

OFFICIAL BOARD OF TRUSTEES MEETING MINUTES  
PROCEEDINGS AND VERBATIM DISCUSSIONS OF  
THE BOARD OF TRUSTEES OF THE SUFFOLK  
COUNTY COMMUNITY COLLEGE ON THE 19th of  
January, 2023, VIA IN-PERSON & ZOOM  
VIDEOCONFERENCE

PRESENT:

EDWARD J. BONAHOUE, President  
GORDON D. CANARY, Trustee  
ZACHARY FROST, Student Trustee  
KEVIN M. O'CONNOR, Trustee  
BELINDA PAGDANGANAN, Trustee  
GEMMA DELEON-LOPRESTI, Trustee  
E. CHRISTOPHER MURRAY, Chairperson  
JAMES MORGO, Trustee/Vice Chairperson  
SHIRLEY E. COVERDALE, Trustee/Second  
Vice Chairperson

Start time: 9:03 a.m.

**ORIGINAL**

1

2

CHAIR MURRAY: Good morning,  
everyone. Why don't we get started,  
I'll ask Gordon if he could lead us in  
the pledge.

6

TRUSTEE GORDON: Everybody,  
please rise for the pledge.

8

[AFTER RECITATION OF THE PLEDGE  
OF ALLEGIANCE, THE MEETING OF THE BOARD  
OF TRUSTEES OF THE SUFFOLK COUNTY  
COMMUNITY COLLEGE WAS CALLED TO ORDER BY  
THE CHAIRMAN, E. CHRISTOPHER MURRAY.]

13

CHAIR MURRAY: Thank you, Gordon.

14

15

16

17

18

At this point in time, I'd like  
to request a motion to adjourn the Board  
of Trustees meeting and call the Board  
of Directors meeting to order. Can we  
get a motion?

19

TRUSTEE PAGDANGANAN: Motion.

20

CHAIR MURRAY: Second?

21

TRUSTEE DELEON-LOPRESTI: Second.

22

23

CHAIR MURRAY: All those in  
favor, please say aye.

24

COLLECTIVE RESPONSE: Aye.

25

[WHEREUPON THE MOTION MADE AND

1

2

SECONDED WAS VOTED ON AND CARRIED, THE  
MEETING OF THE BOARD OF TRUSTEES OF THE  
SUFFOLK COUNTY COMMUNITY COLLEGE WAS  
ADJOURNED AND REOPENED.]

4

5

6

7

8

9

10

11

CHAIR MURRAY: Thank you. So  
we're now into the Board of Directors  
meeting. At this point, I request a  
motion for the approval of the minutes  
of the December 8, 2022 Board of  
Directors meeting.

12

13

TRUSTEE O'CONNOR: I make a  
motion.

14

CHAIR MURRAY: Second?

15

TRUSTEE PAGDANGANAN: Second.

16

17

CHAIR MURRAY: All those in  
favor, say aye.

18

COLLECTIVE RESPONSE: Aye.

19

CHAIR MURRAY: Opposed?

20

(No response.)

21

22

CHAIR MURRAY: Then the motion is  
approved.

23

24

25

So at this point, I'd like to  
introduce Vice President for Student  
Affairs, Dr. Patricia Munsch, to present

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

the association's financial reports.

DR. MUNSCH: Good morning, trustees. The association continues to work within the parameters of our current budget, and we're excited to see that most areas are managing their budgets appropriately. You'll see a deficit for both childcare centers. Those deficits are based on awaiting SUNY operating grants that are due to come into the association shortly. Each campus childcare center will receive approximately \$100,000 in funding to support both centers.

In addition, you'll see today in the resolutions that the Grant Campus Kids Cottage will receive an additional grant based on the student demographics related to the center, and that that additional grant will further subsidize student tuition at the Grant Campus.

Are there any questions regarding the association's budget?

CHAIR MURRAY: Do we have a

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

resolution?

DR. MUNSCH: We do, I'm very excited that we do have a resolution today, for the student association. The resolution is to hire the manager of the dining services, Mr. Aaron Jacino. He will be running the day-to-day operations of the Peconic Cafe, and this will allow us to provide food service to the students on the eastern campus. Mr. Jacino comes to us with an extensive work history, including serving as catering and dining managers at local restaurants, working in college environments, along with spending time in Florida working in high-end restaurants. We are lucky to have him here with the association, and we're excited for him to begin his creative approach to food service on the eastern campus.

As a note, this position is being offered at Step 5, but it is prorated to a forty-two week salary. This is

1  
2 because the Peconic Cafe will be open  
3 only during the spring '23, fall '24  
4 semesters; it will not be open when  
5 classes are not in session, and it will  
6 not be open during winter or summer  
7 sessions. This is to ensure fiscal  
8 responsibility on behalf of the  
9 association, as we don't have  
10 significant income coming in during  
11 those times for food service in the  
12 cafe.

13 Any questions regarding our  
14 resolution?

15 CHAIR MURRAY: Can I get a motion  
16 to approve the resolution?

17 TRUSTEE COVERDALE: So moved.

18 CHAIR MURRAY: Second?

19 TRUSTEE CANARY: Second.

20 CHAIR MURRAY: All those in  
21 favor, please say aye.

22 COLLECTIVE RESPONSE: Aye.

23 CHAIR MURRAY: Any opposed?

24 (No response.)

25 CHAIR MURRAY: The resolution is

1

2

passed, thank you. I'd like to welcome  
Mr. Jacino, I'm sure he'll do a great  
job.

4

5

6

7

8

At this point in time, I think we  
can motion to adjourn the Board of  
Directors, and I'll just need a motion  
to do so.

9

10

TRUSTEE DELEON-LOPRESTI: So  
moved.

11

CHAIR MURRAY: Second?

12

TRUSTEE COVERDALE: Second.

13

14

CHAIR MURRAY: All those in  
favor?

15

COLLECTIVE RESPONSE: Aye.

16

CHAIR MURRAY: Any opposed?

17

(No response.)

18

CHAIR MURRAY: Motion is granted.

19

20

21

22

23

[WHEREUPON THE MOTION MADE AND  
SECONDED WAS VOTED ON AND CARRIED, THE  
MEETING OF THE BOARD OF DIRECTORS OF THE  
SUFFOLK COUNTY COMMUNITY COLLEGE WAS  
ADJOURNED AND REOPENED.]

24

25

CHAIR MURRAY: So we're now in  
the Board of Trustees meeting. We have

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

the approval of the minutes of the  
December 8, 2022, which was our last  
board meeting. Can I get a motion to  
approval the minutes?

TRUSTEE MORGO: Approve as  
amended.

CHAIR MURRAY: What's the  
amendment?

TRUSTEE MORGO: The amendments  
were made already, it was two changes.  
Under the facilities, we talked about an  
Executive Committee, there was a wrong  
word; elude instead of allude. And the  
date from the beginning of -- but it was  
amended already.

PRESIDENT BONAHEUE: It is, we  
captured those changes.

CHAIR MURRAY: So we are looking  
for a motion to approve the minutes as  
amended, can we get a motion?

TRUSTEE MORGO: Yes.

CHAIR MURRAY: Second?

TRUSTEE PAGDANGANAN: Second.

CHAIR MURRAY: All those in

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

favor, please say aye.

COLLECTIVE RESPONSE: Aye.

CHAIR MURRAY: Any opposed?

(No response.)

CHAIR MURRAY: The minutes have been approved. At this point, I'd like to introduce Vice President of Business and Financial Affairs, Dr. Mark Harris, to present the college budget and financial records.

DR. HARRIS: Good morning, Mr. Chair, members of the Board and college staff, faculty, administrators. So we'll start with the fiscal '22 budget updates. We are very close to wrapping up the audit in assessing how we performed for fiscal '22. The auditors are still working through some assumptions to finalize certain transactions that we presented, just to validate that those are correct. What we anticipate is a positive change, at least potentially to the fund balance, primarily for two reasons.

1  
2           One, we were able to draw down a  
3 little bit more HEERF funding than we  
4 originally anticipated in our budget.  
5 But I think the big change really is  
6 going to be around the treatment of the  
7 County bond that was removed from our  
8 balance sheet last year. As a result of  
9 that, there were some discussions with  
10 the County on the outstanding  
11 obligations in terms of the interest  
12 expense where the County indicated that  
13 the college owed them some additional  
14 funds. As a result of that, what we  
15 asked the County to do is to go back and  
16 do a full reconciliation over the past  
17 ten years, because we believe that we  
18 did not have that liability to them. So  
19 they went through and did a  
20 reconciliation and it proved to be the  
21 opposite. So it's not that we owe them,  
22 but in fact we needed to make an  
23 adjustment, a positive adjustment to our  
24 liability. So we're waiting for the  
25 auditors to validate that that

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

transaction, the way it was brought, is indeed correct. So hopefully by next month, we will be able to provide the full picture of how our fiscal '22 ended.

In terms of our fiscal '23, the continued discussion is really how our fall performed, where we were down not just in FTE, but also in terms of revenue. So our total revenue, our net revenue, was down about \$2 million. One of the other offsetting keys of it are going to be really looking at our overall costs, and based on what we are seeing at least for the first four months is that we were able to reduce our net costs by about \$1 million. As a consequence of that, we also factored in an adjustment that the County provided us in terms of the EMHP.

So starting in January, our EMHP for the remaining fiscal '23, so from January to August, the college has to then recognize an additional \$3 million.

1  
2           For fiscal '24, the full amount  
3 is going to be about \$4.2 million, so  
4 that number will be escalated. So right  
5 now, what we're doing is really  
6 maintaining the projected fund balance  
7 use for fiscal '23, even though there is  
8 an additional cost of \$3 million. So  
9 the goal really is to mitigate to those  
10 costs, so that we can do equal to or  
11 better than what we anticipated for  
12 fiscal '23. So, the numbers will change  
13 as we provide these updates, but the  
14 goal really is to do better than what we  
15 anticipated, even with the unexpected  
16 cost of \$3 million extra that we did not  
17 budget for fiscal '23.

18           In terms of our fiscal '24, the  
19 team met with the budget and finance  
20 subcommittee on the 11th to really  
21 develop a framework for fiscal '24,  
22 especially in light of some of the major  
23 challenges we have. So, excluding  
24 inflationary, we do have those  
25 challenges based on enrollment. We do

1  
2 have challenges with some of our  
3 students with retention and new  
4 enrollment. And then we have to deal  
5 with those inflationary costs as well,  
6 we have contractual obligations, we have  
7 CPI, that has really taken a bite out of  
8 our spending ability. And I think  
9 equally important, we do have increases,  
10 as I mentioned before the EMHP that is  
11 going up by about 4.2, and then the  
12 retirement, on an average, we're going  
13 to be paying an extra \$500,000 for  
14 fiscal '24 for the ERS and the TRS  
15 retirement systems. So those are some  
16 of the inflationary costs and challenges  
17 that we are really kind of working  
18 through with the budget and finance  
19 subcommittee.

20 So when we met, we presented some  
21 scenarios. In terms of working out  
22 where our enrollment is trending, based  
23 on just national trends, but also  
24 looking at the trends on Long Island  
25 itself, competing with some of the other

1  
2 colleges here, we're also looking at  
3 what our revenue sources are in terms of  
4 potentially what SUNY will provide to  
5 us. There have been some discussions  
6 about more funding, which we are really  
7 comfortable that we will get. But then  
8 the discussion then is how much above  
9 four funding will they provide, will it  
10 be 1%, 2%, 3%, as high as 4%. It would  
11 be nice for us to go 4%, because that  
12 will add an additional \$2 million to our  
13 budget, but that is being very  
14 aggressive, so we're still waiting to  
15 get some information from SUNY based on  
16 the direction that they're going.

17 Looking at what the revenue  
18 source will be from the County, but also  
19 really exploring where we're going to be  
20 in terms of tuition, whether or not  
21 we're going to be up 1%, 2%, 3% in terms  
22 of enrollment, and then talking to the  
23 budget and finance subcommittee on what  
24 options we have. We do have another  
25 meeting scheduled for next week on the

1  
2 25th, where we're going to present some  
3 other scenarios to really drive revenue,  
4 but also some cost mitigations as well  
5 so that we could at least converge some  
6 point in the middle. And this is going  
7 to be critical, because if you remember,  
8 when we presented the budget last year  
9 and throughout our discussions, we  
10 talked about HEERF funding really drying  
11 out, and the last bit of HEERF funding  
12 is in fiscal '23; about 5.1. That money  
13 goes away in May. So, at least we're  
14 talking about a deficit -- a minimum  
15 deficit -- of \$5 million that we have to  
16 start, plus whatever our end balance is  
17 going to be in terms of performance for  
18 fiscal '23. So those meetings are going  
19 to be ongoing with the budget and  
20 finance subcommittee. And then we're  
21 going to fast track the discussions with  
22 the budget managers based on the  
23 directives from the budget and finance  
24 subcommittee. So hopefully by next  
25 month, we will be able to present some

1  
2 updates based on the revenue as well as  
3 our cost framework.

