciate Dr. Call's suggestions, the Committee toured the various spaces under consideration, including the Library 4th floor, the Library 1st floor, and the 3 floors in the Student Union Building.

### **December 3, 2003 (Attachment G):**

The Committee continued its examination of each of the proposals submitted by Dr. Call. Based on the general principle of "highest and best use", Proposal "A"<sup>1</sup> was selected for the following specific reasons:

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<sup>1</sup> Proposal "A":

1. Relocate Purchasing and Accounting Offices from L434 to L118 (library quiet area)
2. Create Academic Advisement Center in L434
3. Move New Student Affairs Faculty to L419
4. Create student conversation lounge and quiet study area in Student Union Lower Level

- The new Academic Advisement Center will remain near other related essential student services, such as Financial Aid, Counseling and Testing, etc. thus creating an integrated student services environment.
- Compared to the other proposals, Proposal "A" is the least disruptive to the fewest number of people.
- The Student Government Association can stay in their present location.

This recommendation was made with the stipulation that as the needs of the College change, re-evaluation of the space allocation will be done. Any present space allocation is subject to change in the future.

A separate issue, but one that emerged from the above described discussions was raised. Satisfactory fulfillment of the Committee's charges as specified in the By-laws of the Academic Senate would require detailed knowledge of engineering, architecture, building codes, etc. in addition to personnel and student needs. Furthermore, even if with time the accrual of such knowledge by Committee members were possible, the fact that members would be replaced by new members within a relatively short period of time (member term limits include a maximum of 3 years of service) makes the considerable effort to master this information wasteful. A permanent professional is needed.

**December 10, 2003 (Attachment H):**

The Committee's recommendation (Proposal "A"), and the bases for it, for a suitable location for the Academic Advisement Center was presented to President Marti.

President Marti reviewed his expectations of the Committee:

- To make recommendations of campus space allocations for the future, and identify where to place major campus areas in the strategic plan, such as CETL, Admissions, Registration, etc.
- At the beginning of each academic year, the Administration will provide a list of proposals regarding space allocation. The Committee will need to evaluate how these proposals work within the scope of the activities on campus; however, as stated in the By-Laws, President Marti has veto power over the Committee's recommendations.

Dr. Marty Jacobs, Committee Chairperson, speaking for the Committee stated that the current charges as listed in the Bylaws were not realistic (see December 3, above). Committee members do not have the expertise to anticipate all the needs and potential architectural/engineering situations that could arise in the future. Nevertheless, the Committee may be able to make recommendations on a case by case basis.

Dr. Call was thanked for preparing all the proposals for the relocation of the Academic Advisement Center. It was acknowledged that before receiving her proposals, the Committee was unable to move forward.

President Marti also discussed future plans for the Student Union Building.

David Millnitz, an architect and Campus Facility Officer, reviewed his goals:

- ADA compliance
- accessibility problems
- functional use of current space on campus.

President Marti will meet with the Steering Committee of the Academic Senate prior to his decision on the location of the Academic Advisement Center. Plans will then be made so that offices can be moved and any necessary construction started.

Regarding the future charges of the Committee, President Marti offered the following:

- An outside agency will conduct focus groups to identify the needs of the campus community.
- The Committee, in conjunction with David Millnitz, will review these results.
- By the beginning of the Spring semester, President Marti hopes to present a proposal to re-evaluate the charges of the Committee.

#### **April 21 (Attachment I):**

The old Faculty Survey was reviewed, and suggestions for improvement were discussed. Questions at issue included the necessity of male/female identification of the survey respondent, length of employment, position, and tenure status, as well as the opportunity to rate facilities in different buildings. Committee members were also asked to prepare and submit additional questions for the next meeting.

Prof. Debbie Royce-Fitzgerald emphasized the importance of faculty input regarding campus facilities and stated the importance of developing a policy for allocation of facilities. As new situations come up, they cannot be handled on an ad hoc basis, hence there needs to be a general policy and list of rules. Once the Committee policies are put forward, then they can be introduced to the Academic Senate. The Strategic plan for 2004-2005 expects the input of the Committee regarding utilization of space. As a starting point, we will focus on the facilities questions in the Faculty Survey.

Other environmental problems were discussed, including a dangerous traffic pattern in the cafeteria and faculty parking problems.

#### **May 7 (Attachment J):**

Committee elections were conducted. Dr. Martin Jacobs was re-elected as Committee Chairperson and Professor Marilyn Katz was elected as Recording Secretary. In addition, Committee members submitted their revisions to the old Faculty Survey.

**Informal meeting by the chairperson 2003-2004** included the college architect who was redesigning the space in the Student Cafeteria, with the head of the college Bookstore and with Prof. Royce-Fitzgerald.

**Other formal meetings** included those with chairs of the all the college committees.

Attachment A

**Minutes of Meeting**  
**October 29, 2003, 1– 3pm, Administration Bldg. 502D**  
**Committee on College Environment, Bookstore & Food Service**  
**Queensborough Community College**

**Present:**

Vice President Diane Call	Representative for Administration and Vice President for Finance and Administration
Prof. Norton Reid (MT)	Representative for the Academic Senate
Dr. Martin Jacobs (Student Affairs)	Chairperson, College Environment Committee
Prof. Joseph Goldenberg (MT)	Member, College Environment Committee
Dr. Deleri Springer (SS)	Member, College Environment Committee
Dr. Maryam Vulis (MA)	Member, College Environment Committee
Prof. Marilyn Katz (BU)	Member, College Environment Committee
Ms. Luna Ramirez	Student representative, College Environment Committee
Mr. Michael Urbano	Student representative, College Environment Committee

**The meeting began at 1:10 p.m.**

The purpose of the meeting was to gather information from the Administration and from Queensborough Student Government Association (SGA) representatives so that the conflicts described in a letter to President Marti from the Executive Board of the Queensborough Student Association, dated October 2, 2003 (see attached) can be fairly and equitably resolved. President Marti asked that the Committee's recommendation be submitted by December 1, 2003.

