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SUFFOLK COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING

AMMERMAN CAMPUS
ALUMNI ROOM, BROOKHAVEN GYMNASIUM
SELDEN, NEW YORK

Thursday, January 12, 2012

9:05 a.m.

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A P P E A R A N C E S:

BOARD MEMBERS:

- Dafny J. Irizarry - Chairman
- Dr. Shaun L. McKay - President
- Bryan Lilly
- Ernesto Mattace, Jr.
- Paul V. Pontieri, Jr.
- Anthony F. Mangual
- Theresa Sanders
- Saul R. Fenchel

ALSO PRESENT:

- Sandra O'Hara

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2 THE CHAIRWOMAN: We're going to
3 call the Board of Trustees meeting to
4 order.

5 We're all here so if we could
6 stand up for the pledge, please.

7 (Whereupon, the pledge was
8 recited.)

9 THE CHAIRWOMAN: At this point
10 I request a motion to go into
11 Executive Session to discuss
12 litigation and personnel matters.

13 MR. MATTACE: So moved.

14 MR. FENCHEL: Second.

15 THE CHAIRWOMAN: All in favor?

16 THE BOARD: (In unison) Aye.

17 THE CHAIRWOMAN: Opposed?

18 (No response given.)

19 THE CHAIRWOMAN: Absentia?

20 (No response given.)

21 THE CHAIRWOMAN: Motion
22 carries.

23 (Whereupon, Executive Session
24 commenced from 9:06 a.m. to 10:51
25 p.m.)

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2 THE CHAIRWOMAN: At this time I
3 would like to request a motion to
4 come out of Executive Session.

5 MS. SANDERS: Motion.

6 MR. MATTACE: Second.

7 THE CHAIRWOMAN: All in favor?

8 THE BOARD: (In unison) Aye.

9 THE CHAIRWOMAN: Opposed?

10 (No response given.)

11 THE CHAIRWOMAN: Absentia?

12 (No response given.)

13 THE CHAIRWOMAN: Motion

14 carries.

15 I request a motion to adjourn
16 the Board of Trustees meeting and
17 call the Board of Directors meeting
18 to order.

19 MR. MATTACE: So moved.

20 MR. MANGUAL: Second.

21 THE CHAIRWOMAN: All in favor?

22 THE BOARD: (In unison) Aye.

23 THE CHAIRWOMAN: Opposed?

24 (No response given.)

25 THE CHAIRWOMAN: Absentia?

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2 (No response given.)

3 THE CHAIRWOMAN: Motion
4 carries.

5 At this point I request a
6 motion for the approval of the
7 minutes of December 1st, 2011, Board
8 of Directors meeting.

9 MR. MATTACE: So moved.

10 MR. MANGUAL: Second.

11 THE CHAIRWOMAN: All in favor?

12 THE BOARD: (In unison) Aye.

13 THE CHAIRWOMAN: Opposed?

14 (No response given.)

15 THE CHAIRWOMAN: Absentia?

16 MS. SANDERS: Absentia because
17 I was not in attendance.

18 THE CHAIRWOMAN: Motion
19 carries.

20 I'd like to introduce AVP
21 Marvin Bright to introduce the
22 Association Financial Report.

23 MR. BRIGHT: Thank you. Good
24 morning, everyone.

25 THE CHAIRWOMAN: Good morning.

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2 MR. BRIGHT: I would like to
3 read to you the College Association
4 Finance Report as of December 23rd,
5 2011.

6 Keeping with the standard of
7 the report the past few board
8 meetings, again, if you see Column 1,
9 you will see the actual accounts that
10 I will be discussing. The first
11 three are the Campus Association
12 accounts. Moving into Column 2, you
13 will see the budget revenue for the
14 year, the 11/12-year. Column 3 will
15 reflect the actual revenue year to
16 date as of 12/13/11 received by the
17 Association from the college. If you
18 will compare columns 3 and 2 of the
19 Ammerman, East and Grant Association
20 Council, roughly you will see, give
21 or take, about 50 percent has been
22 received from the college. Column 4
23 is standard of the budget
24 expenditures. Column 5 illustrates
25 the actual money spent in the

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2 different activities, the different
3 campuses. And Column 6 illustrates
4 the profit margin that's remaining.

5 Looking at the kids' cottages,
6 the Ammerman Kids Cottage, Family
7 Campus Kids and the Suffolk Kids
8 Cottage. We're doing very well with
9 our child care centers. We've got an
10 increase from a SUNY subsidized grant
11 which will increase and we will be
12 able to provide more care for our
13 students. Our college athletics
14 programs are doing very well. And
15 going down to the bottom is the
16 Catering/Culinary Arts Program, this
17 is where we actually do the season's
18 trainings programs.

19 What you're seeing does not
20 reflect some of the revenue that was
21 actually posted as of the 23rd, that
22 revenue will be posted later.

23 Are there any questions
24 regarding the College Association
25 Report?

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2 DR. McKAY: I'd like to say
3 from the Members of the Board of
4 Trustees, this final report to the
5 Board, Mr. Bright has accepted a
6 Provost position at Tidewater
7 Community College and we want to
8 commend him for his services to the
9 college and wish him well in the
10 transition to his new position at the
11 college. We will miss you here but
12 certainly I know that they're going
13 to welcome you in Virginia and with
14 all our support to you and your
15 transition, we wish you well.

16 MR. BRIGHT: Thank you. I'd
17 like to say thank you for the
18 opportunity to serve on your
19 administration and thank you to all
20 of my colleagues for their
21 professionalism and support during
22 this time. Thank you all very much.

23 DR. McKAY: Thank you.

24 (Applause.)

25 THE CHAIRWOMAN: At this time I

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2 would like to request a motion to
3 adjourn the Board of Directors
4 meeting and call the Board of
5 Trustees meeting to order.