4 So those are the updates from a  
5 budget perspective. I'll just pause  
6 here for a minute to see whether or not  
7 there are any questions related to  
8 those.

9 TRUSTEE DELEON-LOPRESTI: I'm  
10 curious about the light, power and water  
11 increase of \$1,000,000 above the budget,  
12 was that due to rate increases, or more  
13 utilization? And what can we do to  
14 mitigate that?

15 DR. HARRIS: Sure. So, when we  
16 looked at just the usage, it seems as if  
17 we are trending equal to what we have  
18 done in the past. Based on further  
19 investigation, I would say 99% of the  
20 increase is due to inflation. So that's  
21 the major challenge that we have. We  
22 have actually been working with our --  
23 and we discussed this last month, I  
24 believe -- the sustainability group, and  
25 their role in really working with the

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

campuses in looking at some of those sustainable measures that we can put in place in terms of building utilization, in terms of just more awareness of energy conservation, but also exploring other methods to reduce our costs in terms of energy.

CHAIR MURRAY: You had mentioned an increase in the EMHP, can you just tell, for the public, what that stands for?

DR. HARRIS: Right, so employee medical through the County. So, from the employee's perspective, for the most part, the cost to the employees will not increase based on the cap. Some employees may go incrementally, but the college's contribution that we pay to the County has increased, and I think that number was about 17%, if I'm not mistaken. So again, it runs, you know, it runs over fiscal years, over fiscal calendar year. So from January to August, prorated it's the \$3,000,000 and

1

2

then for the full year it's about  
\$4.2 million.

3

4

CHAIR MURRAY: It seems like a  
large increase this year.

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

DR. HARRIS: It is a large  
increase. One thing that we have seen,  
however, in the past year or two, and  
especially because of COVID and the  
drop-off in use, we did see some benefit  
there. But we did not anticipate that  
the increase would have been so steep.  
So what the County was doing in the past  
is really adjusting our quarterly bills  
based on the run rate at the time. But  
given that we're in full swing again,  
and the use, I'm assuming for medical  
has gone up, there has been a need to  
increase unfortunately for us by that  
steep amount.

21

22

23

CHAIR MURRAY: Do you know if the  
County is doing anything to control  
those costs?

24

25

DR. HARRIS: Yes. My  
understanding is that they're working

1

2

and working, doing an actual status to

3

see what can be done to reduce those

4

costs. As those costs change,

5

unfortunately for us, if they increase,

6

our portion will increase and when they

7

decrease, they will decrease for us.

8

But now I think, again, based on

9

inflation as a whole, we're going to see

10

those costs go up.

11

CHAIR MURRAY: Thank you. Any

12

other questions for Mark? If not, thank

13

you.

14

DR. HARRIS: So there are two

15

resolutions that I would like to

16

present; Item Number 1, resolution

17

2023-01. And this resolution has three

18

invoices for EMHP for October, November

19

and also December. For the month of

20

October, and the reason why we're seeing

21

three invoices in one month, it's

22

because there is still the ongoing

23

challenge with the County in getting the

24

data that we need. And, you know, we

25

laugh about it because we have to go

1  
2 pickup the file to bring it back so that  
3 we can convert it to determine what  
4 these invoices are. So for October, the  
5 amount is \$2,521,455. Typically that  
6 amount would be about \$2.9 million, but  
7 there's a quarterly Medicare credit of  
8 about \$455,000. For the month of  
9 November, it's \$2,543,019 and then  
10 there's a \$436,000 credit in there as  
11 well, and that represents the  
12 income-related modified adjustment that  
13 the County will typically do once a  
14 year. And then for the month of  
15 December, the amount is \$2,291,980.57,  
16 and that's the net based on a \$547,000  
17 Medicare credit which would represent  
18 the final quarter for calendar year  
19 2022. So that's resolution 2023.01.

20 Item 9 is resolution 2023.09.

21 And what we're doing is really updating  
22 the investment policy to reflect how we  
23 can manage our funds. So when we talk  
24 about investments, right, we're not  
25 talking about IPOs, we're not buying

1

2

into high risks, we're not buying into commercial papers, we're talking about really the practice that we have right now where we invest in, say, high yield savings accounts or CDs on a very temporary basis so that we could maximize some interest income there.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

Unfortunately for us, we don't have a massive endowment where we can get billions and billions of dollars of interest income, but we're trying to at least capitalize on the market right now. There are five banks that we currently invest with and do operations with; Capital One, Wells Fargo, Bank United B&B Dime and then Empire Flushing, so pretty much we use these accounts for either payroll, for accounts payable and then to do some savings in there as well.

22

23

24

25

So those are the adjustments that we made and the policy where we actually reflect how we do business from a day-to-day with our investments. So

1

2

those are the two; any questions?

3

CHAIR MURRAY: Thank you.

4

DR. HARRIS: That's all I have.

5

CHAIR MURRAY: Thank you. We're going to go now to the resolutions, they've been provided to the Board, I don't know if anybody has any questions on them regarding there was the additional one that we added, this will be 2023.10 is the number for that.

10

11

12

13

14

15

16

17

18

19

20

21

TRUSTEE MORGO: Mr. Chairman, quick question on the new resolution. The resolve clauses were kind of dense. I have a simple question on the penultimate resolve clause. That is, when we, trustees, feel a special counsel is needed because of a client with special expertise, we decide whether we retain that counsel; is that correct?

22

23

24

25

CHAIR MURRAY: That is correct, after consultation with the general counsel's office. There is a process to follow, we will follow that. Again, I

1

2

don't see that being triggered very often, if at all, but in case the need arises, I think we clarified that then it's the Board of Trustees makes the ultimate decision.

3

4

5

6

7

TRUSTEE O'CONNOR: We make the ultimate decision.

8

9

10

11

TRUSTEE MORGO: You know what they say, you've got to have a process if you're going to get a --

12

13

14

TRUSTEE O'CONNOR: I'm just going to say I deny giving my organization say in the resolution.

15

16

17

CHAIR MURRAY: Okay, that's fine. Any other questions on the resolutions?

18

19

If not, can I get a motion to approve college resolutions 2023.01 to 2023.10?

20

21

TRUSTEE MORGO: So moved.

22

CHAIR MURRAY: Second?

23

TRUSTEE DELEON-LOPRESTI: Second.

24

25

CHAIR MURRAY: Noting Kevin's extension on the one within with regard to the investment policy. All those in

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

favor, please say aye.

COLLECTIVE RESPONSE: Aye.

CHAIR MURRAY: Any opposed?

(No response.)

CHAIR MURRAY: Hearing that, the resolutions are approved. Thank you.

At this point, I'd like to go to the committee reports. First one up is the budget and finance, I know Mark talked about it a little bit.

TRUSTEE O'CONNOR: It's always difficult to follow Dr. Harris. I will definitely say, we had a -- I think a healthy discussion, I think he said framework is exactly what we discussed at the meeting. Hitting on many of the things that he spoke about, I think the idea of what inflation is meaning to our organization, both at the cost level and as it relates to employees, and the value of an education at Suffolk. So I think it was a great discussion, I look forward to the next one. And again, I think Dr. Harris, I can't say enough

1

2

about his ability to present things in a way that it makes it very clear for us, and I think for the whole Board of Trustees.

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

CHAIR MURRAY: This year, you know, with the HEERF funds running out and inflation at such a high rate, it's definitely a challenging year. We're, I think, proud of the fact that over the last three years we froze tuition, that very well may not be possible this year just because, well you just heard about the health insurance going up 17%, so there are a lot of financial stresses that we have to face. We are trying to work through those in the Budget and Finance Committee, looking at whatever options and funds. And the college does a great job in trying to maintain costs, but again, there are challenges, and challenges, you know, a great deal beyond our control. And I thank Kevin for the resolution for our committee, and in due course and in a timely

1

2

fashion, we will make a recommendation  
to the full board. Any questions?

3

4

Student success?

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

TRUSTEE PAGDANGANAN: Yes, the  
student success subcommittee did not  
meet this month; however, Vice  
President, Patty Munsch, did attend a  
basic need summit on the Ammerman Campus  
yesterday, and I would like to ask her  
to share an update with us. The summit  
did end though with Dr. Bonahue  
delivering the following charge to the  
committee. First is to create the  
system by which any student will know  
they can ask for help if they need it.  
Second, the system should be  
transparent, it should be public, it  
should be simple and systemic. Third is  
the basic needs committee should come  
together in order to make its  
recommendation for creating our  
college's method in the platform for  
their delivery of services. Dr. Munsch,  
can you share some insight?

1  
2 DR. MUNSCH: Thank you, Trustee  
3 Pagdanganan. The task force was really  
4 excited to come back together, this was  
5 our first in-person meeting since 2019,  
6 all of our work had gone virtual during  
7 the pandemic. And while we continued to  
8 advance all of the basic needs,  
9 opportunities that we could provide to  
10 students, to be able to be back in a  
11 room together was really powerful. The  
12 big takeaways and the work that  
13 committee has discussed and agreed to is  
14 really looking at the opportunity to  
15 make sure that we are collecting  
16 appropriate data to further understand  
17 the most pressing needs of our students,  
18 and to identify the areas where there  
19 may need to be an increased support.

20 The second area is developing  
21 relationships with our external agencies  
22 to collaborate and partner with them so  
23 that students can engage with those  
24 external partners in a simple and easy  
25 way. This is based on the success of

1

2

3

4

5

6

7

8

9

10

our partnership with the Department of Social Services. Finally, the task force is going to focus on ensuring that all faculty, staff and students are aware of the services that we are providing, the opportunities being offered and to ensure that students understand how they can access support here at the institution. Thank you.

11

CHAIR MURRAY: Any questions?

12

13

14

15

16

17

18

19

20

21

22

23

24

25

PRESIDENT BONAHOUE: Mr. Chairman, if I could add, it's really been a pleasure to kind of pickup on this conversation about basic needs, which was already happening at the college and at the board when I arrived last summer. So we last talked about it here at the board level, I want to say late in '21, we really haven't had a chance to talk about it recently. At that time we kind of described to the board the organic approach that we've had for serving students. So, whether it's food insecurity, whether it's transportation

1  
2 or housing, obviously during the  
3 pandemic it was to supply students  
4 technology needs, whether it has to do  
5 with employment, mental health, this  
6 whole suite of services remains out  
7 there. But I think from the standpoint  
8 of the college staff, the challenge that  
9 was given to us from the Board is how do  
10 you know that you're reaching every  
11 student, how do you that you're reaching  
12 -- for every student who comes in, what  
13 if there's one who didn't have the  
14 courage to raise their hand or ask for  
15 help?

16 And so my charge to this task  
17 force -- which has been meeting for  
18 years, since 2019 -- was to say; how do  
19 we make this public, so that every  
20 faculty member, every adjunct faculty  
21 member, all of our college staff and  
22 every student know that we have this  
23 suite of resources? Right now, since we  
24 last discussed it, there is a web page  
25 up that lists all of the resources that

1  
2 students can draw on. It's being vetted  
3 both by the division of student affairs,  
4 we have so much help from the associate  
5 deans of student affairs on each campus.  
6 In my office, Carol Wickliffe-Campbell  
7 is providing a leadership role. So  
8 we're really trying to move this forward  
9 in a way that will be systemic, so we'll  
10 have some standard procedures for the  
11 whole college, and so that we'll be able  
12 to explain to the board how we know  
13 we're making an impact. How many  
14 students came forward with food  
15 insecurity, how many students went to  
16 the foundation with a need for a  
17 hardship grant or a hardship loan, how  
18 do we know that we're making that  
19 impact.

20 So, those are the kinds of  
21 questions that we discussed yesterday at  
22 the summit, it was an outstanding  
23 conversation with folks from the faculty  
24 and student affairs and every part of  
25 the college -- public safety. So, I

1

2

thank the board for welcoming this  
conversation, we know that basic needs  
are essential to student success, for  
keeping students in school and helping  
students remain engaged at the college.  
Thank you, Mr. Chairman.

3

4

5

6

7

8

CHAIR MURRAY: Thank you.