**In order to arrive at a compromise that will best meet the needs of the Administration, Faculty and Students, the following issues were discussed.**

- The level of usage of the Student Union (SU) building.
- The original and official designation of the building as the "Cafeteria Building" and the transition to its current name "Student Union Building".
- The space needs of other QCC offices including, but not limited to:  
Academic Advisement Center, proposed Health Service project, XML program, NYC Vocational Tech program, storage of new technology equipment, 2 Student Services counselors, 7 Academic Advisors, Assistant Director of Academic Advisement, 5 Librarians, many current and new faculty members, Weekend Coordinator, Learning Disabilities Specialist, Assistant Director of Faculty and Staff, Assistant Director of Personnel, ISSC Academic Coach, Lab Tech, and Adjunct faculty.

At the current time, there is no unoccupied space in the college nor is any construction planned for the immediate future. As a result, in order to accommodate the above mentioned space needs, currently existing spaces have been divided.

**In order to prepare its recommendation, the Committee will need the following information:**

- (1) the actual square footage involved in the SU and other areas;
- (2) whether any offices/services can be housed together;
- (3) the number of students who use:
  - Academic Advisement – Yelena Schwartzblat (Director of Academic Advisement) will be asked to provide this data
  - Instructional Services;
  - the Student Union (each floor);
- (4) how SGA officers use the office space presently allocated to them; and
- (5) other campus facilities that could be made available to the SGA and for general non-academic student use. In response to a question about the possibility of redesigning the main level of the Student Union Building for multi-purpose use, Vice President Call reminded the Committee of the following constraints:
  - the inaccessibility of offices during large-scale events, various engineering considerations, and ADA and HVAC (ventilation, heating, fire safety and egress) concerns.

**Upon the suggestion of Prof. Joseph Goldenberg, the SGA President, Vice President and Treasurer will be invited to participate in the next meeting of the Committee.**

**Based upon the recommendations made by Prof. Debbie Royce-Fitzgerald, Chairperson of the Academic Senate Steering Committee to Prof. Jacobs (see attached) each member of the Committee will visit the Student Union Building to determine how space is being utilized by the student body at large, the SGA officers and the administrative staff of the college. The findings will be presented at the next meeting. Committee members were advised to go individually and on different days and times.**

The next meeting of the Committee will be on Wednesday, November 5, from 1pm-3pm. The location will be e-mailed to all Committee members and guests.

The meeting was adjourned at 2:30 p.m.

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

**Attachment B**

**Minutes of Meeting**  
**November 5, 2003, 1– 3pm, Humanities Building room 345**  
**Committee on College Environment, Bookstore & Food Service**  
**Queensborough Community College**

**Present:**

Vice President Diane Call	Representative for Administration and Vice President for Finance and Administration
Prof. Norton Reid (MT)	Representative for the Academic Senate
Dr. Martin Jacobs (Student Affairs)	Chairperson, College Environment Committee
Prof. Joseph Goldenberg (MT)	Member, College Environment Committee
Dr. Deleri Springer (SS)	Member, College Environment Committee
Dr. Maryam Vulis (MA)	Member, College Environment Committee
Prof. Marilyn Katz (BU)	Member, College Environment Committee
Ms. Luna Ramirez	Student representative, College Environment Committee
Mr. Michael Urbano	Student representative, College Environment Committee
Ms. Yelena Shvartzblat	Director of Academic Advisement
Mr. Luis Alicia	President, Student Government Association
Mr. Jorge Fanjul	Exec Vice President, Student Government Association
Mr. Ivan Guerrero	Treasurer, Student Government Association

**The meeting began at 1:10 p.m.**

The purpose of the meeting was to gather information directly from the Queensborough Student Government Association (SGA) representatives and from the Academic Advisement Center so that the conflicts described in a letter to President Marti from the Executive Board of the Queensborough Student Association, dated October 2, 2003 (see attached) can be fairly and equitably resolved. President Marti asked that the Committee's recommendation be submitted by December 1, 2003.

**Representatives of the SGA made the following statements:**

- SGA recognizes the importance of the Academic Advisement Center.
- Proposed placement of the Academic Advisement Center in the lower level of the Student Union building will take space away from students.
- SGA feels that other utilization of that space must be approved by the SGA.
- The lower level of the Student Union building is the only student space on campus
  - The cafeteria cannot be considered as suitable student space.
  - The upper level of the Student Union building is often closed to students. It cannot be depended upon as a student lounge.
- SGA offices are in use a minimum of 14 hours per week, per SGA officer.

- Currently there are 9 SGA officers plus 1 open position.
- Other areas in the lower level of the Student Union building are used for events (announced and unannounced).
- Students need an area for recreational activities.
- New SGA has plans to develop this area for students. They were elected based on these plans and it would be unfair to the students that elected them.
- Once the Bistro is relocated, that area will not be made available to the students again.
- Petitions are currently being circulated around campus in support of the SGA's position.
- Other CUNY student governments are in support of the SGA and are ready and willing to hold a rally on campus, but the SGA did not allow that to happen.
- Students like the current arrangement of the proximity of the Offices of Financial Aid and Academic Advisement.

**Yelena Shvartzblat, Director of Academic Advisement stated the following:**

- Approximately 800-1000 students per week visit the Academic Advisement Center during peak periods in January, August, November and December.
- Approximately 600 students per week visit the Academic Advisement Center during medium-volume periods in April and May.
- Approximately 250-300 students per week visit the Academic Advisement Center during low-volume periods in February, March, June, July, September and October.
- Staff of the Academic Advisement Center will consist of 12 full-time employees who will occupy the space approximately 40 hours per week, as well as 7 part-time workers who will occupy the space approximately 20 hours per week.
- It has been documented that the process of academic advisement is a factor that is critical to student retention. About one half of the student body (10,500) have less than 15 credits (due to remedial courses), and are considered lower freshman, and are at the highest risk for leaving QCC before graduating.
- The actual location of the Academic Advisement Center is unimportant. (Although it would be preferable to be located near the offices of Testing and Financial Aid.) What is most important is that the Center be able to provide the needed services for the students.
- See attached memos regarding Academic Advisement Center Space Needs and Preliminary Proposal for additional details.