6 MR. MANGUAL: So moved.

7 MR. MATTACE: Second.

8 THE CHAIRWOMAN: All in favor?

9 THE BOARD: (In unison) Aye.

10 THE CHAIRWOMAN: Opposed?

11 (No response given.)

12 THE CHAIRWOMAN: Absentia?

13 (No response given.)

14 THE CHAIRWOMAN: Motion
15 carries.

16 I request a motion for the
17 approval of the minutes for the
18 December 1st, 2011, Board of Trustees
19 meeting with the correction
20 reflecting 2011.81, reflecting a
21 correction of the donation from a
22 donor that was not included in the
23 minutes. That was resolution number
24 2011.81.

25 MR. MANGUAL: So moved.

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2 MR. MATTACE: Second.

3 THE CHAIRWOMAN: All in favor?

4 THE BOARD: (In unison) Aye.

5 THE CHAIRWOMAN: Opposed?

6 (No response given.)

7 THE CHAIRWOMAN: Absentia?

8 (No response given.)

9 THE CHAIRWOMAN: Motion

10 carries.

11 I request a motion for the
12 approval of College Resolution Number
13 2012.01 to 2012.11.

14 MR. MATTACE: So moved.

15 MS. SANDERS: Second.

16 THE CHAIRWOMAN: All in favor?

17 THE BOARD: (In unison) Aye.

18 THE CHAIRWOMAN: Opposed?

19 (No response given.)

20 THE CHAIRWOMAN: Absentia?

21 (No response given.)

22 THE CHAIRWOMAN: Motion

23 carries.

24 At this point I'd like to
25 introduce Vice President James

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2 Amoroso to give the college financial
3 report.

4 MR. AMOROSO: Good morning.
5 We're in that time of year still
6 where we're dealing with 3 fiscal
7 years. Fiscal 2010/11, the most
8 previous fiscal year, we're
9 conducting the annual audit right
10 now. The auditors are still on
11 campus and right now we had our last
12 meeting yesterday, there's no
13 significant issues to discuss. We
14 expect the final report in April or
15 May.

16 Fiscal year 2011/12, the
17 current year. This monthly snapshot
18 right now we're showing a net
19 positive of \$84,000. It's a year in
20 reserve balance. That's made up of
21 \$3.1 million of net revenue short
22 falls and \$3.2 million of net
23 expenditure reductions. All of these
24 numbers, of course, are subject to
25 change every month based on

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2 enrollment figures, heat, light, that
3 kind of bills come in. As the
4 weather changes, we might show some
5 lesser or greater expenditures next
6 month.

7 2012/13, we're in the process
8 right now of conducting the budget
9 call. We're getting all of our
10 submissions in and we'll be starting
11 the annual hearings next week, the
12 17th. Right now we expect that the
13 BOT will be given a budget proposal
14 of approximately March/April and we
15 will be submitting it to the county
16 in April.

17 Any questions on any of the
18 fiscal years?

19 MR. MATTACE: I do have a
20 question on the monitors we talked
21 about, the computers.

22 MR. AMOROSO: There is a
23 resolution on that.

24 DR. McKAY: We'll address that
25 at a later point. We did some

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2 research on that and we have some
3 handouts for you and we'll discuss it
4 in depth. And then if it's
5 determined that a resolution is
6 required we'll move forward at that
7 time, then we will. So yes, we have
8 that.

9 Thank you.

10 MR. MATTACE: Thank you.

11 THE CHAIRWOMAN: At this point
12 I would to -- thank you, Vice
13 President Amoroso.

14 At this point I would like to
15 move to the Committee Reports.

16 The first committee, Academic
17 Affairs and Student Services. The
18 committee met last, January 4th and
19 we discussed several issues regarding
20 student enrollment, attention and
21 completion. We reviewed some
22 documents about developmental courses
23 and notice how our students, 60
24 percent of the student body that
25 comes in needs remediation. I also

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2 forwarded some documents to all the
3 Trustees on different matters about
4 how we are doing and about our
5 students. It's important we take a
6 look at those documents and we will
7 receive future updates on those
8 documents as well as presentations.

9 In addition, we discussed the
10 student mobility issue. The college
11 has been involved with the Student
12 Central and Educational Research
13 Center to develop and conduct a
14 survey of the transfer counsellors of
15 64 campuses to determine what the
16 overall patterns in the transfer
17 classes and in particular, what
18 courses are not being accepted and
19 our current students transferring to
20 the state campuses. It is important
21 to know there is an appeal processes
22 and it has an appeal process for when
23 student's courses are not
24 transferred. Hopefully the survey
25 will look into how students know

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2 about this appeal process, how this
3 is even advertised.

4 MR. MANGUAL: Can I state
5 something about the appeal process?
6 Sorry to interrupt. The appeal
7 process, of course, it lands on the
8 students' responsibility to submit
9 all evidence of the fact that the
10 classes they did take is similar to
11 the one they are trying to have done
12 at the time. So there are times
13 where the student doesn't really have
14 the ability. You have a 21-year-old
15 student who may have lost their
16 syllabus or something like that, may
17 find it difficult to get their
18 paperwork together sometimes. They
19 didn't, you know, fulfill that part
20 of the appeal.

21 THE CHAIRWOMAN: That's why
22 it's important to find out that
23 survey, how this guild process is an
24 advertised to the students, how well
25 informed the students are about the

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2 appeal process. We also noted that
3 Student Central is emphasizing that
4 the courses in the major is a
5 guarantee and not a campus control.
6 Again, how well do the students know
7 this, it's important to them.

8 DR. McKAY: Madam Chair, just
9 to let you know at the college, I
10 know governors and myself in a
11 meeting with Richard Britain to look
12 at every course syllabi to have it
13 online, to have the course outlined
14 on our web site that has been worked
15 on is up and developed. I believe we
16 are up to a thousand courses or more
17 right now that's online. The goal
18 here is to have that pointed back to
19 anyone who wants to take a look at
20 the syllabi can go to the web page
21 and look back.