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

TRUSTEE CANARY: Patty, so, I ask  
this question in the context of my  
former job, you know, sitting in elected  
officials offices and getting complaints  
from our constituents about how  
difficult working with the social  
services department has been, it's  
convoluted, it's frustrating. Do you  
have any gauging, any feedback from our  
students who have been dealing with the  
social service department as to how that  
whole process is working out for them?  
Because I would imagine they've got  
difficulties, they've got problems and  
we throw them in a situation where  
they're getting a lack of cooperation  
and easy formats from the people they're

1

2

seeking help from, that's not going to  
be a good situation.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. MUNSCH: So what we've found so far with the students is, I would describe it as moderate to high level of success when they're meeting with the Department of Social Services. We've started to do some post assessment, but I don't have enough data yet to present that, probably in a few months. But because the social service representative meets individually with the student either in person on Zoom or via the phone, they're able to walk them through the steps that they need. The areas that we're finding the highest need is temporary housing and SNAP benefits and the assistance of filling out the SNAP benefit form. And so they get one-on-one attention with somebody. And again, that person is coming to campus. And so, because it's kind of engaged on our campus, in our support areas on Grant Campus, we're seeing a

1  
2 better relationship. And then that  
3 person is assigned to the college. So  
4 if the student has a follow-up concern  
5 or question, they are again able to work  
6 with that direct person. So it's, I  
7 think, a better environment than  
8 probably a traditional person going to  
9 the Department of Social Services, I  
10 think their interaction is probably much  
11 better.

12 TRUSTEE CANARY: Thank you,  
13 that's good to hear.

14 CHAIR MURRAY: Any other  
15 questions? If not, we'll move on to the  
16 Governance Committee. Gordon?

17 TRUSTEE CANARY: Thank you,  
18 Mr. Chairman, the Governance Committee  
19 met on Tuesday, the 17th. Myself,  
20 Mr. President, Chairman Murray, Jim  
21 Morgo, Alicia O'Connor, Dr. Patty  
22 Munsch, Barbara Hurst, Dante Morelli and  
23 our secretary, Gail Cannahan.

24 Discussion was had about the  
25 composition about the new Board of

1  
2 Directors for the association. It was  
3 discussed that we need to ensure  
4 representation from all three campuses  
5 and faculty. Deputy General Counsel,  
6 Alicia O'Connor, informed the committee  
7 that under the association bylaws the  
8 new board would have to consist of  
9 between six and ten members, and the  
10 only mandatory member would have to be a  
11 student trustee. Once a new board is  
12 appointed, if they wish to change the  
13 number of members and or make any other  
14 revisions to their governance structure,  
15 they can do so by amending the bylaws.  
16 During the discussion, the group  
17 proposed the possible makeup of a new --  
18 which would be a temporary ten member  
19 board -- as follows; a student trustee,  
20 member of the board of trustees, vice  
21 president of student affairs,  
22 association director of business  
23 affairs, president of the faculty  
24 association or his or her designee,  
25 president of the guild or his or her

1  
2           designee, designee of the office of  
3           business and financial affairs, student  
4           representing the Michael J. Campus  
5           student government association, such as  
6           the president or finance officer,  
7           student representing the Ammerman Campus  
8           SGA, such as the president of finance  
9           officer, and student representing the  
10          eastern campus, such as the president or  
11          finance officer.

12                   DGC Alicia O'Connor informed the  
13          committee that because the association  
14          is a not-for-profit corporation, not a  
15          public body, they are not subject to the  
16          open meetings law and are able to hold  
17          their meetings remotely. New members of  
18          the Board of Directors would be  
19          appointed by the current Board of  
20          Directors via resolution. Discussion  
21          was had as to whether or not a new set  
22          of bylaws would be needed. This would,  
23          again, depend on what actions the new  
24          board would take, a title for the new  
25          overseeing entity if desired would be

1  
2 proposed and voted on by the new  
3 members. Vice president, Patty Munsch  
4 believes that the new board would need  
5 to meet at least on a monthly basis.  
6 The trustee representative would give a  
7 report at the Board of Trustees meeting  
8 each month, the same as how the  
9 foundation trustee representative  
10 currently gives the report at the  
11 monthly meetings. DGC O'Connor and Vice  
12 President Munsch will reach out to the  
13 proposed members to ensure and to ask  
14 them if they are interested in  
15 participating in this new temporary  
16 board, and then report back to the  
17 committee agenda items identified for  
18 the February Governance Committee  
19 meeting will include continued  
20 discussions and the next steps on  
21 establishing this new temporary board of  
22 directors for the association. The next  
23 Governance Committee was scheduled for  
24 Monday, February 13th. We adjourned at  
25 5:00 p.m.

1

2

CHAIR MURRAY: Any questions?

3

4

5

6

TRUSTEE MORGO: I have a question for Alicia. Do you think this new entity will be established before June of this year?

7

MS. O'CONNOR: Yes. Yes, yes.

8

9

TRUSTEE MORGO: Because we're moving in the right direction --

10

11

12

MS. O'CONNOR: I think so, it's not that difficult to put these steps into place --

13

14

15

16

17

TRUSTEE MORGO: And congratulations to Gordon and you and me for putting this forward. I had proposed it in 2015, so it's a good idea that we're finally doing it --

18

19

20

TRUSTEE CANARY: Things move slowly. We're right at the end of the tunnel.

21

22

23

24

25

CHAIR MURRAY: I would also like to thank the committee for its hard work. I believe we're the only community college in the state that the Board of Trustees acts as a board of

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

directors for the association.

TRUSTEE CANARY: As was pointed out by my colleague, Jim Morgo, who started this whole thing off to say why is that, and this is what we've been building into.

CHAIR MURRAY: And good work, very thorough, and I look forward to your recommendation shortly.

TRUSTEE CANARY: Thank you, again, Alicia, for all her hard work. Thank you very much for helping us get to this end point.

MS. O'CONNOR: Yes.

CHAIR MURRAY: Any other questions? If not, I'll move to the Personnel Committee. Gemma?

TRUSTEE DELEON-LOPRESTI: Thank you, Chair. The Personnel Committee met at 8:00 a.m. on Wednesday, January 18th via video conference. Present were Chair Murray, Trustee Coverdale, myself and Dr. Bonahue. The committee reviewed the President's goals for the 2022/2023

1  
2 academic year. President Bonahue  
3 advised that his goals are aligned with  
4 college's strategic goals. The  
5 committee provided additional feedback  
6 as to trustee expectations and noted the  
7 many challenges faced by the college and  
8 community colleges in general.

9 President Bonahue described critical  
10 initiatives to address these challenges,  
11 particularly in the areas of fiscal  
12 responsibly, enrollment and retention,  
13 student engagement, access and equity.  
14 The committee thanked President Bonahue  
15 for his report. The committee next  
16 reviewed the presidential evaluation  
17 process timeline and noted that the next  
18 phase will be to conduct the internal  
19 and external stakeholder survey,  
20 commencing in early spring. There being  
21 no further business, the meeting was  
22 adjourned at 9:10 a.m.

23 CHAIR MURRAY: Thank you. Any  
24 questions for Gemma?

25 Thank you, Gemma. Next,

1

2

Advocacy?

3

4

5

TRUSTEE PAGDANGANAN: I'll be doing the report on behalf of Trustee Zarate.

6

CHAIR MURRAY: Okay.

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

TRUSTEE PAGDANGANAN: The Advocacy Committee meeting was held yesterday at 2:00 p.m. via Zoom. Present were Trustee Pricilla Zarate, myself, Ben Zwirn and Carmen Torres. The meeting was called to order by Trustee Zarate. Ben Zwirn, college director of legislative affairs, discussed the recommendation of the Budget and Finance Committee for tuition increase. At the request of the board Chair Murray, the committee will work to lower the proposed tuition increase. The next budget and finance meeting is scheduled for January 25th. The committee discussed the Higher Education Advocacy Day, which will be held on February 7th in Albany. The college is looking to take approximately twelve

1  
2 students to Advocacy Day to meet with  
3 our State representatives to ask them to  
4 support floor funding, with an  
5 additional 4% as recommended by SUNY.  
6 Christina Vargas will be inquiring with  
7 speaker, Carl Heastie, about a meeting  
8 with our students. The plan is to meet  
9 with assemblyman Fred Thiele for  
10 representation of the Eastern campus,  
11 Senator Monica Martinez for  
12 representation of the Grant Campus,  
13 Senator Mario Mattera for representation  
14 of the Ammerman Campus, and Senator Dean  
15 Murray, who sits on the higher education  
16 committee. The committee discussed also  
17 the Suffolk County legislative  
18 ambassador program, which provides  
19 students with internship opportunities.  
20 Ben Zwirn will inquire if this program  
21 will be restored with our new  
22 legislators.

23 Chair Zarate also discussed the  
24 New York State Association bilingual  
25 education conference, which will be held

1

2

on March 16th to the 18th at East Wind.

3

The conference brings together

4

educators, administrators and

5

superintendents from K-12. It will be a

6

great opportunity to have someone

7

present at this conference. The meeting

8

was adjourned to 2:18 p.m.

9

CHAIR MURRAY: Thank you. Any

10

questions?

11

TRUSTEE MORGO: Yes, I had

12

business all day yesterday and wasn't

13

able to attend, but the thing about the

14

Advocacy Committee is right now;

15

February, March is its most important

16

time. I was happy to hear that there is

17

going to be an attempt with our State

18

legislators, we have less effect there

19

of course because we are one of thirty

20

advocating. Where we really have had an

21

effect, where advocacy has had an effect

22

in the past, was with our county

23

legislature, of course Ben Zwirn knows

24

that, but what I would really like to

25

see, I think what we would all like to

1  
2 see, is the advocacy committee focused  
3 on the County legislature, our local  
4 partner, where we can really have an  
5 effect, as we have had in the past, with  
6 its increasing its contribution with our  
7 college. And it's not going to be easy,  
8 for a number of reasons. Not the least  
9 of which is what Dr. Harris talked about  
10 already; the impact of losing HEERF, the  
11 inflationary pressures on the college.  
12 So, you know, the Advocacy Committee has  
13 to focus on the County legislature  
14 between now and the end of march.

15 TRUSTEE PAGDANGANAN: I totally  
16 agree with you on that, Trustee Morgo.  
17 And I think we have --

18 TRUSTEE MORGO: You can call me  
19 Jim.

20 TRUSTEE PAGDANGANAN: But, you  
21 know, I think we should be doing this on  
22 a regular basis also.

23 TRUSTEE MORGO: Yes. But the  
24 only thing is, you have the deadline  
25 where the legislature votes on our

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

budget and how much it's going to contribute, which in April. Well, actually in June, but we've got to get it in April.

TRUSTEE PAGDANGANAN: Thank you.

CHAIR MURRAY: Any other questions or comments? If not, we'll move to Facilities.

TRUSTEE MORGO: The committee didn't meet. Again, the college's physical resources committee, which is an internal college committee met yesterday. And again, yesterday I had business obligations. Committee member, Gordon Canary, was able to go. So, Gordon, can you let us know what happened yesterday?

TRUSTEE CANARY: Yes, Jim, thank you.

So, this was the annual review of the capital projects and facilities for the physical resources subcommittee. This room was filled with the members, John DeMayo leading off the discussions.

1  
2 I have a memo that he put out in  
3 preparation of the meeting, which I  
4 think it would be helpful for me to read  
5 these couple of paragraphs. To  
6 summarize, the status of the Capital  
7 Program as a result of last year's  
8 Capital Program process and based on the  
9 recommendations and efforts made by the  
10 college, all projects will maintain in  
11 the County Capital Program. The college  
12 had requested infrastructure project  
13 funding of \$5,150,000 in automotive  
14 center technology center construction  
15 funding of \$21,620,000 for 2023.

16 These requests were delayed to  
17 2024, which was acceptable to the  
18 college. The college had requested two  
19 new projects; the Grant Campus South  
20 Cottage renovation and the partial  
21 renovation of Caumsett Hall. Both  
22 requests were included in the Capital  
23 Program as submitted. No college  
24 capital projects were dropped from the  
25 county program. All of the projects in

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

Table 10 (indicating), have State aid, except for project appropriations currently scheduled in 2024 and 2025. So, I think that was those three that I just highlighted.

All projects scheduled for appropriations in 2022 were approved. As always, we will continue to focus on keeping all existing projects from being dropped from the program or delayed, which can happen in any program year. All projects scheduled for funding beyond 2023 are particularly vulnerable. If there are any additional capital needs that are not represented by the existing projects listed in Table 1, we ask that the capital projects be requested officially through the project request form. The form was passed out to all the college deans. New project and modifications to existing projects should be submitted as quickly as possible.