**Committee members observed the following after visiting the Student Union lower level during various times during the past week:**

- Five students were praying in the dedicated meeting room due to the holiday of Ramadan.
- Varying numbers of students, from a maximum of nine to a minimum of zero students were observed in the main open area.
- The basement of the library was also observed and no one was there.

**Over the years, the location and size of space that is dedicated to student use has changed. It has previously been housed in part of the building where child care is currently located, as well as in the ISSC building. The SGA must be flexible based on the needs of QCC as a whole. Some alternative locations for the student space were suggested:**

- Shadow Box Theatre. Dean Call stated that this area is currently occupied by classrooms and the Queens INTAC for the NYC Police Academy.
- Quiet Zone in the Library Building.
- The area in the Library Building where the Accounting and Purchasing offices are currently located. There would be no area there available for Academic Advisement workshops. (Where would Accounting and Purchasing be relocated?)

**General Space Issues:**

- Dean Call stated that we need to think in terms of multi-purpose space and re-purposing space. See her memo (attached) for specific details regarding space needs of QCC as a whole.
- Both students and faculty must schedule floating space in advance with Room Reservations for upcoming meetings and events.
- Everyone must adjust to the space constraints of the campus.

**In order to arrive at a compromise that will best meet the needs of the Administration, Faculty and Students, the following was discussed:**

- The Committee needs to know what SGA needs to function as a student government.
- SGA should create a list of their specific space requirements and meet with Dean Call so she can incorporate their space needs with the existing needs she has compiled for QCC.
- SGA should come up with specific proposals and present them to the Committee.
- The Committee will make a recommendation, the Academic Senate will vote on it, and President Marti will make the final decision.

The next meeting of the Committee will be on Wednesday, November 19, from 1pm-3pm in room H-345.

The meeting was adjourned at 2:30 p.m.

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

## Attachment C

### Queensborough Community College The City University of New York Preliminary Proposal for the Advisement Center

#### **GOAL:**

To create an Advisement Center which will be the vehicle to for a mandatory and personalized academic advisement program for all Queensborough students. The advisement process will embody the critical connection of academic advisement as it pertains to student success, goal attainment and student satisfaction. Research continues to show that these factors create another favorable outcome: improved retention.

#### **OVERVIEW:**

This academic advising program will facilitate student development of meaningful educational plans that are compatible with their life goals. The “developmental” approach leads to the creation of an individual plan for student success. Based on an ongoing relationship between student and advisor, and accompanied by a series of workshops and web-based discovery tools, students gain greater awareness of their own values, personal characteristics, and needs. It is this self-knowledge that drives student satisfaction and the achievement of collegiate goals, whether those include transfer to a four-year college or entry into the workforce.

Public, urban community colleges face realities that challenge their ability to focus on this “developmental” model. Students are often under-prepared academically and lack the skills, the knowledge, even the role models that lead them to making informed decisions about their futures. Further, large numbers of new and continuing students register within a condensed timeframe preceding the start of a semester. (More than 3000 students are advised during the month of August alone.) Advisors, dealing with thousands of students and limited class availability, must often focus on the “what” and “when” of course selection, rather than the “why” or the reason, the outcome of a specific set of classes.

This proposal recognizes enrollment realities, yet the core of the proposed Center and advisor activity will be “developmental advisement.” The proposed model represents a “shared” approach to academic advisement, and incorporates through the centralized Advisement Center many resources already available to students, including career services, counseling, tutoring and academic support services.

Queensborough Community College, via the CUNY Investment Plan, is committed to the delivery of “developmental” academic advisement to its students. Although the ultimate responsibility for making educational plans and career goals belongs to each student, ongoing and personalized academic advisement – conducted in partnership with faculty and student support services – that provides students with the understanding and tools needed to make decisions that create individual success.

#### **MAP (My Academic Plan) TO STUDENT SUCCESS:**

The creation of an individual academic plan (MAP) for every Queensborough degree student is the core of the proposed center and will be MANDATORY for all incoming degree students, beginning in Spring 2004.

With the assistance of an academic advisor or counselor from the Department of Student Affairs, students will create a personalized Academic Plan (MAP) that will identify their individual educational plans and goals. Every effort will be made to develop this plan (MAP) prior to the start of the student’s first semester of attendance. However, those students who are only advised for registration purposes during the “crunch” time – those periods immediately preceding the start of each semester – will be required to meet with an advisor PRIOR to registration for the following semester. This requirement will ensure adequate time for the establishment of each plan (MAP).

In order to ensure communication for the ongoing development of students’ MAPs, a web-based “share system” will be incorporated. This system, expected to cost approximately \$2500 to \$3000 per month,

allows communication among each student and his/her advisor and among advisors and counselors. It is this web-based personal file that makes the attainment of MAP more of a reality.

During the first year, as part of the developmental process, students will review, clarify, test and hone their educational goals. Advisor guidance will direct them to the resources that can most benefit them. By the end of the first year, students with “declared” programs of study, will be assigned to a faculty member in the appropriate department who will serve as the student’s academic advisor throughout the stay at Queensborough, or until the student changes curriculum.

Those students who still remain undecided liberal arts majors at the end of their first year will remain assigned to one of the advisors within the Advisement Center.

The proposed Advisement Center calls for the hiring of an additional seven advisors and an Assistant Director of Advisement. These advisors will work in tandem with departments to ensure an easy and ongoing transition following the first year experience.