22 The other point of it too is
23 Chris Adams, my assistant, was in
24 contact with David LaValle and
25 another colleague at Monroe Community

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2 College to look at this exact same
3 situation. The Chancellor has now
4 elevated it to the state of address
5 where it's going to be something
6 taken before the SUNY Board of
7 Trustees to mandate that every course
8 taken at a 2-year institution is
9 transferrable to any 4-year SUNY
10 institution by 2013.

11 So this is moving and certainly
12 we'll keep you informed of that.
13 We'll be involved in the analysis
14 along the way and certainly there
15 will be a team put together by the
16 system office in order to get this
17 operation by the year end of 2013, so
18 we'll report back to the Board on
19 that as well.

20 THE CHAIRWOMAN: Thank you.

21 Anything else on the Student
22 Affairs Student Services Committee?

23 (No response given.)

24 THE CHAIRWOMAN: At this point
25 I would like to move to the Facility

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2 and Technology Committee.

3 MR. LILLY: Patricia and I
4 didn't meet since our last meeting,
5 which would be December, at the last
6 Board of Trustees meeting. There is
7 no new news.

8 THE CHAIRWOMAN: Thank you.
9 Personnel Committee.

10 MR. PONTIERI: I told you
11 earlier one of the issue that I need
12 to get together with you and
13 President McKay and I'll make those
14 arrangements.

15 THE CHAIRWOMAN: Budget
16 Committee.

17 MR. FENCHEL: We have to
18 reconstitute that because we can't
19 have it -- we cannot have 9 members
20 as I understand it from what the SUNY
21 representative had indicated to us,
22 so we do have a committee, a
23 subcommittee.

24 THE CHAIRWOMAN: My
25 understanding, and I thought it was

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2 clarified at the last meeting, the
3 issue was raised that our bylaws
4 allowed for 9 members to be --

5 MR. PETRIZZO: Our bylaws do
6 allow for 9 members to be there but
7 that would constitute a quorum. So
8 if the Budget Committee were to meet,
9 it would, in effect, be a public
10 meeting. It would have to be
11 advertised, it would have to be
12 noticed. But you could function with
13 all 9 members. It's just all these
14 meetings would have to be considered
15 under the open meetings law, public
16 meetings and notices would have to be
17 posted and conducted in the fashion
18 of the public meeting laws.

19 So your alternatives would be
20 to change your bylaws, make the
21 Budget Committee a committee similar
22 to the other committees or function
23 as the bylaws currently permit but
24 function as an open meetings
25 committee.

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2 MR. FENCHEL: I think it would
3 probably be more efficient to operate
4 like the rest of the committees
5 structurally and within the bylaws
6 and then that committee to become
7 operative.

8 THE CHAIRWOMAN: We'll take a
9 look at the bylaws and that language.

10 Anybody else?

11 (No response given.)

12 THE CHAIRWOMAN: Okay. Walter
13 is not with us today so I'm going
14 move into the Chairwoman's Report.

15 First of all, as we venture
16 into the new year 2012, my best
17 wishes to all of our college and our
18 faculty and the love ones. Also, I
19 want to thank also again Marvin
20 Bright for his collaborations, his
21 contributions and service to the
22 college and we wish him well in his
23 new endeavor.

24 I want to also acknowledge the
25 idea -- I think it came from

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2 President McKay -- about the holiday
3 green E-card that we had. It was
4 beautifully executed. I received an
5 enormous amount of feedback of how
6 well that went, including from my
7 parents in Puerto Rico who still feel
8 my English is not very good looking
9 but I just want to take this
10 opportunity to thank you and thank
11 everybody who was involved in this
12 very cost-effective innovation.

13 On another note, I also want to
14 thank Suffolk Community College for
15 moving forward in Community
16 Institution. It was indeed a
17 pleasure to attend. On
18 December 30th, the ceremony in the
19 home of Mr. Steven Bellone, the new
20 Suffolk County Executive. It was a
21 historical moment for Suffolk and it
22 was delightful to hear him, as well
23 as many other dignitaries to speak so
24 highly of Suffolk Community College.

25 I also want to make you aware

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2 that an electronic e-mail will come
3 to you regarding the state address of
4 the Chancellor and please take a look
5 at it. There's great information
6 including what Dr. McKay referred to,
7 they're working towards having
8 student mobility and going from a
9 2-year institution to a SUNY 4-year
10 institution, all credits to be
11 transferred.

12 Last but not least, I want make
13 you aware that in May of 2011, the
14 college commissioned a committee of
15 review of the college association. A
16 review was put together by some
17 college members. A copy of the
18 review came to my attention this
19 week. It came to me simultaneously
20 as it went to President McKay, it
21 should have gone to President McKay
22 first for review and discussion. So
23 at this point the Board is sending
24 the review back to verify the
25 information that the report states.

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2 So once that information is verified,
3 President McKay with report to us and
4 give us an update on that.

5 DR. MCKAY: Sure.

6 THE CHAIRWOMAN: I think that's
7 all for now.

8 We can now go to our
9 President's remarks.

10 DR. MCKAY: Thank you, Madam
11 Chairwoman.

12 At this point in time I would
13 like to ask that Jim Lagonegro join
14 me up front.

15 You received several reports
16 from the Chairwoman in regards to us
17 taking a look at the operation of the
18 college, how our students perform,
19 how they persist, transfers, faculty
20 laws. It's a number of reports that
21 you have received and I asked Jim
22 Lagonegro to create these reports
23 because it helps guide our decision
24 in regards to budget, finance,
25 allocation of position. Also, in the

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2 area of remediation, there's a number
3 of reports and you have these. We're
4 currently using those reports now in
5 cabinet to deliberate over what is
6 the impact. How can we use this
7 information to help drive our
8 decisions and make this a better
9 institution again.