So that was the advanced memo

1  
2 that was sent out. And, it was a good  
3 meeting, it's great to know that we have  
4 all of these projects continuing,  
5 supported by our sponsor, which is  
6 critically important. For me, I think  
7 two things that kind of jumped out at me  
8 is that a facilities master plan and an  
9 energy master plan are two of the things  
10 that are going to be going forward. And  
11 both are critically important. As we  
12 know with energy costs rising so  
13 significantly, it's important for us to  
14 embark on this energy master plan, study  
15 all aspects of how we're using our  
16 energy and how we can possibly cut back.  
17 We are going to take a real, hard look  
18 at much more solar installation, looking  
19 at all of our roofs, possibly some  
20 ground-based stuff, maybe. But I think  
21 we're going to concentrate more on the  
22 roof-based solar, so that will be  
23 exciting going forward. We even talked  
24 about maybe some wind in there, but  
25 again, that seems to get some people

1  
2           upset having windmills being disruptive  
3           to the surrounding community, so we'll  
4           see, But that will all be part of it.  
5           But the facilities master plan is really  
6           exciting, because, again, that's taking  
7           a hard look at where this college is  
8           going. What are our programs -- what  
9           additional new programs or amendments to  
10          programs we're going to be offering.  
11          What facilities will need to be upgraded  
12          and expanded and possibly built new in  
13          order to provide these new programs.  
14          So, that's important -- very important.  
15          So that's, I think, funded and they're  
16          going to put an RPF in both of these  
17          plans.

18                   PRESIDENT BONAHOUE: Yes, the  
19                   energy audit is taking place, I don't  
20                   have the exact timeline in my head, but  
21                   I think that RFP is going out. There  
22                   are a variety of vendors that are kind  
23                   of pre-qualified, if I recall, through  
24                   PSEG and the RFP for the Master Plan,  
25                   the Facilities Master Plan, will go out,

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

I believe we're trying to get it out this spring and summer.

TRUSTEE CANARY: Very good.

Getting back to the energy issue, we talked about the electric vehicle chargers and how we need to take a hard look at that with what's coming down the pipe with the expansion of the sales of EVs. And so, again, we're going to be highlighting it in the overall energy master plan and take a look at the where and the how to get more charging stations out there, so that's going to be included.

And again, going back to our deans on the campuses, the ladies all have their own ideas about changing some things and expanding, improving some of the classrooms and whatnot, so I think we'll be seeing some more project forms being submitted based on their needs. And again, all of this is part and parcel to the criticality of getting our plan ready to be submitted to the County

1

2 third week of February, so we're on the  
3 fast track to get that done.

4 CHAIR MURRAY: Thank you.

5 TRUSTEE MORGO: I just have one  
6 question. No new capital projects for  
7 this cycle, right?

8 PRESIDENT BONAHOUE: That's  
9 correct.

10 TRUSTEE MORGO: That's going to  
11 be good for the advocacy committees and  
12 our local partners.

13 TRUSTEE DELEON-LOPRESTI: Just an  
14 idea, and I don't to know if you're  
15 already doing it, but with all of these  
16 initiatives going on in this area, we do  
17 have a workforce training department; do  
18 we invite students who are, let's say,  
19 in the HVAC program or maybe they're  
20 pre-engineering students to be interns  
21 in our own internal building projects?  
22 It seems like a tremendous opportunity.

23 PRESIDENT BONAHOUE: To my  
24 knowledge, we do not. And bearing in  
25 mind that many of our students are

1  
2 commuting students, or that they're  
3 available for classes but not  
4 necessarily available as a full-time  
5 student, likely. Also bearing in mind  
6 that many times the project management  
7 for these programs is extremely rigorous  
8 and kind of turns on a dime sometimes,  
9 and based on the weather, my  
10 understanding is that haven't been able  
11 to create kind of a crosswalk between  
12 our academic programs and facilities.  
13 Lou, has this ever come up previously  
14 that there's been any possibility of  
15 that kind of crosswalk? I imagine there  
16 might also be some liability issues as  
17 well.

18 MR. PATRIZZO: No, a lot of the  
19 sustainability work takes place in the  
20 evenings, has to do with making sure  
21 that systems are shutting down,  
22 classrooms are dark, the air  
23 conditioning has been lowered. So, it  
24 hasn't been something that we've been  
25 doing.

1

2

PRESIDENT BONAHOUE: It's

3

something for us to explore, so that's a

4

great idea. I think we need to look

5

into it and see if there are barriers;

6

are they insurmountable, if there is

7

even exposure pieces, is it feasible

8

that we can offer opportunities to

9

students? So thanks for that

10

suggestion.

11

CHAIR MURRAY: Any other

12

questions or comments? If not, thanks,

13

Jim. Thanks, Gordon. Next would be

14

Foundation.

15

TRUSTEE PAGDANGANAN: Funding

16

scholarships is a primary purpose of

17

Foundation fundraising. The

18

Foundation's goal is to assist students

19

with the costs associated with attending

20

college and to provide students with

21

access to quality education with a

22

limited financial burden. We want to

23

ensure that our scholarships attract new

24

students and retain continuing students.

25

A recent review of the Foundation

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

scholarship program shows that is for the 2021/2022 academic year, there were 229 named scholarships available. That actual number of scholarships offered is greater than this number, because some scholarships are presented to more than one recipient.

Second, during the 2021/2022 application period, the Foundation received 1,486 applications and dispersed over \$580,000 to both new and continuing students. During this scholarship cycle, 96% of available scholarships were dispersed. At this time, many Foundation scholarships are a few hundred dollars, which is not even sufficient to cover the cost of taking one class. Foundation staff are focusing on establishing a general scholarship fund for raising scholarship dollars that will increase the average scholarship award amount for our students.

I would also like to update you

1  
2 on the holiday card mailing that goes  
3 out from the president's office in  
4 December. As you know, a portion of  
5 this mailing includes a solicitation for  
6 year-end giving. Last year, this effort  
7 raised approximately \$2,500, which  
8 covers the mailing costs and generating  
9 about \$1,000. This year the campaign  
10 brought in just under \$4,400, which is  
11 almost double. We plan to continue this  
12 effort again.

13 CHAIR MURRAY: Thank you. Any  
14 questions about the Foundation? If not,  
15 we have Zack, our student trustee.

16 TRUSTEE FROST: Thank you, Chair  
17 Murray. So, first and foremost, I've  
18 been encouraging my fellow students to  
19 fill out the form that was just made  
20 available for the American Rescue Plan  
21 Funds. I saw the email went out  
22 yesterday, and I've been talking to my  
23 fellow students about filling that form  
24 out to see if they are eligible for the  
25 relief funds. Additionally, the Grant

1  
2 Campus Book Club made book donations,  
3 and also I think there was a reading  
4 that was done within the Wyandanch  
5 school system. And upcoming on  
6 February 1st, clubs such as the Vets  
7 Science, The Women's Club, The Anime  
8 Club and a bunch of other clubs will be  
9 representing themselves at the club  
10 fair, the Suffolk Federal Credit Union  
11 Field House, once again that's on  
12 February 1st. We all know the semester  
13 starts next week, which is exciting.  
14 Auditions for all of our spring shows  
15 will also be taking place Monday,  
16 January 23rd to the 24th.

17 And something else that I had  
18 seen in our own campus newspaper --  
19 which I would love if we can make it  
20 into some mainstream media -- was about  
21 our auto tech program here. One of the  
22 lines that stuck out to me was, "We've  
23 had students with four-year engineering  
24 degrees take the program." And the  
25 article was very good, if you have a

1  
2 chance to read it, it's on our campus  
3 newspaper. But I would love it if that  
4 could somehow make it over to our  
5 wonderful friends over at Newsday or  
6 News12, just to, you know, it's great  
7 bragging rights, honestly, that we have  
8 students coming here for from four-year  
9 programs to learn about Toyota trucks in  
10 our Toyota auto shop here on campus.  
11 And then also, today is also an open  
12 house at the Grant Campus, starts at  
13 10:00 a.m., so I'll be heading over  
14 there for a little bit after this.

15 CHAIR MURRAY: Any questions for  
16 Zack?

17 If not, that concludes our  
18 committee reports. The Chair's report;  
19 one thing, if you haven't noticed, I  
20 think every committee met this month,  
21 we've had a very busy beginning of the  
22 year, which is great and I appreciate  
23 everybody's efforts. And we ask one  
24 more time; tomorrow we have our Board  
25 retreat, which we are going to try to

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

focus on larger issues. We spend a great deal of time -- as we're required and should -- dealing with the nuts and bolts of the Board and of the college, the budget and all those fun issues, the retreat is we're going to try to look at more overall strategy for the college and for the Board. So I encourage everyone to attend, I know everybody has spent a lot of time this month, and it's only the 17th, it's not even the end of the month -- the 19th. But, again, I appreciate everybody's help.

The other thing I'd like to talk about just a little bit is our involvement with ACCT and NYACCT. There is a national lobbying day for community colleges -- and Zack, I know you had expressed an interest in going, would you still like to go? I think it's February 5th to the 8th?

TRUSTEE FROST: Yeah, one hundred percent, I think it will be a great opportunity to advocate for community

1  
2 colleges on a large scale. And also the  
3 NYACCT has gotten -- they've brought an  
4 advocate to the table, and he's also  
5 going to be advocating for community  
6 colleges as well. I think there's a big  
7 push for more funding, especially for  
8 workplace programs, workforce programs  
9 and there's also a big push for the  
10 students themselves, students who are  
11 able to attend, to meet with their  
12 respective legislators, and the ACCT is  
13 able to set up those meetings when we're  
14 there. We have been told that the  
15 students talking to the legislators  
16 really gets the most pull.

17 CHAIR MURRAY: Clearly the most  
18 effective.

19 TRUSTEE FROST: Yes. Now there  
20 was a big push from the president of the  
21 ACCT for that, and I think it's a unique  
22 opportunity for us to go there and  
23 obviously we -- we are hearing about all  
24 the budget deficits and whatnot, and  
25 well, we need money, so. Got to go

1

2           there and show them what we're doing and  
3           we're doing great things over here and  
4           we have to really advocate for that.

5                   TRUSTEE MORGO: Zack, there means  
6           Albany and Washington, right?

7                   TRUSTEE FROST: Yes, I believe  
8           so, yes.

9                   CHAIR MURRAY: There is a federal  
10          group, which is focussing on Washington,  
11          which is the one coming up in February.  
12          Then the NYACCT is more geared for  
13          Albany. So I don't -- I don't think we  
14          need a resolution, but if Zack would  
15          like to go, I'm sure that's something we  
16          can we have a budget for it and so I  
17          would encourage you. If you could  
18          follow up with him so we can make the  
19          arrangements. I don't know if there's  
20          any other trustees, I know I did reach  
21          out to Pricilla, just because she's the  
22          head of the Advocacy Committee, I'm not  
23          sure if she's able to go. But I don't  
24          know if there is anybody that is  
25          interesting in going. It's in

1

2

Washington, it's going to be from

3

February 5th, which is a Sunday to

4

February 8th. For some part of it, I'm

5

going to try to attend, I am going to do

6

that on my own dime. But, you know, if

7

there's another trustee that would like

8

to go, just let us know.

9

PRESIDENT BONAHOUE: Mr. Chairman,

10

I also had an invitation from Senator

11

Gillabrand's office, the Senator is

12

sponsoring a roundtable for New York

13

community college presidents in

14

conjunction with the ACCT. And so --

15

CHAIR MURRAY: Is it going to be

16

during the same period of time?

17

PRESIDENT BONAHOUE: It will. It

18

will be the day -- it will be on the

19

last day of the ACCT conference in

20

Washington.

21

CHAIR MURRAY: I did attend one

22

year, way back when, and they do setup

23

times to go meet with your local

24

legislators and congress people and so

25

on. And they usually have a luncheon

1  
2 and a speakers you know of some national  
3 rapport on it. So it's a good vehicle  
4 to, you know, get yourself out there.  
5 Quite frankly, we're the largest  
6 community college in New York State,  
7 we -- I think we have to take a  
8 leadership role. I have attended, by  
9 Zoom during the pandemic, some of NYACCT  
10 events. But if there's someone that's  
11 on the Board that is interested in  
12 participating in that, or becoming  
13 involved. I know as I said earlier, I  
14 know that we've all been very busy and  
15 very committed, but if someone else  
16 would like to also play a role in that,  
17 that would be great.

18 So with that said, that's my  
19 Chair's report. Now, we'll go to the  
20 President's report.

21 PRESIDENT BONAHEUE: Thank you,  
22 Mr. Chairman. Good morning, Trustees  
23 and as always, thank you for making time  
24 for the college today in your busy  
25 schedules. I appreciate it, and

1  
2 everyone in the college appreciates the  
3 time that you give to the college, and  
4 we appreciate your leadership. As  
5 always, it's my pleasure to recognize  
6 our association and governance leaders  
7 with us today. From Grant Campus  
8 Assembly, Professor Tat Sang So. Tat,  
9 thanks for being here. From the Eastern  
10 Campus Congress, Professor Nina  
11 Acquavita is behind me. Hi, Nina. From  
12 the faculty association, Professor Dante  
13 Morelli. Thank you, Dante. From the  
14 Administrators Guild, Professor Kaliah  
15 Greene, thank you for showing up. From  
16 our AME White Collar, right behind you,  
17 Mr. Chairman, is Josephine Makowski.  
18 And we did have, from AME Blue Collar is  
19 Bill Jones. Thank you, Bill, for being  
20 here. Also, I am pleased to recognize  
21 Mr. Jose Riquelme, president of the  
22 Ammerman Student Government Association.  
23 And so thanks for coming, Jose, good to  
24 see you. Thanks to all of you for your  
25 leadership and providing representation

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

for our campuses and associations.