The College has in place an Academic Alert System in which faculty identify those students who may be in academic difficulty. The Advisement Center will become a key resource of referral for those students so identified who are within their first or second semester of attendance.

The director and staff of the Advisement Center together with a Faculty Development Committee will provide substantive and ongoing faculty training, development, including updates in curriculum or policy changes in the College or the University.

**OBJECTIVES:**

The Advisement Center, slated to be operational for entering Spring 2004 students, is intended to accomplish these objectives:

- Provide a more personalized advisement experience to new students
- Emphasize the need and importance of ongoing advisement to a student’s collegiate career
- Clarify career and life goals as part of the advisement process
- Connect students to the key instructional support resources available
- Ensure student understanding of institutional and program-specific requirements
- Include student in an ongoing evaluation of goal attainment
- Encourage self-advocacy and self-direction
- Provide links to appropriate academic departments for program-specific advisement, mentoring, and career goals
- Introduces students to the College’s transfer articulation agreements, and numerous transfer opportunities
- Promotes the advantages of degree attainment at Queensborough to students

**The Role of the Advisement Center at Queensborough:**

It is important that the Center provide a welcoming environment, complete with resources related to goal-setting and opportunity research. Therefore, the proposed center needs to include:

- Comfortable seating area outside of advisors’ offices
- Computers specifically for student use: with programs such as SIGI and DISCOVER, TIPPS and online college catalogs, etc. (Ideally six, with the additional availability of the Cyber-Café)
- Literature display areas with current materials
- Easy access to open space for workshops and information sessions (to be conducted WEEKLY)
- Table and refreshment area: ongoing coffee and tea, cookies, especially at peak times

The Center will become the “hub” for student development activities. Space will be allocated for ongoing workshops regularly conducted by staff and offices within Academic and Student Affairs. Ongoing weekly events will also be established on such topics as “Study Skills” and “Transfer Planning.”

Although space is currently limited in the Student Union, the projected Center will need to “grow.” The “ideal” center would include additional office space, more room for student computer-exploration, and ensured access to an open meeting area. All advisors should have a presence (an office) there. Although departmental advisors will be needed at peak advisement times within their departments, they need to be identified with the Advisement Center. This cannot happen if they are “isolated” at all times. With a strong presence of advisors, the Center will be able to expand hours of operation to an eventual ideal of Monday through Thursday 8am to 8pm and Fridays from 8am to 5pm with possibilities of Weekend hours. Further, although not in the near future, the Advisement Center should be located within easy access to other related service areas, such as Tutoring, Financial Aid, Career Services, Registrar, Counseling, etc.

The current space needs call for offices or work areas for the Director, Assistant Director, three academic advisors, the SAFE Coordinator, one full-time secretary, three CUNYCAP students, and two college assistants,

#### **Recommendation for distribution of advisement staff:**

Based on enrollment and advisement needs, the following placements are recommended:

Business	Two
Nursing (Includes NP2s)	One
Biology/Pre-Professional programs	One
ET/CT/MT/DD/Pre-Engineering	One
To be determined	One

The seventh advisor can become the “transfer articulation” liaison, in addition to other general advisement activities. This is a critical role IF the Center is to provide a comprehensive approach to transfer opportunities.

#### **Short-term Plan for the Advisement Center (Fall 2003 – Spring 2004)**

- Hire and train seven full-time academic advisors and conduct weekly staff development, including development of effective interviewing skills/techniques, role playing, case studies
- Create individual academic plan for all new incoming freshmen for Spring 2004 (850 to 900)
- Create individual academic plan for “early” Transfer students for Spring 2004 (250)
- Outreach during Spring 2004 semester to “late” enrolled Transfer students and create their individual academic plan for this group (200 to 250)
- Create individual academic plan for all incoming “readmitted” students (500)
- Conduct outreach, if possible, to incoming non-degree students identified as pursuing the 24-credit H.S. diploma; create individual academic plan (50)
- Host workshops for students on advisement and transfer options, in coordination with other offices of Student Affairs and Academic Departments
- Host visits from CUNY, SUNY and independent colleges
- Develop an information brochure on current articulation agreements (for later inclusion in online catalog) and post on the College website
- Conduct academic advisement “refreshers” for all academic departments
- Conduct training sessions for all new faculty (minimum of five for Fall 2003 semester)
- Develop a marketing plan for the Center: include use of email, student news, web announcements, posters, etc.

**Next Step in Development of Advisement Center**

In order to monitor student activity, and track compliance with advisor referrals, as defined by the IAP, the establishment of an ACCESS database would be pursued. The creation and design of this database is dependent on two components: the hiring of a secretary to the Advisement Center, as outlined in the Investment Plan, and the ability of the College's IT department to provide data necessary to the database.

Ideally, this database would be developed during the Spring 2004 semester and would begin operation with the incoming students for Fall 2004.

Yelena Shvartsblat & Susan Curtis  
September 1, 2003

## **Attachment D**

### **Advisement Center Space Needs**

#### **Staff**

Director

Assistant Director (expected to be hired by January 2004)

2 full-time advisors assigned to the Center

7 full-time advisors assigned to the Center with presence in academic departments (expected to be hired by January 2004)

1 SAFE Coordinator to be located in the Center

2 Full-time CUNY Office Assistants

3 CUNYCAP to be located in the Center (possibly expand number of CUNYCAPs to 5)

2 College Assistants

2 College Assistants as part of the SAFE Program

#### **Space needs**

Offices for:

- Director and Assistant Director
- 2 full-time advisors allocated to Center
- SAFE Coordinator
- 7 full-time advisors working with academic departments

Cubicles/desks for:

- 3 CUNYCAPs (work 20 hr/wk)
- 2 College Assistants (work 15-20 hr/wk)
- 2 College Assistants/SAFE (work 15-20 hr/wk)

Two Secretary/Reception stations

Waiting Area to provide a welcome atmosphere where students can explore literature and computerized information while waiting for advisement or doing research regarding career/curriculum/transfer options

Pending the assignment of space, the Center would be organized to provide self-work space for students interested in researching transfer opportunities and using on-line advisement/registration systems. A waiting area with couches and information stands will complete the warm and student friendly ambiance of the Center.