10 So now I will asked Jim to say
11 a few words on a few of the reports.
12 It's quite a bit of reports there,
13 you've got about 10 of them, I
14 believe, you received.

15 THE CHAIRWOMAN: Eight.

16 DR. MCKAY: Oh, 8. But I'll
17 have Jim say a little bit about a few
18 of the reports this morning.

19 Jim?

20 MR. LAGONEGRO: Good morning.
21 There are quite a number of reports
22 dealing with everything from students
23 requiring remediation all the way up
24 to the high school graduation trends
25 that the State Education Department

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2 is predicting for Suffolk County, all
3 of which will have an impact on the
4 college itself.

5 Now, just starting with the
6 high school graduation trends, they
7 are predicting a decrease in the
8 number of high school graduates going
9 down to 2019. The high school
10 graduates make up about 16 percent of
11 our students, new students in the
12 fall semester. So it could have an
13 impact on our enrollment. Also, our
14 graduates, if I could go there. Last
15 year was the year we had the most
16 graduates in the history of the
17 college and we have been flat for a
18 while but last year was a very big
19 year, a huge increase.

20 Now, in terms of remediation,
21 over the past 10 years, the number of
22 students who are coming in that
23 require remediation has gone up.
24 It's right now at about 61 percent.
25 That trend has been going for

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2 10 years. Of course, they don't do
3 well depending on the number of
4 courses that they're required to
5 take, the remedial courses. It is --
6 the one good thing about it is that
7 it is not a financial burden on the
8 college, the college does make money
9 on the remedial education of the
10 students.

11 In terms of faculty workload,
12 once again, the percentage of day
13 sections being taught by full-time
14 faculty has declined over the past
15 10 years while the utilization rates
16 have remained above 90 percent and
17 number of sections has increased. So
18 right now we're down to 54 percent of
19 the day sections being taught by
20 full-time faculty.

21 DR. MCKAY: In that realm, the
22 reason why we look at the daytime
23 sections taught by full-time to
24 part-time, this Board has passed in a
25 resolution that 70 percent of

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2 what we have to do fiscally and at
3 the same time, the needs of the
4 students because the full-time
5 faculty will be here to do office
6 hours, to advise our students and
7 everything else. Where as with an
8 aggregate faculty, which again, we
9 have an aggregate faculty at the
10 college over 1,600 because as the
11 sections grew, the time of day
12 sequence and all students that come
13 into us are now taking more and more
14 part-time courses and moving towards
15 evenings and weekends as well. So
16 the trend is moving in that direction
17 but at the same time in the daytime
18 course, we're getting students coming
19 in that require more full-time
20 faculty. So these reports are
21 helping us in our analysis.

22 MR. LAGONEGRO: If I may, as
23 the President said, that is an
24 overall number but this report deals
25 with 53 different subject areas. So

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2 it does go down into detail by
3 subject area so you can see exactly
4 which areas are meeting the 70/30 and
5 which are falling behind in terms of
6 that ratio.

7 Other than that, I think that's
8 pretty much the highlights of these
9 reports.

10 DR. MCKAY: Thank you.

11 MS. SANDERS: Just one
12 question, in terms of remediation, I
13 don't know if we can pull this number
14 out, if you can do it, what would be
15 the benefit -- is there a cost
16 effectiveness remediation versus
17 graduating in 2 years? Like would
18 the college make more money if we
19 pushed, if we got kids out, if they
20 were better prepared coming in to the
21 college, if they were better prepared
22 and had to take less remediation,
23 would that be more beneficial to the
24 college then them coming --

25 MR. LAGONEGRO: Financially?

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2 MS. SANDERS: I'm strictly
3 speaking financially. Would it be
4 more beneficial to the college then
5 for a student that has to be here for
6 4, 5 years because they have to
7 remediate?

8 MR. LAGONEGRO: No. According
9 to the numbers, the more courses they
10 take, the more money the college
11 makes both in terms of the revenue
12 from tuition and fees and the state
13 aid that we get from students.

14 MS. SANDERS: Then the second
15 part of that question: Are these
16 students that are coming in with
17 larger levels of remediation, are
18 they graduating?

19 MR. LAGONEGRO: No, they
20 graduate at a very low rate.

21 DR. MCKAY: In the chart that
22 you have it says if a student takes,
23 for example, we looked at 2007
24 full-time/part-time students. Of
25 4,274 students, 1,600 required no

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2 remediation courses at all. 636
3 required one remediation course, one
4 course of remediate actually. Of
5 that 636, 18 percent graduated.
6 Around 29 percent transferred. And
7 the attrition rate for that group was
8 around 44 percent, did not return.
9 So the higher you go in the number of
10 courses, for example, we had 6
11 students -- I mean, those who take 6
12 courses, 35 required at least 6
13 courses. And of that --

14 MR. MANGUAL: I'm sorry. Six
15 remedial courses were required?

16 DR. MCKAY: Yes. 35 students
17 entered in that year required at
18 least 6 remedial courses. And of
19 that, 2.9 percent graduated, 5.8
20 percent transferred, and the majority
21 dropped out.

22 So that's why now with the
23 Chancellor in the pipeline discussion
24 in the State of the University
25 Address talking about working with K

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2 through 12, working with the boards
3 of education, working with the local
4 school districts, working with
5 college and universities, all 64, to
6 come up with a 10-year time span to
7 work with the governor to develop an
8 approach as to how we can then have
9 better prepared students coming to
10 us.

11 We have a teacher education
12 program that prepares teachers to
13 teach and the students as well. We,
14 here at the college, will have an
15 opportunity to work with our faculty
16 that will, in turn, will be in the
17 school systems in that 10-year period
18 when they go outside to teach as
19 well. They also have an impact on
20 what happens in the classrooms.