Trustees, I always start with enrollment, and as I reported in December, our overall enrollment for the fall semester was down by just under 3% as predicted, which does carry the loss of revenue Dr. Harris mentioned. Our short January term, which began December 27th and ends pretty much today is almost exactly flat; we were down by a sliver, we were down by single digits. However, with just a few days to go before the start of the spring term, I am excited to report that as of yesterday, our enrollment was up 1% in head count, and even more importantly, up 3% in FTE. And FTE, as you remember is the figure that takes into account the total number of credits being taken by students. So I'm cautiously optimistic. The challenge for the college, always, is to be sure that we're not just pulling forward enrollment that we were going to get

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

anyway, it's to maintain this enrollment momentum all the way through the drop/add period. And to try to be sure that by the end of next week when students are finished registering for classes, we still are up.

But there is some additional encouraging sides, the primary one of which is that when we look at the number of continuing students -- the number of students who were previously enrolled and have continued to reenroll for the spring semester -- that number of students was up 4%. And so, it does feel like so much of our work on retention, our focus on academic pathways, on student on-boarding, on student-centered instruction, there are signs that that retention work is having an effect as we're seeing the number of continuing students that are enrolling. So, fingers crossed, and more to come on that.

Trustees, part of this, as you

1  
2 know, is related to outreach and as I  
3 have been meeting with high school  
4 principals all over Suffolk County,  
5 every one of those principals have  
6 emphasized that part of our outreach,  
7 especially for first generation  
8 families, has got to be a realization  
9 that many of our families speak Spanish  
10 at home, and that our outreach work  
11 needs to be bilingual. Especially  
12 because many of our traditional  
13 students, they're making decisions about  
14 college attendance with their families;  
15 it's a family decision. So we know that  
16 we need to be able to communicate, in  
17 many cases, directly with families,  
18 directly with parents. So, at your  
19 place, you have what has turned out to  
20 be a fairly big initiative for the  
21 college. If you open the folder, you'll  
22 see that we have the first four pieces  
23 of all of the student-facing documents  
24 that we're now translating into Spanish.  
25 The first four here are hot off the

1  
2 presses, we just got them out of the  
3 print shop. These four happen to be on  
4 EOP, our educational opportunity  
5 program, our high school programs.  
6 And -- puedes pagar una educación  
7 universitaria -- you can afford a  
8 college education. And so, it has some  
9 information about scholarships and  
10 financing in college. We're excited  
11 about this because our working  
12 hypothesis is that -- it does two  
13 things. One; it gives us an opportunity  
14 to put information directly into  
15 parents' hands. But by virtue of the  
16 fact that we can now do that in a  
17 bilingual way, it shares that we're a  
18 welcoming community, that we realize  
19 that our community is diverse and that  
20 we want to welcome all of our students  
21 into the college. My understanding is  
22 that we have nine or ten of these  
23 publications that we're translating in  
24 Spanish, but these are the first four.

25 Also, clipped to the front of

1  
2 your folder, you have another brochure  
3 that we just created. As you know, part  
4 of our focus in the past year has been  
5 on creating shorter-term certificates  
6 that is stand alongside and that can be  
7 a pathway into our college degree  
8 programs. And so, this program, it's  
9 our first attempt to capture like the  
10 ten of these programs that are all  
11 short-term, these are programs that can  
12 typically be done in six months or less.  
13 And you see they range from welding to  
14 machining to ophthalmic assistant, we  
15 have our new medical assistant  
16 certificate in this, our new solar  
17 installer program, as well as our credit  
18 EMT certificate -- which is offered at  
19 all three campuses and certainly it  
20 supports the fire agencies, Trustee  
21 Pagdanganan, and many students are using  
22 it, not only the volunteer for an  
23 agency, but also because once you have  
24 an EMT, it represents a work opportunity  
25 as well. So, we're putting -- this will

1  
2 also be translated into Spanish, and  
3 we're going to get these -- this  
4 information about our short-term  
5 certificate also out to the high  
6 schools, to the DOL, to the workforce  
7 board, where we know that for folks who  
8 either don't have the luxury of going  
9 into a two-year degree program or that  
10 they need a job now, need a job quickly,  
11 many of these certificates will be  
12 attractive, and especially to our adult  
13 students and other non-traditional  
14 students.

15 Trustees, as I met with you  
16 one-on-one over the past months, several  
17 of you asked about the cyber security  
18 that's been much in the news. And you  
19 asked about how we know here at the  
20 college that -- how we manage IT  
21 security, how we manage cyber security.  
22 It's going to continue to be in the  
23 news, but I just want to offer you a  
24 quick summary of what we do do to keep  
25 our own system safe, especially given

1  
2 that we have thousands of students on  
3 our system, surfing the web, clicking  
4 around, bringing their own devices and  
5 plugging into our network. So I want to  
6 introduce at this time, Vice President  
7 and Chief Information Officer, Shady  
8 Azzam Gomez, just to share a few minutes  
9 of everything that we have in place in  
10 terms of cyber security. This is an  
11 area that does not keep me awake at  
12 night, which is good. And Shady, thanks  
13 to you and Steve and Jason and your  
14 whole team for this quick presentation.

15 MR. GOMEZ: Thank you very much.  
16 I wanted to take a few minutes just to  
17 talk to you about what it is that we're  
18 doing at the college to protect it's  
19 digital environment. Very quickly, at a  
20 glance, the college gets attacked on a  
21 daily basis about fifteen hundred times  
22 on any workday. That being said, an  
23 attack is not someone just trying to  
24 attack and that's it, we didn't get in;  
25 an attack could last hours, sometimes

1  
2 could last days. So our systems report  
3 all of these attacks. Just to let you  
4 know, the majority of those attacks are  
5 an attempt to gain administrative  
6 access, they know that if they get  
7 administrative access, they have access  
8 to the keys to the kingdom. So these  
9 are all the attacks that we pretty much  
10 get daily here at the college.

11 That being said, some of the key  
12 components of some of the things that  
13 we've been doing here at the college is,  
14 we've enabled multi-factor  
15 authentication. If you don't know what  
16 this is, when you try to log into your  
17 bank account, it's asking you for a  
18 second wave of authenticating, you get a  
19 text message with a code, so we  
20 implemented this last year. And we also  
21 do vulnerability scanning. In essence,  
22 we have software going out there,  
23 scanning our network, making sure that  
24 all our computers are patched, our  
25 servers are protected and there is no

1  
2 other unknown issues. We do penetration  
3 testing -- and I'm sorry, when I say  
4 conducted, as for industry standards, we  
5 do this often. I'd rather not discuss  
6 exactly when we do these things, just  
7 because this is a public session, but if  
8 you have any questions about any of  
9 these things, I'll be happy to discuss  
10 it with you after the meeting.

11 And we also do penetration  
12 testing, in essence that is a hacking  
13 attack enabled by us, started by us.  
14 One of my most favorite, we do phishing  
15 simulations, so you know when you get  
16 those emails asking you to log into the  
17 website and enter username or password,  
18 sometimes we send those from us and we  
19 see who is clicking on the link, who is  
20 actually entering their username and  
21 password, and then we know that these  
22 folks need to be educated again and  
23 reminded that you should not be doing  
24 these things.

25 The college is a member of the

1  
2 SUNY Security Operation Center, which  
3 also offers many of the tests that I  
4 just spoke about. We do defense in  
5 depth. What this means is, it's layered  
6 security. In essence, your security  
7 starts at the user, we need to make sure  
8 the user is educated, they know what  
9 they are doing. Next level, we want to  
10 make sure the computer is protected, is  
11 patched, is updated. Next level, we  
12 want to make sure the network is secure  
13 and protected. If you look at any of  
14 the jacks around the room, if you bring  
15 in a computer, you plug it in, it will  
16 not work. That doesn't happen  
17 everywhere, I can tell you many  
18 institutions where you plug in a  
19 computer in a jack and it would work and  
20 you will have access to the network of  
21 the institution. The next level up will  
22 be our firewalls, make sure that the  
23 entire environment is protected. So  
24 that's defense in depth. And again,  
25 education to me is the most important

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

one. The single point of failure of any hacking attack is when a user gives up the credentials.

So, about five years ago, we started our information security program, which is mandated by SUNY, we have cyber security training that is performed by our information security officer, based on this best practices. We also have mandatory data security and privacy training. We make sure that all employees of the college take this course once a year, and as I said before we do the phishing simulations.

We do backups nightly of all our data, we have a network redundancy, making sure that if one leg of our network, we have a second leg set up so that we can make sure that our systems are up and running. Off site there is data storage, we have data redundancy within the campuses, and we also have data storage up in SUNY. Also very important to note, our student employee

1  
2 and financial records are not stored at  
3 the college. So that critical data is  
4 not here at the college. And we also  
5 have enterprise-wide encryption and data  
6 protection, software and hardware  
7 encrypted.

8 Our environment, as I mentioned  
9 before, multi-factor authentication.  
10 We also have VPN access for any remote  
11 connections, so nobody can connect to  
12 the college remotely, unless they are  
13 coming in through a secure virtual  
14 private network. Network security, as I  
15 mentioned before, our jacks are  
16 protected, our user passwords expire.  
17 Right, if you can think of any of your  
18 retailers online that you have accounts  
19 for, have you ever been asked to change  
20 your password? We demand, we make sure  
21 that our users change their passwords  
22 every ninety days. Endpoint protection,  
23 again our computers, our computer  
24 environment, our computers are updated,  
25 our computers are patched and their

1  
2       antivirus is up-to-date. Likewise cyber  
3       security, we also have next generation,  
4       next gen firewalls, these are the  
5       greatest and the best firewalls that you  
6       could have right now to protect the  
7       environment. We have cloud security and  
8       do have cloud vendor assessments to make  
9       sure that any time we engage a cloud  
10      vendor, they have gone through a  
11      reviewing process and they've been  
12      vetted before we purchase them or  
13      purchase their services. And we also  
14      have login and alerting, in essence, we  
15      have systems that tells us when  
16      something is not right or when there  
17      might be a possible issue, and we get  
18      alerts and make sure that we go ahead  
19      and correct them.

20                We did create a security  
21      operations team. Steve Clark, he's the  
22      administrative director of  
23      infrastructure services and our  
24      information security officer, Jason  
25      Frida joining us too. Thank you for

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

your wonderful services, you two allow me to sleep much better at night. Jason happened to be at the Ward Melville High School job fair yesterday, representing the college and what an information security position could do for these students. Hopefully we get lots of students going into the info-sec field.

They conduct incident response exercises making sure that they simulate an attack or they simulate some sort of catastrophic failure and how we would react to this. I'll give you a quick example, a compromise procedure. So, when an account gets compromised and we realize that somebody has given up the credentials and we start seeing emails or we start seeing strange logins, that account gets disabled right away. Then we go into the account to make sure that nothing has been done. We've seen very strange things in the past where your account might have been compromised, but nothing happened and then we saw that

1  
2           there might have been a rule in there  
3           saying all your emails are also going to  
4           be forwarded somewhere else. So the  
5           user will never know anything was  
6           happening, because the emails were going  
7           somewhere else besides their own inbox.  
8           So once we clean up the inbox or we  
9           clean up the account, whatever happened  
10          in there, that account will not be  
11          enabled again or activated until they  
12          sit with Jason and they spend a good  
13          time going through cyber security  
14          training. Once they have been trained  
15          again, your account is enabled again.

16                 Any time we have an issue, we  
17          have a procedure on how this needs to be  
18          reported. We have to report it to the  
19          SUNY chief information security officer,  
20          as well as to the New York State Cyber  
21          Command. We have also engaged a vendor  
22          to take a look at our incident response  
23          plan, give us an extra set of eyes, this  
24          is an information security vendor, so  
25          never a bad time to have somebody else

1  
2 take a look at what we are doing,  
3 because at the end of the day, we don't  
4 what we dont know and that's our biggest  
5 concern. And if it all fails, we have a  
6 cyber security insurance. My team  
7 reminds me often that it's not a matter  
8 of if, it's a matter of when, and  
9 hopefully never, but I can tell you  
10 seeing the things I have seen here and  
11 seeing the things I have seen in other  
12 places, our environment is extremely  
13 well-protected, and that makes me very  
14 confident. And I should be careful when  
15 I say these things, but I'm very happy  
16 of how our environment is secure here at  
17 the college. And with that, I thank you  
18 for your time and I'd like to know if  
19 you have any questions?