With a strong presence of advisors, the Center will be able to expand hours of operation to an eventual ideal of Monday through Thursday 8am to 8pm and Fridays from 8am to 5pm with possibilities of Weekend hours. The Advisement Center should be located within easy access to other related service areas, such as Tutoring, Financial Aid, Career Services, Registrar, Counseling, etc.

The Center should be located near a large space that would allow for organized delivery of workshops and information sessions to both students and faculty/staff as well as house weekly visits by college representatives.

#### **Flow of Students**

Currently the Office of Academic Advisement sees approximately the following number of students:

January - 3000-4000 students are seen in the SUL during "CRUNCH" time

February-March – 1000 student contacts are recorded

April-May – 2500 student contacts are recorded

June-July – FROSH, transfer student, re-admitted student and continuing students are seen: 1500 student contacts

August – 3500-4400 student contacts are recorded in the SUL during "CRUNCH" time

September-October – 1200 student contacts are recorded

November-December – 3000 student contacts are recorded through current student and new student advisement (FROSH, transfer, re-admit, etc...)

The average time a student waits for advisement during the “off-peak” times is approximately 2-3 minutes. This time can increase to up to 15-20 minutes during “CRUNCH” time and during the Academic Advisement Periods (late March-mid May & late October-mid December). Waiting time depends on the number of advisors available and if the students come in “all at once” or “straggle in”. The need for a spacious, welcoming waiting area is not only geared at providing less crowded space in which to wait, but to give students a feeling of belonging and encourage them to explore resources available before they seen an advisor.

With the intended shift to a more developmental approach to advisement, the Center will need to create an atmosphere where students feel welcome. Students will be encouraged to come the Center not only to receive the “what courses do I need to take” type of advisement but during off-times when they will have the time to explore opportunities and just “drop by to say hi” to their advisors.

### **Other Activities**

The Center will host at least two workshops a week geared to various student needs and interests including: transfer information sessions, study skills workshops, time management workshops etc. In addition, the Center expects to have representatives from senior colleges at least twice a week. The Center will also offer on going information sessions for faculty and staff regarding advisement and student development issues. Access to a large space near the Center is critical for this part of the Center’s function.

Prepared by Yelena Shvartsblat  
November 4, 2003

## Attachment E

### Minutes of Meeting November 19, 2003, 12– 2pm, Humanities Building room 345 Committee on College Environment, Bookstore & Food Service Queensborough Community College

#### Present:

Vice President Diane Call	Representative for Administration and Vice President for Finance and Administration
Prof. Norton Reid (MT)	Representative for the Academic Senate
Dr. Martin Jacobs (Student Affairs)	Chairperson, College Environment Committee
Prof. Joseph Goldenberg (MT)	Member, College Environment Committee
Dr. Deleri Springer (SS)	Member, College Environment Committee
Dr. Maryam Vulis (MA)	Member, College Environment Committee
Prof. Marilyn Katz (BU)	Member, College Environment Committee
Ms. Luna Ramirez	Student representative, College Environment Committee

#### The meeting began at 12:00 p.m.

The purpose of the meeting was to evaluate space on campus to determine availability in order to find a location for the Academic Advisement Center. This is being done so that the conflicts described in a letter to President Marti from the Executive Board of the Queensborough Student Association, dated October 2, 2003 (see attached) can be fairly and equitably resolved. President Marti has extended the December 1, 2003 deadline for the Committee's recommendation so that we may explore this issue further.

**Vice President Diane Call presented the Committee with five space proposals (plans and details to be attached at a later date), which are summarized as follows:**

#### **1. Proposal A**

- Relocate Purchasing and Accounting Offices from L434 to L118 (library quiet area)
- Create Academic Advisement Center in L434
- Move New Student Affairs Faculty to L419
- Create student conversation lounge and quiet study area in Student Union Lower Level

#### **2. Proposal B**

- Relocate Financial Aid from L410 to Student Union Lower Level
- Student Government Offices in Student Union Lower Level will now be shared with Student Activities Offices
- Create Academic Advisement Center in L410
- Create Academic Advisement Workshop Area in L409
- Move New Student Affairs Faculty to L409

**3. Proposal C**

- Relocate Purchasing and Accounting Offices from L434 to Student Union Lower Level
- Relocate QSA Association from L444 to Student Union Lower Level
- Relocate Student Government Offices from Student Union Lower Level to L410
- Create Academic Advisement Center in Student Union Lower Level
- Move New Student Affairs Faculty to L419

**4. Proposal D**

- Create Academic Advisement Center in Student Union Lower Level
- Student Government Offices in Student Union Lower Level will now be shared with Student Activities Offices

**5. Proposal E**

- Create Academic Advisement Center in L118 (library quiet area)
- Retain L430 for workshops, SAFE and CUNY CAPs
- Move New Student Affairs Faculty to L419

**In order to evaluate these proposals, the Committee toured the following spaces on campus:**

- Library 1st floor
- Library 4th floor
- All 3 floors in the Student Union

Committee members were asked for their comments and recommendations regarding the above proposals to be presented at the next meeting.

The next meeting of the Committee will be on Wednesday, December 3, from 12pm-2pm in room H-345.