21 However, on Long Island, you have 127
22 school districts, 127 boards, you've
23 got the unions and that's just Long
24 Island, think of New York State.
25 This is a major, major discussion,

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2 not just for us but for New York
3 State.

4 THE CHAIRWOMAN: Yes. It is
5 indeed a major discussion and it is
6 important to see all students succeed
7 and that they experience the best
8 quality here with us. So I imagine
9 also that part of our work will be to
10 look at our own practices here and
11 see how we can deliver remediation
12 and if there's anything we can do to
13 improve the delivery of remediation
14 because perhaps that could also make
15 a difference.

16 DR. MCKAY: Also, today we have
17 150 faculty meetings today over at
18 Babylon Student Center on the
19 freshman orientation program. That's
20 a mandatory course with life skills,
21 test taking and everything else,
22 that's being done right now today.

23 We have a Title 3 Program
24 that's entering its second year, it
25 looks at the first year experiences

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2 of the students. We have an
3 accounting task force right now
4 looking across the institution as to
5 what we do to meet the students where
6 they are and to provide requisites
7 for them. We have a Developmental
8 Studies Committee at the college that
9 also meets regularly to look across
10 the institution at all programs, all
11 services.

12 So we are, indeed, looking at
13 that and then these reports do help
14 drive the discussions and I know with
15 Dr. Mazzarelli onboard certainly
16 we're going to be looking at the
17 reports of those committees and how
18 they can help drive leveraging of our
19 resources across the college to have
20 these students go forward while
21 simultaneously the Chancellor working
22 with the committees will then work
23 with the school districts and the
24 governor to come up with a plan to
25 the State Education Department to

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2 help us either through legislation or
3 otherwise to have the students where
4 they are for when they come to us,
5 they're prepared for college. But
6 that's a long term approach to what
7 we're trying to do internally.

8 THE CHAIRWOMAN: We look
9 forward to those reports to better
10 serve our students and to create
11 those breaches with K through 12.

12 MS. SANDERS: Just one
13 question. Any best practices that's
14 been shared by the Chancellor in this
15 area? Anybody doing it well?

16 DR. MCKAY: Well, not as of
17 yet. What we have done at the
18 college in some palate formats, for
19 example, at East Hampton Bays High
20 School working with the Eastern
21 Campus and the Math Department, the
22 Math Department share at the Eastern
23 Campus work with the curriculum
24 superintendant at East Hampton Bays
25 with the math faculty and math

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2 faculty at the high school come
3 together, look at the syllabi,
4 compare how they can strengthen and
5 how they can make what's being taught
6 stronger, more in alinement to what
7 the college is teaching when they
8 enter the college, and they're
9 teaching that now at the high school.
10 What we've seen over 2 years when the
11 students arrive here at Eastern
12 Campus in math, their proficiency
13 levels are higher but that's only a
14 small population, it's a sample.

15 In manufacturing, John Lombardo
16 has done the same thing with
17 workforce development in the
18 manufacturing area working with I
19 believe 3 Village where they brought
20 the faculty to the campus, went
21 through looking at the labs, looking
22 at the syllabi and now creating a
23 simultaneous syllabi there at the
24 high school, helping the high school
25 write a grant to get a stimulation

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2 lab there in the high school. We got
3 a two plus two arrangement with them
4 where as they complete certain
5 courses there, at least 2 or 3
6 courses when they transfer here, you
7 get about 6 credits already but
8 you're already familiar with the
9 machinery, the equipment and the
10 curriculum.

11 So we're trying a couple of
12 pilots here and they're just to look
13 to see how that happens but that
14 needs to be a broader scale approach
15 institutionally but we have to first
16 address what's here with us right now
17 because we cannot control what's at
18 the school districts at this point,
19 we can have this discussion certainly
20 with them.

21 THE CHAIRWOMAN: Yes. This is
22 not just an issue here, it's a
23 national issue. There's a national
24 initially common core standard
25 between -- New York has been one of

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2 the states that has adopted the
3 national common core standards and
4 they have been developed not from K
5 through 12 but from college to K. So
6 they look at what, you know -- the
7 object is what should a student be
8 learning and ask the college what do
9 they need to come with and then work
10 from there back to kindergarten
11 because we also experience in the K
12 through 12 system, an enormous amount
13 of the students that need
14 remediation, that are not well
15 prepared, that are not doing well on
16 standardized testing. It is a
17 consideration for K through 12.

18 DR. MCKAY: We also developed a
19 program where we access the juniors
20 and seniors in the high school where
21 they are. We gave them our entrance
22 exams, testing them where they are,
23 providing the results back to the
24 guidance office so they can see where
25 their students are if when they test

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2 into remediation in their junior
3 year, that the high school themselves
4 will begin remediation. That's a
5 little bit late for that to occur but
6 certainly the exams call to return
7 all the fees so we can't certainly do
8 that for them. But I believe the
9 college board has put forward an
10 initiative nationwide to say that
11 they would then voluntarily provide
12 certain parts of the county with a
13 batch of examines so then can at
14 least have students practice and to
15 see where they are in their
16 proficiency.

17 THE CHAIRWOMAN: Thank you.

18 DR. McKAY: I just want to ask
19 Vice President George Gatta to speak
20 about planning and assessment. We do
21 have a consultant with us today,
22 George Daniloff, he's meeting
23 currently with the Planning and
24 Assessment team at the faculty dining
25 room. And from time to time we'll

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2 update you on this process. We're in
3 the middle now of developing what we
4 will call a plan for the college and
5 we're in the very initial stages.

6 I'll ask Vice President Gatta
7 to speak on that at this point.

8 MR. GATTA: Good morning.
9 Actually, the discussion that the
10 President and the briefing that the
11 President and Jim Lagonegro have just
12 gone through is a perfect Segway into
13 strategic planning.