20 CHAIR MURRAY: How much  
21 integration is there between the  
22 college's IT and the County's IT?

23 MR. GOMEZ: One thing that we do  
24 when it comes to these things, and I  
25 want to be careful how much I share in a

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

college setting, in our system, especially our critical systems, we were always okay with allowing information out that it has been vetted, we do not let those systems to bring information in to our systems.

CHAIR MURRAY: Thank you.

PRESIDENT BONAHOUE: Thank you, Shady, I appreciate that. Also, Josephine, thank you for being here and I know also as a member of the IT department you're at the help desk all the time so you're the one that gets to explain this to all those of us who don't know what we're doing, so thank you very much.

Trustees, in academic affairs, we're working on two fronts right now. The new SUNY requirements for general education require that all of the degree programs in the college incorporate some perspective that educates students about the diversity of historical and social factors that shape the development of

1  
2 individual and group identity. So  
3 there are extended conversations taking  
4 place on all three campuses that are  
5 looking at which courses in each program  
6 will provide this diversity perspective  
7 and I always acknowledge our shared  
8 governance leaders, because they really  
9 have a leadership role. Right now they  
10 are doing their best to proceed with all  
11 of the voting that needs to be done, so  
12 that the college can move forward with  
13 reporting to SUNY how we will meet these  
14 statewide requirements for general  
15 education that serve all students. Our  
16 goal is to finish this work here in the  
17 spring semester, so as to be in  
18 compliance with SUNY requirements and  
19 have it finished so as to help our new  
20 students coming in for the fall register  
21 for their courses as early as possible,  
22 hopefully by the middle of the spring  
23 semester.

24 On the workforce side of the  
25 house, Dr. Jones continues to work with

1  
2 internal stakeholders to map out and  
3 design additional short-term  
4 certificates. Thank you, Liesl for your  
5 leadership on that. Again we're  
6 focussing right now a lot on the health  
7 care sector where we see some  
8 opportunities, previously I had  
9 mentioned that we would like to  
10 follow-up with a medical assistance  
11 certificate with additional certificates  
12 in phlebotomy and training for EKG  
13 technicians. We're also exploring, in  
14 collaboration with Suffolk County, the  
15 possibility of a short certification for  
16 sterilization technicians, people who  
17 run autoclaves and who can do  
18 sterilization for hospitals and  
19 veterinary practices and other areas.  
20 But, as of just in the last couple of  
21 weeks, the conversation expanded to  
22 include the possibility of including  
23 certified nursing assistant. So as you  
24 know, the CNA credential is the most  
25 basic of nursing credentials and if we

1  
2 had that, we have the complete ladder,  
3 the complete ladder of nursing  
4 credentials, from the most basic nursing  
5 assistant, through PN, through RN and  
6 that would give students a wonderful  
7 pathway, with multiple completion points  
8 moving from a short-term certificate, to  
9 an intermediate certificate, to a full  
10 two-year degree. So, stay tuned for  
11 more information on that.

12 As you heard from CFO Harris and  
13 Trustee O'Connor, we've begun the  
14 process of considering financial  
15 assumptions and scenarios for the  
16 fiscal '24 and beyond. Even if our  
17 enrollment for spring continues to be up  
18 or flat, it still seems likely we'll  
19 experience the shortfall, some kind of  
20 shortfall that's forecast for this year  
21 as the last of HEERF funds is used up.  
22 Looking ahead to next year and the  
23 budget planning that's taking place  
24 internally in the college, I informed  
25 the cabinet this week that in my view,

1  
2 as we begin this fiscal planning, the  
3 college will not be in a position to add  
4 new positions. Our budget assumptions  
5 internally is that our planning needs to  
6 be conservative. We're grateful that we  
7 have from some support from SUNY this  
8 year in terms of adding faculty  
9 positions, and we've tried to hold  
10 faculty positions flat, especially  
11 instructional faculty positions in the  
12 last two years. In every other  
13 category, from exempt positions, to  
14 guild positions, to noninstructional FA  
15 positions, to AME positions, we have  
16 been decreasing the head count  
17 internally, commensurate with the  
18 enrollment decline we've experienced.  
19 And so, again with an enrollment decline  
20 of 25% over five years, and thinking  
21 about how hard we were hit in COVID,  
22 we're trying to use very conservative  
23 assumptions going forward. Of course we  
24 know that there are departments where  
25 folks are remembering, oh, we used to

1  
2 have this many positions, we used to  
3 have this many positions, and that's  
4 really difficult, right? Because those  
5 kinds of organizational changes are  
6 really difficult. But going forward, we  
7 really have to study what the college  
8 can sustain. Again, part of this is  
9 enrollment, and it's retaining the  
10 students that we have, and so that's why  
11 we put so much emphasis, you hear me  
12 talk about enrollment and retention all  
13 and all the time, because that's really  
14 what will drive our revenue model.

15 In development and grants, two  
16 weeks ago, I emailed all of you that  
17 with the support of congressman Lee  
18 Zeldin's office, the college had won a  
19 congressionally-sponsored appropriation  
20 from the U.S. Department of Labor. It  
21 was curious at the time because the  
22 initial announcement that we heard was  
23 that we were receiving a \$2 million  
24 earmark, which was more than we had  
25 asked for. Subsequently we had received

1  
2 confirmation that the amount ordered was  
3 actually \$1.45 million, which was the  
4 amount we had requested originally. We  
5 are very grateful to Congressman  
6 Zeldin's office, and then Chair Murray  
7 to your point about advocacy and  
8 interacting with out congressional  
9 delegation, whether Congressman  
10 Garbarino, Congressman Lalota, Senator  
11 Schumer and Gillibrand, our anticipation  
12 is that earmarks are back. That  
13 congressionally-sponsored appropriations  
14 are back. We were able to get this  
15 appropriation through Congressman  
16 Zeldin's office because we were ready  
17 with an expansion of the cyber security  
18 program, and because we were ready with  
19 that list of costs, we were able to hand  
20 that off to the congressman. So  
21 obviously, the question becomes going  
22 forward, how do we put ourselves in the  
23 position that we are ready with projects  
24 for congressionally-sponsored  
25 appropriations for the summer of '23.

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

So we'll be doing that discernment process as we go forward.

Beginning in October, Trustees, I began personally meeting with some of the employers involved with our manufacturing program, and this is our noncredit workforce program, our manufacturing program at the Grant Campus. Many of these companies are involved with an HIA, and the manufacturing committee chaired by Ron Loveland. Among the needs employers have been bringing forward to me as I have gotten to know them, is the need for our curriculum to keep up with changing industry technology, and you know we always want to be sure that our curricula deliver what employers are looking for. We need to not be training students on technology that's two years old, on healthcare practices that are out-of-date, so we have to work hand-in-glove with employers to ensure that our curriculum is up-to-speed.

1  
2           Several employers expressed an  
3 interest in Swiss screw machining  
4 technology, which was new to me. A  
5 Swiss screw machine is a device that can  
6 tool precision parts faster and in  
7 multiple dimensions, on multiple axis at  
8 once. Six employers so far have made  
9 donations to the college as part of a  
10 campaign toured acquisition of a new  
11 Swiss screw machine that we will use for  
12 training purposes here. The major  
13 donations ranged from \$5,000 up to  
14 \$25,000, from employers that are coming  
15 to our manufacturing equipment fund. We  
16 also have a \$20,000 grant from the State  
17 of New York Workforce Development  
18 Institute, the total amount raised so  
19 far is \$68,600. So I just needed to  
20 share that our manufacturing community  
21 is really stepping up to the plate and  
22 strongly endorsing the quality of our  
23 program and the skills of the students  
24 that we produce in that program.

25           TRUSTEE CANARY: What does that

1

2

machine cost?

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

PRESIDENT BONAHOUE: That machine costs about \$120,000, so we're about halfway home. If I recall. Thank you, Chair Murray, for your points about the retreat tomorrow. I'm going to wear jeans, I ask that we keep it informal. We begin at 9:30, at the boardroom at the Grant Campus. Finally, I want to thank Trustee Lopresti and the Personnel Committee just for meeting with me to review the goals that will serve as the basis for evaluating my leadership for the college. And please note that I'm happy to have more conversation at any time about those goals. Mr. Chairman, that concludes my report, I'd be glad to have questions or comments.

20

21

CHAIR MURRAY: Any questions or comments?

22

23

24

25

TRUSTEE MORGO: Thank you for that comprehensive President's Report. Regarding enrollment, and new offerings for our students, and something I'm

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

always interested in is follow-up. Last month we talked about the possibility of a task force examining that never-ending issue of students going to out-of-county institutions. I mentioned it would be good if we have legislators there at last months's meeting, if we could do it collaboratively. Any follow-up on that?

PRESIDENT BONAHEUE: Jim, I have not been able to take any action on that since the December meeting. But, thank you for the reminder, and I will -- again, we have reached out previously to Comptroller Kennedy's office to see if we can get updated information, as you remember. They didn't seem to be able to deliver updated information because of the cyber security attack. But I understand you to say, our efforts should be broader than just that one piece of data. And so, we need to work on that.

TRUSTEE MORGO: Because it's a never-ending issue, everyone complains

1

2 about it, no one does anything about it.

3

4

PRESIDENT BONAHOUE: Thank you for that.

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

TRUSTEE DELEON-LOPRESTI: Along those lines. So, you're feeling -- we all are feeling positive about the prospect of slightly increasing enrollment. I'm curious, the new enrollees, or the new kinds of courses that are being taken, are they mostly online? What is the impact of online classes having on our enrollment, either availability or lack thereof, and is there an increased competition from other institutions to, you know, including Nassau County, to take classes that maybe we aren't offering online?

PRESIDENT BONAHOUE: I'm going to ask VPs Munsch and Greene to help me with this in case there's anything I forget, but generally our enrollment as I reported for the fall semester has been about 33% online, 66% face-to-face. My recollection is that, as we trend

1  
2 into the spring semester, we're seeing  
3 about the same ratio. In terms of the  
4 new programs, they are mostly blended  
5 with some didactic content being offered  
6 online -- for instance in medical  
7 assistant, the didactic content is  
8 offered online and then the students  
9 getting the second half of the program,  
10 they come to campus for lab work and  
11 clinicals related to their program.  
12 Solar training was all face-to-face, was  
13 all hands-on all the time. As we go  
14 forward, I would anticipate that for  
15 things like phlebotomy and EKG  
16 technician, it would be similar. We  
17 would have some didactic curriculum  
18 available online, but, sorry, if I'm  
19 going to have somebody do a blood draw,  
20 I -- I prefer that they have plenty of  
21 practice on a mannequin and other ways  
22 of practicing before they work on me.

23 In terms of the overall impact,  
24 what I can report is that when we looked  
25 at the number of these noncredit

1  
2 workforce enrollments, from '21 to '22,  
3 they were up I want to say by five  
4 hundred, they were up by, like, a  
5 hundred percent. A part of that was  
6 that during the pandemic, the ability of  
7 folks to come in for workforce training  
8 was pretty limited. As we've rolled it  
9 out and tried to make it more visible,  
10 we are seeing a lot of interest coming  
11 to the Grant Campus, especially for the  
12 workforce institute. Ironically, some  
13 of that student interest is confronting  
14 a vaccination requirement. Many of our  
15 students, our traditional students to  
16 come to campus has to be vaccinated, not  
17 everybody in the workforce is already  
18 vaccinated. And so, we are trying to  
19 manage that as best we can. Kaliah and  
20 Patty, any data points I didn't mention  
21 that occurred to you?

22 MS. GREENE: No.

23 TRUSTEE DELEON-LOPRESTI: Well,  
24 what about traditional; the two-year,  
25 you know, is there an impact on online

1

2

courses being either available or not available?

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

PRESIDENT BONAHOUE: Anecdotally, we are seeing -- students know that if they can't find what they want at college A, they can look for it at college B. We are anecdotally, we know that there is one college upstate, we know that Stony Brook in fact is offering a lot of it's -- even courses that have traditionally been offered face-to-face, but whether they are science courses, whether they are engineering or computer science courses, we tend to value, at the community college level, hands-on learning, right applied learning. But there are community colleges upstate and even some universities that are really kind of going all in on just delivering an online experience.

23

24

25

You may remember from some of the comparative data I shared previously, one of the colleges upstate showed a lot

1  
2 of enrollment growth, and anecdotally,  
3 we've been given to understand a lot of  
4 that is in areas like anatomy and  
5 physiology, biology, maybe other  
6 sciences where they are extending well  
7 beyond their service district because  
8 they offer these online courses. So  
9 it's a competitive marketplace for sure.