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

## **Attachment F**

### **Interim Space Proposal**

#### **Objective**

To provide immediate temporary space for:

- Seven Academic Advisors\*
- Assistant Director of Advisement

\*It is no longer planned to locate academic advisors in academic departments

#### **Proposed**

- Move Port of Entry Office from L440 to S108
- Move QCC Association to SULL or S108
- Relocate testing reception area and staff from L430 to L440 or L4444
- Provide academic advisement services for new SP04 students in Student Union, Main Level and Lower Level. (January 2004)
- Locate desks for seven academic advisors, SAFE Coordinator and CUNYCAPs in L430
- Locate new Student Affairs faculty in L444 or 440

#### **To Be Determined**

- Academic Advisement Center (offices, reception area, workshop space, counselors)
- Offices for two Student Affairs faculty

#### **Suggestions**

- Evaluate Student Union Lower Level, Financial Aid Office, Library, first floor quiet area
- Survey students on Student Union Lower Level use and facilities utilization (activities/patterns/preferences)

**Proposal A (Interim Space Proposal)**

	<b><u>From</u></b>	<b><u>To</u></b>
▪ Purchasing and Accounting Offices from -	L434	L118 (quiet area)
▪ Academic Advisement Center Director Assistant Director Advisors (7) Assistant to Director Secretary		L434
▪ New Student Affairs Faculty (2)		L419
▪ Student Union Lower Level Create student conversation lounge Dedicate large conference area to quiet study area (add doors to		enclose)

**Advantages**

- Provides integrated services in Library, fourth floor (one-stop shopping)

Note: Retain L430 for orientation workshop space/SAFE and CUNY CAPs

**Proposal B (Interim Space Proposal)**

	<b><u>From</u></b>	<b><u>To</u></b>
▪ Financial Aid*	L410	SULL
▪ Student Government	SULL	(Share with Student Activities)
▪ Create Academic Advisement Center		L410
▪ Academic Advisement Workshop Area		L409
▪ New Student Affairs Faculty (2)		L419

\*Reception and intake screening in Student Union Lower Level corner conference room (Note: On-line center remains in L420A)

Note: Brings traffic to Student Union Lower Level (FA vital for many students)

Concern: Breaks up integrated services

**Proposal C (Interim Space Proposal)**

	<b><u>From</u></b>	<b><u>To</u></b>
▪ Purchasing	L434	SULL
▪ Accounting	L434	SULL
▪ QSA Association	L444	SULL
▪ Student Government	SULL	L410
▪ Academic Advisement Center*		L434
▪ New Student Services Faculty (2)		L419

Note: Financial Aid reduced by 1-2 offices

\*Retain L430 for Workshop, SAFE Coordinator, and CUNYCAPs

Student Government and Student Activities leave the Student Union Building.

**Proposal D (Interim Space Proposal)**

	<b><u>From</u></b>	<b><u>TO</u></b>
▪ Academic Advisement Center*		SULL
▪ Student Government moves into Student Activities Director of Student Activities President, Executive Vice President/QSG and two rooms with three desks each		SULL

\*Create work spaces for seven advisors inside corner conference room

Concern: Separate from other student services; noise levels; HVAC in corner conference room and seven advisors would be in a general work space inside the corner conference room

**Proposal E (Interim Space Proposal)**

- Establish Academic Advisement Center  
12 professional staff and one secretary
  
- Retain L430 for workshops, SAFE and CUNYCAPs
  
- New Student Affairs Faculty (2)  
Director  
Assistant Director  
Assistant to the Director  
Advisors (9)  
Secretary

**From**

**To**

L-  
(quiet area)

L419

## Attachment G

### Minutes of Meeting December 3, 2003, 12- 2pm, Humanities Building room 345 Committee on College Environment, Bookstore & Food Service Queensborough Community College

#### Present:

Prof. Norton Reid (MT)	Representative for the Academic Senate
Dr. Martin Jacobs (Student Affairs)	Chairperson, College Environment Committee
Prof. Joseph Goldenberg (MT)	Member, College Environment Committee
Dr. Deleri Springer (SS)	Member, College Environment Committee
Dr. Maryam Vulis (MA)	Member, College Environment Committee
Prof. Marilyn Katz (BU)	Member, College Environment Committee
Ms. Luna Ramirez	Student representative, Coll. Environment Committee

#### The meeting began at 12:00 p.m.

The purpose of the meeting was to evaluate the five proposals that Vice President Diane Call had presented to the Committee at the previous meeting, in order to determine a suitable location for the Academic Advisement Center. This is an ongoing process that originated with issues raised in a letter to President Marti from the Executive Board of the Queensborough Student Association, dated October 2, 2003 (see attached). The Committee requested, and President Marti granted, a request for an extension of the December 1 deadline so that it could study Vice President Call's proposals

#### **The decisions which have been made are based on the Academic Senate Bylaw charges of the Committee, which are as follows:**

- Bylaw Section 14a: "Formulate and recommend to the Academic Senate policies and practices pertaining to the College environment in matters of ....allocation of facilities."
- Bylaw Section 14b: "Receive all pertinent information and requests for change in the allocation and use of all space and facilities."

#### **With respect to the first charge, adoption of Proposal A (summarized below) was recommended by the Committee.**

##### Proposal A

- Relocate Purchasing and Accounting Offices from L434 to L118 (library quiet area)
- Create Academic Advisement Center in L434
- Move New Student Affairs Faculty to L419
- Create student conversation lounge and quiet study area in Student Union Lower Level

#### **Based on the principle of "highest and best use", Proposal A was selected for the following reasons:**

- The Academic Advisement Center will be located near related essential student services, such as Financial Aid, Counseling and Testing, etc. giving QCC students the benefit of an integrated student services environment.