14 We live at a very dynamic time,
15 things here at the college and in the
16 world around us are changing. Like
17 all organizations, all entities, all
18 colleges, periodically we need to
19 look at our strategic plan to make
20 sure that we are, in fact, addressing
21 the core mission of the institution
22 and putting together a plan that
23 allows us not just to identify what
24 that mission is and what out
25 institutional goals are and

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2 institutional objectives, but put us
3 in a position where we can assess how
4 we're doing in all those areas, so
5 that at the end of the day we can
6 make sure we're delivering the
7 services that our students need, that
8 we are being of service to the
9 community that we serve and we're
10 doing it as well as possible.

11 What I've handed out are three
12 documents. The first -- which I'll
13 go into in a minute -- is basically a
14 flowchart of our strategic planning
15 data and our data gathering efforts.
16 There's a number of boxes on that,
17 I'll walk you through it in a minute.
18 But what I'd like to do first is just
19 brief you on where we've come over
20 the past 6 or 7 months.

21 Back in May, the President
22 working with our Planning and
23 Assessment staff and senior
24 leadership reconstituted our
25 Strategic Planning Council, the

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2 membership of that council. A couple
3 of reason for that. Number 1, a
4 number of staff had changed
5 positions, some folks had retired and
6 others had moved onto other
7 responsibilities within the
8 institution. So the President,
9 working with staff, identified a good
10 cross section of leadership
11 throughout the college, faculty,
12 staff and members of administration,
13 along with some student
14 representatives to work as part of
15 the strategic planning effort. The
16 first effort was to revisit and take
17 a look at our institutional mission
18 and that discussion began back in May
19 following that first session. There
20 were a couple of meetings spent in
21 discussions on that.

22 There was -- the second
23 document that's attached is a
24 communication from the President to
25 the college community in September

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2 once all faculty were back with us on
3 campus for the fall semester asking
4 everyone in the college community to
5 reflect on review and offer comments
6 on our current mission and envision.
7 Both the mission statement and
8 envision statements, which were
9 adopted in our prior strategic plan
10 by the Board, were included in that
11 document. We did receive some
12 comments back but by in large, it was
13 the consensus that both the mission
14 and envision were relevant, were
15 current and we really reflected the
16 core values in the mission of the
17 institution.

18 So with that, the council moved
19 on to beginning to look at -- I'll
20 now refer you to the matrix, moving
21 from mission to institution goal
22 review.

23 There is a third document which
24 includes those existing institutional
25 goals, those are the draft goals that

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2 we have been operating under for a
3 number of years. You'll also see
4 right across from the existing draft
5 goals some suggestion revisions. If
6 you take a close look at those,
7 you'll see there's very, very, very
8 minor suggestions for some changes
9 but all the five areas would remain
10 the same, starting with student
11 success, community development
12 societal improvement, accessing and
13 affordability, institutional
14 effectiveness, and communication.
15 We're in that discussion now, we are
16 doing outreach and soliciting
17 comments from both internal and
18 external constituencies and at some
19 point in the next several months,
20 it's our hope that the President will
21 be in a position to make a
22 recommendation to the Board to adopt
23 institutional goals.

24 The President referred to a
25 minute ago the fact that we have a

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2 professional facilitator with us
3 today and tomorrow. There's a group
4 convened, members of the Strategic
5 Council and the Assessment Advisory
6 Council, members of the President's
7 Council were invited and the
8 Executive Council. We're happy to
9 say we've got a good turnout of
10 faculty, staff, and administration
11 and some students and our student
12 trustee will be joining us tomorrow
13 for that session to work through two
14 components, two critical components
15 at the beginning in terms of
16 environmental scanning and SWOT
17 analysis. Environmental scanning is
18 the quantitative data end of it.
19 This is the -- the first session is
20 to identify what other data areas,
21 what are the areas that we need to
22 gather hard data to help inform this
23 planning process so we construct our
24 objectives, they're measurable,
25 they're meeting, we know we're

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2 meeting the needs of our students.
3 The second -- tomorrow will be the
4 SWOT, the Strength, Weakness,
5 Opportunities and Threat exercise.
6 Again, identify internal strength and
7 weakness, identify external threats
8 and opportunities, and then again,
9 the discussion on how do we address
10 the weaknesses, how do leverage our
11 strengths so that we can move the
12 institution forward in a very
13 positive way.

14 The last couple of items, the
15 gap analysis and balance scorecard
16 will come later, but the gap analysis
17 is identifying the gaps. How do we
18 get from where we are to where we
19 need to go. And finally the balance
20 scorecard actually determining how we
21 construct the objectives so we can
22 measure them and we can support the
23 institutional objectives long term.

24 One other element that has been
25 ongoing for about the past 7 or 8

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2 weeks are the focus groups. We plan
3 to conduct between 50 and 60
4 different focus groups on all 3
5 campuses with a wide range of
6 internal constituencies, students,
7 faculty, staff, all parties that are
8 involved within the institution. We
9 will also conduct a number of focus
10 groups with external constituencies
11 to get feedback from the major
12 institutions, the major industries,
13 the major stakeholders on the outside
14 to get their view, their qualitative
15 view of the institution to help
16 identify where we are and where we
17 should be going in terms of our
18 mission. So that's ongoing. We hope
19 that we'll be able to schedule a
20 focus group with the Board of
21 Trustees. The President will be in
22 discussion with on you how we can
23 arrange that. But again, it'll be
24 another critical element in our
25 planning process.

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2 Lastly, before we bring
3 something to the Board, we'll be
4 sending a communication, a full
5 report to the entire college
6 community and again, external
7 constituencies to give them the
8 background, to let them know where we
9 are, to remind them this is our
10 mission, this is our vision, these
11 are our draft institutional goals,
12 please give us your feedback, your
13 comments, your insight, your
14 suggestions. So once we have all
15 that information back, then we'll be
16 at a point where we believe that the
17 President will be able to recommend
18 to the Board our institutional goals
19 and we can move on with the balance
20 of the strategic planning process.
21 So that's where we are currently.