10 TRUSTEE DELEON-LOPRESTI: And it  
11 just seems generationally, that is what  
12 this generation wants. I just know in  
13 my own kids, they actively look for  
14 online courses, because they don't want  
15 to get up and get out of the house.

16 PRESIDENT BONAHOUE: Right, right.  
17 And the question of whether that's good  
18 for our kids, right, and mine as well,  
19 it's interesting because what we're  
20 really trying to do is find a sweet  
21 spot, right, that means that -- and we  
22 talked about this, we talked about this  
23 at the Grant Assembly, Dante was present  
24 for our conversation actually at the  
25 County Legislature where they were

1  
2 discussing this as well. We're really  
3 trying to find the sweet spot between  
4 student learning that we know is the  
5 most powerful way of bringing home --  
6 okay, here's what it means to actually  
7 really, truly understand anatomy and  
8 physiology and see what this bone looks  
9 like and see what this joint looks like  
10 and being able to have, you know, skills  
11 with a microscope and so forth, and  
12 providing access for students who don't  
13 have the luxury of coming to campus  
14 Tuesdays and Thursdays at 11:00 to  
15 12:15. That's -- it's always a  
16 challenging mandate for community  
17 colleges. We've got to have student  
18 learning that means something, it can be  
19 -- we can have exceptional student  
20 learning opportunities online, we have  
21 shown that we can do it during the  
22 pandemic, we just have to find that  
23 balancing point.

24 TRUSTEE DELEON-LOPRESTI: Yes,  
25 and I would be remiss if I didn't

1  
2 mention too, many community college  
3 students are working, and they have to  
4 work so they're not necessarily, you  
5 know, if you have classes far apart, you  
6 can't sustain a full-time job. So,  
7 that's why it's sometimes more  
8 convenient for working students too as  
9 well.

10 PRESIDENT BONAHOUE: Absolutely.

11 TRUSTEE CANARY: This  
12 conversation just popped a thought into  
13 my mind. Jim had talked about this task  
14 force of looking at the out of county  
15 situation, if we could go to SUNY and  
16 they would share with us information of  
17 what Suffolk students are going to other  
18 SUNY schools in an online format, I  
19 think that would be really helpful to  
20 see if there was a trend there or if  
21 something really jumps out at us, that  
22 oh, look, all of these students from  
23 Suffolk are going to Geneseo because  
24 they offered this program online or  
25 something like that. It might just be

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

very helpful to have that discussion.

PRESIDENT BONAHOUE: So far, I think our knowledge has been mostly anecdotal, mostly based on what students are bringing back to us and reporting to us, oh, I can't find the course I'm looking for, I'm pretty sure I can get it somewhere else. Trustee Zarate referenced a BOCES website that may have some of this information, Kaliah, are you aware of any statewide website that would give us better information about kind of the student traffic across colleges.

MS. GREENE: So what we do as a part of the SUNY system, we have access to SUNY BI, which is their business intelligence system, and that's their data warehouse. What I can do is I can look to see if there is some additional information on the courses as Dr. Bonahue mentioned. It's more so what the students are bringing back, but I can check to see and I can deliver

1

2

that message back to Dr. Bonahue whether  
or not we do have access to that or,  
again, if it's something that is coming  
through based upon transcripts. From  
what I've seen on the SUNY BI system,  
no. Again, I will double check, and  
then confirm with Dr. Bonahue.

9

10

11

CHAIR MURRAY: Any other  
questions? If not, we'll move to  
roundtable. Anything else to add?

12

(No response.)

13

14

15

CHAIR MURRAY: If not, I would  
just like to have a motion to adjourn  
our meeting.

16

TRUSTEE MORGO: So moved.

17

TRUSTEE O'CONNOR: Second.

18

19

CHAIR MURRAY: All those in  
favor, say aye.

20

COLLECTIVE RESPONSE: Aye.

21

CHAIR MURRAY: Any opposed?

22

(No response.)

23

24

CHAIR MURRAY: Okay, thank you,  
everyone.

25

(Time noted: 10:37 a.m.)





A				
am 1:22 38:21 39:22 56:13 98:25	64:8 81:3,11 97:21	alerts 75:18	appreciates 57:14 62:2	34:22,24 35:5,13 36:22 38:2 41:24 62:6,12,22
Aaron 5:7	Additionally 54:25	Alicia 33:21 34:6 35:12 37:4 38:12	approach 5:21 28:23	association's 4:2,24
ability 13:8 25:2 92:6	address 39:10	aligned 39:3	appropriate 27:16	associations 63:2
able 10:2 11:4,17 15:25 27:10 30:11 32:15 33:5 35:16 42:13 44:16 51:10 58:11,13 59:23 65:16 85:14,19 89:11,17 95:10	adjourn 2:15 7:6 98:14	ALLEGIANCE 2:9	appropriately 4:8	assuming 18:17
Absolutely 96:10	adjourned 3:5 7:23 36:24 39:22 42:8	allow 5:10 76:2	appropriation 84:19 85:15	assumptions 9:20 82:15 83:4,23
academic 39:2 51:12 53:3 64:17 79:18	adjunct 29:20	allowing 79:4	appropriations 46:3,8 85:13,25	attack 69:23,24,25 71:13 73:3 76:12 89:19
acceptable 45:17	adjusting 18:14	allude 8:14	approval 3:9 8:2,5	attacked 69:20
access 28:9 39:13 52:21 70:6,7,7 72:20 74:10 95:12 97:17 98:3	adjustment 10:23 10:23 11:20 20:12	alongside 67:6	approve 6:16 8:6 8:20 23:18	attacks 70:3,4,9
account 63:19 70:17 76:16,20,21 76:24 77:9,10,15	adjustments 21:22	AME 62:16,18 83:15	approved 3:22 9:7 24:7 46:8	attempt 42:17 67:9 70:5
accounts 21:6,19 21:20 74:18	administrative 70:5,7 75:22	amended 8:7,16,21	approximately 4:14 40:25 54:7	attend 26:8 42:13 57:10 58:11 60:5 60:21
ACCT 57:17 58:12 58:21 60:14,19	administrators 9:14 42:4 62:14	amending 34:15	April 44:3,5	attendance 65:14
accurate 99:11	adult 68:12	amendment 8:9	area 27:20 50:16 69:11	attended 61:8
acknowledge 80:7	advance 27:8	amendments 8:10 48:9	areas 4:7 27:18 32:17,25 39:11 81:19 94:4	attending 52:19
Acquavita 62:11	advanced 46:25	American 54:20	arises 23:4	attention 32:21
acquisition 87:10	advised 39:3	Ammerman 26:9 35:7 41:14 62:22	arrangements 59:19	attract 52:23
action 89:11	advocacy 40:2,8,23 41:2 42:14,21 43:2,12 50:11 59:22 85:7	amount 12:2 18:20 20:5,6,15 53:23 85:2,4 87:18	arrived 28:17	attractive 68:12
actions 35:23	advocate 57:25 58:4 59:4	anatomy 94:4 95:7	article 55:25	audit 9:17 48:19
activated 77:11	advocating 42:20 58:5	anecdotal 97:5	asked 10:15 68:17 68:19 74:19 84:25	Auditions 55:14
actively 94:13	affairs 3:25 9:9 30:3,5,24 34:21 34:23 35:3 40:14 79:18	anecdotally 93:4,8 94:2	asking 70:17 71:16	auditors 9:19 10:25
acts 37:25	afford 66:7	Anime 55:7	aspects 47:15	August 11:24 17:25
actual 19:2 53:5	agencies 27:21 67:20	announcement 84:22	Assembly 62:8 94:23	authenticating 70:18
add 14:12 28:13 83:3 98:11	agency 67:23	annual 44:21	assessing 9:17	authentication 70:15 74:9
added 22:10	agenda 36:17	anticipate 9:23 18:11 91:14	assessment 32:9	auto 55:21 56:10
adding 83:8	aggressive 14:14	anticipated 10:4 12:11,15	assessments 75:8	autoclaves 81:17
addition 4:16	ago 73:5 84:16	anticipation 85:11	assigned 33:3	automotive 45:13
additional 4:18,21 10:13 11:25 12:8 14:12 22:10 39:5 41:5 46:15 48:9	agree 43:16	antivirus 75:2	assist 52:18	availability 90:14
	agreed 27:13	anybody 22:8 59:24	assistance 32:19 81:10	available 51:3,4 53:4,14 54:20 91:18 93:2,3
	ahead 75:18 82:22	anyway 64:2	assistant 67:14,15 81:23 82:5 91:7	average 13:12 53:22
	aid 46:2	apart 96:5	associated 52:19	awaiting 4:10
	air 51:22	application 53:10	association 4:4,12 5:5,19 6:9 34:2,7	awake 69:11
	Albany 40:24 59:6 59:13	applications 53:11		award 53:23
	alerting 75:14	applied 93:18		aware 28:6 97:12
		appointed 34:12 35:19		awareness 17:5
		appreciate 56:22 61:25 62:4 79:10		axis 87:7
				aye 2:23,24 3:17,18

6:21,22 7:15 9:2,3  
24:2,3 98:19,20  
zzam 69:8

---

**B**

---

**B** 93:8  
**B&B** 21:17  
**back** 10:15 20:2  
27:4,10 36:16  
47:16 49:5,16  
60:22 85:12,14  
97:6,24 98:2  
**backups** 73:16  
**bad** 77:25  
**balance** 9:24 10:8  
12:6 15:16  
**balancing** 95:23  
**bank** 21:16 70:17  
**banks** 21:14  
**Barbara** 33:22  
**barriers** 52:5  
**based** 4:10,19  
11:15 12:25 13:22  
14:15 15:22 16:2  
16:18 17:17 18:15  
19:8 20:16 27:25  
45:8 49:22 51:9  
73:10 97:5 98:5  
**basic** 26:9,20 27:8  
28:15 31:3 81:25  
82:4  
**basis** 21:7 36:5  
43:22 69:21 88:14  
**bearing** 50:24 51:5  
**becoming** 61:12  
**began** 63:9 86:5  
**beginning** 8:15  
56:21 86:4  
**begun** 82:13  
**behalf** 6:8 40:4  
**believe** 10:17 16:24  
37:23 49:2 59:7  
**believes** 36:4  
**BELINDA** 1:15  
**Ben** 40:11,13 41:20  
42:23  
**benefit** 18:10 32:20  
**benefits** 32:19

**best** 73:10 75:5  
80:10 92:19  
**better** 12:11,14  
33:2,7,11 76:3  
97:13  
**beyond** 25:23 46:14  
82:16 94:7  
**BI** 97:18 98:6  
**big** 10:5 27:12 58:6  
58:9,20 65:20  
**biggest** 78:4  
**bilingual** 41:24  
65:11 66:17  
**Bill** 62:19,19  
**billions** 21:11,11  
**bills** 18:14  
**biology** 94:5  
**bit** 10:3 15:11  
24:11 56:14 57:16  
**bite** 13:7  
**blended** 91:4  
**blood** 91:19  
**Blue** 62:18  
**board** 1:2,4 2:9,15  
2:16 3:3,7,10 7:6  
7:21,25 8:4 9:13  
22:7 23:5 25:4  
26:3 28:17,19,22  
29:9 30:12 31:2  
33:25 34:8,11,19  
34:20 35:18,19,24  
36:4,7,16,21  
37:25,25 40:17  
56:24 57:5,9  
61:11 68:7  
**boardroom** 88:9  
**BOCES** 97:10  
**body** 35:15  
**bolts** 57:5  
**Bonahue** 1:11 8:17  
26:12 28:12 38:24  
39:2,9,14 48:18  
50:8,23 52:2 60:9  
60:17 61:21 79:9  
88:3 89:10 90:3  
90:19 93:4 94:16  
96:10 97:3,23  
98:2,8

**bond** 10:7  
**bone** 95:8  
**book** 55:2,2  
**bragging** 56:7  
**bring** 20:2 72:14  
79:6  
**bringing** 69:4  
86:14 95:5 97:6  
97:24  
**brings** 42:3  
**broader** 89:21  
**brochure** 67:2  
**Brook** 93:10  
**brought** 11:2 54:10  
58:3  
**budget** 4:6,24 9:10  
9:16 10:4 12:17  
12:19 13:18 14:13  
14:23 15:8,19,22  
15:23 16:5,11  
24:10 25:17 40:16  
40:20 44:2 57:6  
58:24 59:16 82:23  
83:4  
**budgets** 4:8  
**building** 17:4 38:7  
50:21  
**built** 48:12  
**bunch** 55:8  
**burden** 52:22  
**business** 9:8 21:24  
34:22 35:3 39:21  
42:12 44:15 97:18  
**busy** 56:21 61:14  
61:24  
**buying** 20:25 21:2  
**bylaws** 34:7,15  
35:22