- It is the least disruptive to the fewest number of people
- The Student Government Association can remain in their present location.
- If additional quiet space is necessary, some of the library quiet space (L119) that will be now be used by the Purchasing and Accounting offices can be re-assigned in the available areas in the Lower Level of the Student Union Building

**In the event that Proposal A is not considered suitable by the administration, Proposal C (summarized below) was recommended by the Committee as the next most desirable.**

Proposal C

- Relocate Purchasing and Accounting Offices from L434 to Student Union Lower Level
- Relocate QSA Association from L444 to Student Union Lower Level
- Relocate Student Government Offices from Student Union Lower Level to L410
- Create Academic Advisement Center in L434
- Move New Student Affairs Faculty to L419

**We make the above recommendation with the stipulation that as the needs of the College change, re-evaluation of the space allocation be done, and that any present space allocation recommendations are subject to change in the future.**

**With respect to the second charge that the Committee evaluate all requests for future space allocation, the Committee will submit a proposal to the Bylaws Committee to reformulate the charges of the Committee on College Environment Bookstore and Food Services for the following reasons:**

- Satisfactory fulfillment of these charges requires an in-depth knowledge of engineering, e.g. accessibility, ventilation, fire, plumbing, etc. which can only be accomplished by a permanent professional.
- Even if, with time, the accrual of such knowledge by the Committee members were possible, the fact that they will be replaced by new members within a relatively short period of time, makes the considerable effort to master this information wasteful.

**The meeting was adjourned at 2:00 p.m.**

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

**Attachment H**

**Minutes of Meeting  
COMMITTEE ON COLLEGE ENVIRONMENT, BOOKSTORE &  
FOOD SERVICE**

**December 10, 2003, 12- 2pm  
Administration Building, President's Conference room**

**Present:**

Dr. Eduardo Marti	President
Dr. Diane Call	Vice President, Finance and Administration
David Millnitz	Campus Facility Officer
Prof. Norton Reid (MT)	Representative for the Academic Senate
Dr. Martin Jacobs (Student Affairs)	Chairperson, College Environment Committee
Dr. Deleri Springer (SS)	Member, College Environment Committee
Prof. Marilyn Katz (BU)	Member, College Environment Committee

**The meeting began at 12:00 p.m.**

The purpose of the meeting was to present the Committee's recommendations for the location of the Academic Advisement Center to President Marti. This has been an ongoing process that originated with issues raised in a letter to President Marti from the Executive Board of the Queensborough Student Association, dated October 2, 2003.

**President Marti reviewed his expectations of the Committee, which are as follows:**

- Specifically, the Committee is to recommend an alternative location (other than the originally proposed Lower Level of the Student Union Building) for the Academic Advisement Center. President Marti will accept, reject or modify that recommendation and then present it to the Academic Senate.

The proposal that was selected by the Committee was discussed and includes the following:

- Relocate Purchasing and Accounting Offices from L434 to L118 (library quiet area)
- Create Academic Advisement Center in L434
- Move New Student Affairs Faculty to L419
- Create student conversation lounge and quiet study area in Student Union Lower Level
- Generally, the Committee is to make recommendations to the Strategic Plan on future campus space allocations including placement of major campus offices e.g. CETL, Admissions, Registration, etc.

- At the beginning of each academic year, the Administration will provide a list of proposals regarding space allocation. The Committee will evaluate these proposals within the scope of the activities on campus and make its recommendations. President Marti can veto these recommendations as indicated in the Bylaws.
- Dr. Marty Jacobs, Committee Chairman, expressed the Committee's belief that its current charges as stated in the Bylaws are not realistic. Committee members simply do not have the data or expertise to appreciate all of the Administration, faculty and student needs, as well as present and potential architectural/ engineering considerations; however, if provided with appropriate information, it may be possible for the Committee to offer some guidance on a case by case basis.
- Vice President Diane Call was thanked for submitting several proposals for the location of the Academic Advisement Center. It was noted that before receiving Vice President Call's proposals, the Committee was unable to move forward.

**Additional issues regarding the proposed placement of the Academic Advisement Center were discussed and include:**

- Integration of Student Services is essential.
- As there are other offices in the proposed area that can be relocated if necessary (e.g. the Purchasing Department which does not need to be integrated with Student Services), future expansion of the Academic Advisement Center is possible

**President Marti discussed future plans for the Student Union Building and noted the following issues and plans:**

- Students do not have claim to the Student Union Building, even though its name includes the word "Student".
- A " Subway" and/or "Wendy's" fast food restaurant could be located in the lower level of the Student Union Building where the Bistro is currently situated
- Pinball machines could be moved from the Main Level of the Student Union Building to the Lower Level.
- The Cyber Café could be moved from the Main Level of the Student Union Building to the Lower Level.
- The Lower Level of the Student Union Building could be a campus recreation center.
- The above changes would enable the Main Level of the Student Union Building to be available for other purposes, e.g. as a temporary testing area for the QCC Placement tests (using portable laptops to administer the tests).

- A Handicapped elevator would need to be installed to access the Upper Level of the Student Union Building.

**David Millnitz, Campus Facility Officer, stated his goals:**

- ADA compliance;
- Addressing accessibility problems that a hilly campus presents;
- Improving the functionality of various campus areas.

**Additional questions and issues surrounding the relocation of the Academic Advisement Center were discussed and include:**

- Given the expected large increase in the number of students going to the 4<sup>th</sup> floor of the Library building
  - should the elevator in the Library Building be keyed to offset probable student use ?
  - Will additional egress be needed due to the increased volume ?.
- Compliance guidelines will need to be reviewed considering the additional people anticipated in the Library Building
- The number of students in the Quiet area of the Library was noted to be much higher than usual, most likely due to upcoming final exams.
- Needs of the Quiet area have changed due to the emergence of Learning Communities.
- Can the old Listening booths in the Library or empty classrooms be designated as Quiet Space?