22 Once this meeting ends, a
23 number of us will be up at the
24 faculty dining room in the Babylon
25 Student Center. The attendance here

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2 is a little light purposely. Our
3 executive deans are already up there,
4 a number of many, many faculty
5 members are up there and much of the
6 support staff from institutional
7 effectiveness and planning are that
8 charade now.

9 I'd be glad to respond to
10 questions.

11 THE CHAIRWOMAN: How do you
12 determine the external
13 constituencies, base those people who
14 are going to give us that feedback?
15 How many of them? How do we decide
16 who that's going to be?

17 MR. GATTA: We're certainly
18 open to suggestions from the Board
19 but we have natural linkages with
20 certain entities, our sponsors, the
21 County of Suffolk, our legislatures
22 who adopt our budgets, support both
23 in the operating and capital budget
24 side, our state electives
25 representatives who, likewise,

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2 support us through our operating aid,
3 we've got some major industries that
4 we work with that we have
5 partnerships with. There are --

6 THE CHAIRWOMAN: When you say
7 major industries, how many are we
8 talking about? 20 different
9 industries?

10 MR. GATTA: Oh no, no, no, no,
11 no, no. We're talking about 2 or 3
12 or 4 major industries. We have major
13 partnerships with health care and
14 nursing, we have a thousand students
15 in nursing. We have major
16 partnerships with a group of
17 manufacturing companies, that's
18 certainly important. The K through
19 12 system who where our students come
20 from by and large is a major
21 constituency.

22 THE CHAIRWOMAN: So when you
23 say K through 12, are we reaching out
24 to every superintendent or school
25 from the K through 12?

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2 MR. GATTA: We're having that
3 discussion now.

4 THE CHAIRWOMAN: So we haven't
5 decided who's going to be --

6 MR. GATTA: Well, again, within
7 that constituency, if you're talking
8 institutional effectiveness, we have
9 7 or 8 school districts in the county
10 who are the major feeders to this
11 institution. That would be a natural
12 selection for those schools that send
13 us the highest percentage of their
14 students. But that's not to say that
15 we're not receiving students from
16 others so we need to balance that out
17 as well. So that's all in discussion
18 now, we just begun the focus groups
19 and certainly your input, the Board's
20 input is critical to this discussion.
21 We want to make sure that it's
22 diverse, it's balanced and it's
23 represented.

24 THE CHAIRWOMAN: Inclusive?

25 MR. GATTA: Yes, absolutely.

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2 DR. MCKAY: Thanks, George.

3 THE CHAIRWOMAN: Thank you.

4 MR. GATTA: Thank you.

5 DR. MCKAY: Trustee Mattace has
6 talked about several computers
7 several times and we spent some time
8 researching that -- Lou. And Counsel
9 Petrizzo did some background work on
10 that and I ask the Lou presents to us
11 what he found so far. There'll be a
12 handout with regards to some protocol
13 issues and then we'll ask that upon
14 the discussion with Lou, if the Board
15 determines we should have a
16 resolution to formalize getting rid
17 of several computers based on what
18 the law required and based upon
19 what's in that document, then we'll
20 draft the document for the next
21 meeting in February.

22 Lou?

23 MR. PETRIZZO: Just briefly,
24 the college hasn't had a formal
25 policy for the surplus properties,

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2 books in the library, computers,
3 office furniture, etcetera. So what
4 we've tried to do is draft a policy.
5 It's apparently being vetted by some
6 of the interest in the college that
7 deal with this. It's about 6 pages
8 long. We don't expect you to read it
9 today but we're giving it out today
10 because we're probably going to ask
11 you to take a look at it in February
12 for adoption and it will include
13 Trustee Mattace's request to be able
14 to dispose of the surplus property by
15 donating it to non-profits if they're
16 interested in it. There's a little
17 bit of a procedure for that but it
18 will be available to us when
19 something like this is adopted.

20 There may be some minor changes
21 to this that will come between now
22 and next month. It still has to go
23 to the Exec Council, it still has to
24 go to the Trustees Council, it still
25 has some review by some business

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2 offices, but we'll at least have a
3 policy and we're giving it out to you
4 now just to give you a heads up that
5 by next month we've going to be
6 asking you to take a look at it.

7 MR. MATTACE: Thank you for the
8 research.

9 MR. PETRIZZO: You're welcome.

10 MR. MATTACE: I thought it was
11 more important to help a student
12 instead of getting \$10.

13 DR. MCKAY: Madam Chair, would
14 it be appropriate to ask that via
15 communication to you that you will
16 let us know if we should proceed with
17 developing this into a resolution for
18 consideration at the next meeting?

19 THE CHAIRWOMAN: With the
20 Trustees?

21 DR. MCKAY: Yes, the Trustees
22 communicate with you and get back to
23 my offices?

24 THE CHAIRWOMAN: Absolutely.

25 DR. MCKAY: Jeff Tempera.

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2 We do have a few searches that
3 are on the way. We have 3 searches
4 that are outstanding and I'll ask
5 Jeff Tempera to just brief us on
6 where those searches are. As you
7 know, the Board has requested that we
8 submit to the Board on any attempted
9 searches and there are 3 certainly
10 that are on the way and I'll ask Jeff
11 to brief you at this point.

12 MR. TEMPERA: The top of the
13 list is the AVP we have for the
14 Academic Affairs, that's an ongoing
15 search, that's been advertised. We
16 closed the application process, I
17 believe, January 28th of this year.
18 The search committee has been already
19 constituted. It will be meeting
20 after that point and then
21 deliberations will begin, the
22 contestation obviously with VP
23 Mazzarelli with regards to that
24 position.

25 The second one is the AVP for

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2 Student Affairs, Marvin Bright's
3 position. That is now being
4 advertised. We're waiting for the
5 applications to come in. It's up on
6 the college web site. A search
7 committee is being set up with
8 regards to that, but that's moving
9 forward.

10 The last position we have is
11 the Deputy Counsel position. That's
12 been an ongoing process. Interviews
13 are taking place this week and the
14 hope is -- and next week, and the
15 hope is that we'll get a successful
16 candidate that should be recommended
17 soon thereafter.

18 DR. MCKAY: The approval will
19 be -- the top 3 candidates that are
20 identified, we initiate the
21 background check, we initiate the
22 whole process, getting the
23 transcripts and all that and giving
24 it to the Board to get feedback and
25 turn it back around to us and this

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2 was the approach that was established
3 by the Board. So once we have gone
4 through the search and got the 3 top
5 candidates, we initially begin the
6 process of background checks and
7 transcripts and formalizing that and
8 that will be sent to you shortly. So
9 those are the 3 we have outstanding
10 right now. Thank you.

11 THE CHAIRWOMAN: Thank you.

12 DR. MCKAY: As we mentioned
13 before, all the course centers are
14 now working on their budget
15 preparations to submit before the
16 Budget Review Committee for the next
17 financial period. Those hearings are
18 going to begin on the 17th and the
19 cabinet and other members will be
20 part of that hearing process.

21 We did announce to the campuses
22 that initially going in that they
23 should look at at least a 2.5 percent
24 reduction in overhead costs going in
25 because as we've looked at the

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2 enrollment for the spring semester
3 currently, we're hovering around
4 97 percent. When, in fact, we had
5 projected to be at 102, which is 2
6 percent above flat. So we've made
7 adjustments through the year to
8 mitigate the short fall in potential
9 revenue coming in, which means going
10 forward based on what you hear this
11 morning from Jim Lagonegro that the
12 potential for enrollment will be
13 lower, we've taken some additional
14 steps going into the next year. Our
15 contracts have been negotiated and
16 the faculty and staff have been
17 working with us and even they're
18 exempt, they are taking zeros as
19 well.

20 What we've done with the class
21 size together plus to mitigate that
22 has been working very well. And
23 we've asked each course center to
24 provide a reduced expenditure by
25 2.5 percent overall from the get go

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2 coming in. We are looking at all
3 vacancies, all turnover savings, all
4 deficiencies in the system and as we
5 go forward, we report back to the
6 Board once we have met through the
7 whole period, approximately 15 to 20
8 meetings with all of the course
9 centers what we are proposing going
10 forward. So that's a very lengthy
11 process.

12 Simultaneously, we are engaged
13 with our county, we will be having a
14 quarterly meeting. We're meeting
15 currently with individuals which I do
16 every fall and spring. I have a
17 meeting scheduled with Senator
18 LaValle. Senator LaValle, which as
19 you see in the papers, said this is
20 the year of the community colleges.
21 And I have cut out the clip and I
22 have it with me. Speaker Silver in
23 the State of the University Address
24 mentions also that they're fully well
25 aware that they have not met their

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2 obligation of the state by funding us
3 up to 40 percent and that he felt
4 that this was the right time for them
5 to maintain their obligation and
6 fulfill that obligation, so that's a
7 positive. And that was said
8 streaming live at the Chancellor's
9 meeting. Also, the governor spoke
10 about it and the Chancellor spoke
11 about it.

12 So as Suffolk Community College
13 President, we're asking for a
14 rational policy of \$205 per year SPE
15 increase over the next 5 years.
16 We're currently back at 1998/1999
17 numbers in regards to funding. Over
18 the past 4 years, we've seen a
19 reduction of over \$14 million. Even
20 if they're funding us at a flat, it's
21 a cut because we still have mandatory
22 increases every year. So our work
23 for us over the next few months will
24 be difficult.

25 As you know, there are other

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2 agencies in the state that are faced
3 with the same things that we've done
4 but we've also said that education is
5 the most important investment by the
6 state and that's what we're hearing
7 from the state at this point. So
8 helpfully over the next few weeks and
9 months we'd be asking some of you to
10 either visit with us or to make
11 outreach as well, talk about the
12 college and what we do and we'll be
13 very busy over the next few weeks.

14 That's my report. Thank you.

15 THE CHAIRWOMAN: Thank you. At
16 this time I would like to move to
17 round table.

18 I know that we received an
19 invitation for the Nursing graduation
20 on January 20th, I believe. I plan
21 to attend. Also, there is a
22 graduation happening on January 27th,
23 I also plan to attend. If possible,
24 please join us.

25 I also assume everybody has

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2 received a copy of this publication
3 Evolution, I enjoyed reading it very
4 much. I want to use some of it with
5 my 5th graders but I know I have to
6 get in contact with the magazine for
7 permission to print, right?

8 DR. MCKAY: Right.

9 THE CHAIRWOMAN: But it's very,
10 very good.

11 Anything else?

12 MR. MATTACE: I might as well
13 express my concerns about the
14 possible resolution that I asked to
15 be looked into, so you have my vote.

16 THE CHAIRWOMAN: All right.
17 Thank you very much.

18 At this point I request a
19 motion to adjourn.

20 MR. MATTACE: So moved.

21 MR. MANGUAL: Second.

22 THE CHAIRWOMAN: All in favor?

23 THE BOARD: (In unison) Aye.

24 THE CHAIRWOMAN: Opposed?

25 (No response given.)

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2 THE CHAIRWOMAN: Motion

3 carries.

4 (Time noted: 11:43 a.m.)

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C E R T I F I C A T E

STATE OF NEW YORK)
: ss
COUNTY OF SUFFOLK)

I, NICOLE LIMONCELLI, a Notary Public
in and for the State of New York, do hereby
certify:

THAT the foregoing is a true and
accurate transcript of the proceedings.

IN WITNESS WHEREOF, I have hereunto
set my hand this 26th day of January, 2012.



NICOLE LIMONCELLI

E R R A T A

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