**President Marti will meet with the Steering Committee of the Academic Senate so that a final decision can be made regarding the location of the Academic Advisement Center. Plans will then be developed to move affected offices and begin necessary construction.**

**Regarding the future charges of the Committee, President Marti stated the following:**

- An independent panel will conduct focus groups to determine the needs of the QCC community. This Committee, in conjunction with David Millnitz, will review the panel's data.
- By the beginning of the Spring semester, President Marti will present a proposal to re-evaluate the charges of this Committee

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

## Attachment I

### Minutes of Meeting

April 21, 2004, 12- 2pm  
Library Building, Dr. Martin Jacobs' office

### Committee on College Environment, Bookstore & Food Service

Queensborough Community College

#### Present:

<b>Prof. Debbie Royce-Fitzgerald, Chairperson of the Academic Senate Steering Committee</b>	
<b>Prof. Norton Reid (MT)</b>	<b>Representative for the Academic Senate</b>
<b>Dr. Martin Jacobs (Student Affairs)</b>	<b>Chairperson, College Environment Committee</b>
<b>Dr. Deleri Springer (SS)</b>	<b>Member, College Environment Committee</b>
<b>Prof. Joseph Goldenberg (MT)</b>	<b>Member, College Environment Committee</b>
<b>Prof. Marilyn Katz (BU)</b>	<b>Member, College Environment Committee</b>

#### The meeting began at 12:00 p.m.

The purpose of the meeting was to review the old Faculty survey and to discuss suggestions for improvement.

Review of Old Faculty survey:

1. Question as to the necessity of male/female. What value does it bring to the survey?
2. Length of employment is important
3. Add a question regarding tenure. (It should include items such as: I am tenured, CCE, non-CCE, etc.)
4. Also include rank and status to each position, or separate question as to tenure, track and position. How does an adjunct respond? What category do we use? Or "if full time, go to question..."
5. Question #5d: Should include "weekend college" day or evening faculty status (check all that apply)

Regarding questions of facilities:

1. No reason for questions 58 & 59 to be separate. How do we identify how we rate each facility in each different building? Should be able to indicate two places where you teach, since facilities may be vastly different in different buildings.
2. There are diverse feelings about different bathroom facilities in each building. They are dramatically different.

Prof. Debbie Royce-Fitzgerald emphasized the importance of faculty input regarding campus facilities and made the following statements:

- o Faculty survey is very important.
- o Evaluating campus facilities is a big job; the Committee should not have to function by itself. We have a lot of influence in the process and procedures as to how they are allocated, and we can get assistance from the Administration.
- o Facilities usage is an issue that is university-wide. Our committee has the power to make recommendations as to how facilities are used. Faculty at other colleges do not have this power. Our faculty has to be involved and protect its say in how space is allocated.
- o How do departments make recommendations? How are facilities allocated? As new situations come up, they cannot be handled on an ad hoc basis, hence there needs to be a general policy and list of rules.
- o There are many needs in the school with 12,000 students and a limited amount of space. What percentage of space should be allocated to classrooms, offices, student recreation?

- We need to develop a policy regarding space allocation. A liaison from the Administration should always be involved in these discussions.
- Once the Committee policies are put forward, then they can be introduced to the Academic Senate.
- The Strategic plan for 2004-2005 expects the input of the Committee regarding utilization of space. The Committee can form a subcommittee to manage that task.

We will need cooperation for our task. The Committee will ask Diane Call as to who can be included to participate in this subcommittee.

Every May, all the chairs meet to discuss the issues with the administration. Rights and responsibilities of the faculty must be protected.

Policy and practices related to space allocation and use of all space need to be developed. The bylaws give our committee enormous authority to carry out our responsibility. We need to determine which of the facilities questions are important to make policy recommendation. As a starting point, we should focus on the facilities questions in the Faculty Survey. We can add our committee's suggestions, or possibly create a separate facilities questionnaire.

When completed, the new survey will be distributed on campus. Our input is needed by the end of the semester so that Debbie can work on it during the summer.

For additional information, we can refer to the Facilities Master Plan, which is available at Dr. Call's office. Blueprints are available at the Buildings and Grounds office.

Office, classroom and parking facilities on campus should be the focus for our committee. We will work with Diane Call's office. We should also take advantage of Prof. Pecorino's encyclopedic knowledge of the campus. He takes the bylaws seriously and advances faculty positions. Debbie represents the committees work.

The Questionnaire should represent the entire campus. We should make the questions as broad-based as possible. The Academic Senate, Administration and faculty support this process.

Five years ago, a Self-Study was conducted and the members of the Environment Committee submitted their findings at that time. The Periodic Review did not identify all the details because the committee members were too new. In 3 years there will be another Self-Study. Our Committee will need much more help to write the report this time. As new Committee members are added, the Committee will continue to need support in this task.

Committee members were also asked to prepare and submit additional questions for the next meeting.

Other environmental problems should be reported to Diane Call. These include:

- Space in the cafeteria on the exit lines near the cashier are blocked off. There is a danger of hot coffee being spilled when one student knocks against the other in the narrow aisles.
- Maintenance people park at 7 am at the ET building all day, faculty must therefore park far away.

The next meeting is scheduled for May 7, 2004 at 1 pm, when committee elections will take place.

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

## Attachment J

### Minutes of Meeting

May 7, 2004, 1 - 2pm

Library Building, Dr. Martin Jacobs' office

### Committee on College Environment, Bookstore & Food Service

Queensborough Community College

#### Present:

<b>Dr. Martin Jacobs (Student Affairs)</b>	<b>Chairperson, College Environment Committee</b>
<b>Dr. Deleri Springer (SS)</b>	<b>Member, College Environment Committee</b>
<b>Dr. Maryam Vulis (MA)</b>	<b>Member, College Environment Committee</b>
<b>Prof. Marilyn Katz (BU)</b>	<b>Member, College Environment Committee</b>

#### The meeting began at 1:00 p.m.

The purpose of the meeting was to conduct Committee elections. Prof. Maryam Vulis called in her vote by telephone as she was out of town on that day.

- o Dr. Martin Jacobs was reelected as Committee Chairperson.
- o Professor Marilyn Katz was elected as Recording Secretary.

In addition, Committee members submitted their revisions to the old Faculty Survey.

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,

*Marilyn Katz*

Computer Information Systems Lecturer, Business Department  
Member, College Committee on Environment, Bookstore & Food Service

**Attachment J**