---

**C**

---

**cabinet** 82:25  
**cafe** 5:9 6:2,12  
**calendar** 17:24  
20:18  
**call** 2:16 43:18  
**called** 2:11 40:12  
**campaign** 54:9  
87:10

**campus** 4:13,17,22  
5:11,22 26:9 30:5  
32:23,24,25 35:4  
35:7,10 41:10,12  
41:14 45:19 55:2  
55:18 56:2,10,12  
62:7,10 86:10  
88:10 91:10 92:11  
92:16 95:13  
**campuses** 17:2 34:4  
49:17 63:2 67:19  
73:23 80:4  
**Canary** 1:12 6:19  
31:9 33:12,17  
37:18 38:3,11  
44:16,19 49:4  
87:25 96:11  
**Cannahan** 33:23  
**cap** 17:17  
**capital** 21:16 44:22  
45:6,8,11,22,24  
46:15,18 50:6  
**capitalize** 21:13  
**capture** 67:9  
**captured** 8:18  
**card** 54:2  
**care** 81:7  
**careful** 78:14,25  
**Carl** 41:7  
**Carmen** 40:11  
**Carol** 30:6  
**CARRIED** 3:2 7:20  
**carry** 63:7  
**case** 23:3 90:21  
**cases** 65:17  
**catastrophic** 76:13  
**category** 83:13  
**catering** 5:14  
**Caumsett** 45:21  
**cautiously** 63:21  
**CDs** 21:6  
**center** 4:13,20  
45:14,14 72:2  
**centers** 4:9,15  
**certain** 9:20  
**certainly** 67:19  
**certificate** 67:16,18  
68:5 81:11 82:8,9

**certificates** 67:5  
68:11 81:4,11  
**certification** 81:15  
99:2  
**certified** 81:23  
**certify** 99:9  
**CFO** 82:12  
**Chair** 2:2,13,20,22  
3:6,14,16,19,21  
4:25 6:15,18,20  
6:23,25 7:11,13  
7:16,18,24 8:8,19  
8:23,25 9:4,6,13  
17:9 18:4,21  
19:11 22:3,5,22  
23:15,21,23 24:4  
24:6 25:6 28:11  
31:8 33:14 37:2  
37:21 38:8,16,20  
38:23 39:23 40:6  
40:18 41:23 42:9  
44:7 50:4 52:11  
54:13,16 56:15  
58:17 59:9 60:15  
60:21 78:20 79:8  
85:6 88:6,20 98:9  
98:13,18,21,23  
**Chair's** 56:18 61:19  
**chaired** 86:12  
**Chairman** 2:12  
22:12 28:12 31:7  
33:18,20 60:9  
61:22 62:17 88:17  
**Chairperson** 1:17  
1:18,20  
**challenge** 16:21  
19:23 29:8 63:22  
**challenges** 12:23,25  
13:2,16 25:21,22  
39:7,10  
**challenging** 25:9  
95:16  
**chance** 28:20 56:2  
**change** 9:23 10:5  
12:12 19:4 34:12  
74:19,21  
**changes** 8:11,18  
84:5

<b>changing</b> 49:18 86:17	25:19 28:16 29:8 29:21 30:11,25 31:6 33:3 37:24 39:7 40:13,24 43:7,11 44:13 45:10,11,18,18,23 46:21 48:7 52:20 57:5,8 60:13 61:6 61:24 62:2,3 63:23 65:14,21 66:8,10,21 67:7 68:20 69:18,20 70:10,13 71:25 73:13 74:3,4,12 76:6 78:17 79:2 79:22 80:12 82:24 83:3 84:7,18 87:9 88:15 93:7,8,9,17 96:2	33:16,18 34:6 35:13 36:17,18,23 37:22 38:18,20,24 39:5,14,15 40:8 40:16,18,22 41:16 41:16 42:14 43:2 43:12 44:10,12,13 44:15 56:18,20 59:22 86:12 88:12	<b>conducted</b> 71:4 <b>conference</b> 38:22 41:25 42:3,7 60:19 <b>confident</b> 78:14 <b>confirm</b> 98:8 <b>confirmation</b> 85:2 <b>confronting</b> 92:13 <b>congratulations</b> 37:14 <b>congress</b> 60:24 62:10 <b>congressional</b> 85:8 <b>congressionally-s...</b> 84:19 85:13,24 <b>congressman</b> 84:17 85:5,9,10,15,20 <b>conjunction</b> 60:14 <b>connect</b> 74:11 <b>connections</b> 74:11 <b>consequence</b> 11:19 <b>conservation</b> 17:6 <b>conservative</b> 83:6 83:22 <b>considering</b> 82:14 <b>consist</b> 34:8 <b>constituents</b> 31:13 <b>construction</b> 45:14 <b>consultation</b> 22:23 <b>content</b> 91:5,7 <b>context</b> 31:10 <b>continue</b> 46:9 54:11 68:22 <b>continued</b> 11:8 27:7 36:19 64:13 <b>continues</b> 4:4 80:25 82:17 <b>continuing</b> 47:4 52:24 53:13 64:11 64:22 <b>contractual</b> 13:6 <b>contribute</b> 44:3 <b>contribution</b> 17:19 43:6 <b>control</b> 18:22 25:23 <b>convenient</b> 96:8 <b>converge</b> 15:5 <b>conversation</b> 28:15	30:23 31:3 81:21 88:16 94:24 96:12 <b>conversations</b> 80:3 <b>convert</b> 20:3 <b>convoluted</b> 31:16 <b>cooperation</b> 31:24 <b>corporation</b> 35:14 <b>correct</b> 9:22 11:3 22:21,22 50:9 75:19 <b>cost</b> 12:8,16 15:4 16:3 17:16 24:20 53:18 88:2 <b>costs</b> 11:15,18 12:10 13:5,16 17:7 18:23 19:4,4 19:10 25:20 47:12 52:19 54:8 85:19 88:4 <b>Cottage</b> 4:18 45:20 <b>counsel</b> 22:18,20 34:5 <b>counsel's</b> 22:24 <b>count</b> 63:17 83:16 <b>county</b> 1:5 2:10 3:4 7:22 10:7,10,12 10:15 11:20 14:18 17:14,20 18:13,22 19:23 20:13 41:17 42:22 43:3,13 45:11,25 49:25 65:4 81:14 90:17 94:25 96:14 99:5 <b>County's</b> 78:22 <b>couple</b> 45:5 81:20 <b>courage</b> 29:14 <b>course</b> 25:25 42:19 42:23 73:14 83:23 97:7 <b>courses</b> 80:5,21 90:10 93:2,11,14 93:15 94:8,14 97:22 <b>cover</b> 53:18 <b>Coverdale</b> 1:19 6:17 7:12 38:23 <b>covers</b> 54:8 <b>COVID</b> 18:9 83:21
<b>charge</b> 26:13 29:16 <b>chargers</b> 49:7 <b>charging</b> 49:13 <b>check</b> 97:25 98:7 <b>chief</b> 69:7 77:19 <b>childcare</b> 4:9,13 <b>Christina</b> 41:6 <b>CHRISTOPHER</b> 1:17 2:12 <b>clarified</b> 23:4 <b>Clark</b> 75:21 <b>class</b> 53:19 <b>classes</b> 6:5 51:3 64:7 90:13,17 96:5 <b>classrooms</b> 49:20 51:22 <b>clause</b> 22:16 <b>clauses</b> 22:14 <b>clean</b> 77:8,9 <b>clear</b> 25:3 <b>Clearly</b> 58:17 <b>licking</b> 69:3 71:19 <b>client</b> 22:18 <b>clinicals</b> 91:11 <b>clipped</b> 66:25 <b>close</b> 9:16 <b>cloud</b> 75:7,8,9 <b>club</b> 55:2,7,8,9 <b>clubs</b> 55:6,8 <b>CNA</b> 81:24 <b>code</b> 70:19 <b>collaborate</b> 27:22 <b>collaboration</b> 81:14 <b>collaboratively</b> 89:9 <b>Collar</b> 62:16,18 <b>colleague</b> 38:4 <b>collecting</b> 27:15 <b>COLLECTIVE</b> 2:24 3:18 6:22 7:15 9:3 24:3 98:20 <b>college</b> 1:5 2:11 3:4 5:15 7:22 9:10,14 10:13 11:24 23:18	25:19 28:16 29:8 29:21 30:11,25 31:6 33:3 37:24 39:7 40:13,24 43:7,11 44:13 45:10,11,18,18,23 46:21 48:7 52:20 57:5,8 60:13 61:6 61:24 62:2,3 63:23 65:14,21 66:8,10,21 67:7 68:20 69:18,20 70:10,13 71:25 73:13 74:3,4,12 76:6 78:17 79:2 79:22 80:12 82:24 83:3 84:7,18 87:9 88:15 93:7,8,9,17 96:2 <b>college's</b> 17:19 26:23 39:4 44:11 78:22 <b>colleges</b> 14:2 39:8 57:19 58:2,6 93:19,25 95:17 97:15 <b>come</b> 4:12 26:20 27:4 51:13 64:23 91:10 92:7,16 <b>comes</b> 5:12 29:12 78:24 <b>comfortable</b> 14:7 <b>coming</b> 6:10 32:22 49:8 56:8 59:11 62:23 74:13 80:20 87:14 92:10 95:13 98:4 <b>Command</b> 77:21 <b>commencing</b> 39:20 <b>commensurate</b> 83:17 <b>comments</b> 44:8 52:12 88:19,21 <b>commercial</b> 21:3 <b>committed</b> 61:15 <b>committee</b> 8:13 24:9 25:18,24 26:14,20 27:13	<b>committees</b> 50:11 <b>communicate</b> 65:16 <b>community</b> 1:5 2:11 3:4 7:22 37:24 39:8 48:3 57:18,25 58:5 60:13 61:6 66:18 66:19 87:20 93:16 93:19 95:16 96:2 <b>commuting</b> 51:2 <b>companies</b> 86:10 <b>comparative</b> 93:24 <b>competing</b> 13:25 <b>competition</b> 90:15 <b>competitive</b> 94:9 <b>complains</b> 89:25 <b>complaints</b> 31:12 <b>complete</b> 82:2,3 <b>completion</b> 82:7 <b>compliance</b> 80:18 <b>components</b> 70:12 <b>composition</b> 33:25 <b>comprehensive</b> 88:23 <b>compromise</b> 76:15 <b>compromised</b> 76:16,24 <b>Comptroller</b> 89:15 <b>computer</b> 72:10,15 72:19 74:23 93:15 <b>computers</b> 70:24 74:23,24,25 <b>concentrate</b> 47:21 <b>concern</b> 33:4 78:5 <b>concludes</b> 56:17 88:18 <b>conditioning</b> 51:23 <b>conduct</b> 39:18 76:10		

**CPI** 13:7  
**create** 26:14 51:11  
 75:20  
**created** 67:3  
**creating** 26:22 67:5  
**creative** 5:20  
**credential** 81:24  
**credentials** 73:4  
 76:18 81:25 82:4  
**credit** 20:7,10,17  
 55:10 67:17  
**credits** 63:20  
**critical** 15:7 39:9  
 74:3 79:3  
**criticality** 49:24  
**critically** 47:6,11  
**crossed** 64:23  
**crosswalk** 51:11,15  
**curious** 16:10 84:21  
 90:9  
**current** 4:6 35:19  
**currently** 21:15  
 36:10 46:4  
**curricula** 86:19  
**curriculum** 86:16  
 86:25 91:17  
**cut** 47:16  
**cyber** 68:17,21  
 69:10 73:8 75:2  
 77:13,20 78:6  
 85:17 89:19  
**cycle** 50:7 53:14

## D

**D** 1:12  
**daily** 69:21 70:10  
**Dante** 33:22 62:12  
 62:13 94:23  
**dark** 51:22  
**data** 19:24 27:16  
 32:10 73:11,17,22  
 73:22,24 74:3,5  
 89:22 92:20 93:24  
 97:20  
**date** 8:15  
**day** 40:23 41:2  
 42:12 57:18 60:18  
 60:19 78:3 99:14

**day-to-day** 5:8  
 21:25  
**days** 63:13 70:2  
 74:22  
**deadline** 43:24  
**deal** 13:4 25:22  
 57:3  
**dealing** 31:18 57:4  
**Dean** 41:14  
**deans** 30:5 46:21  
 49:17  
**December** 3:10 8:3  
 19:19 20:15 54:4  
 63:5,10 89:12  
**decide** 22:19  
**decision** 23:6,8  
 65:15  
**decisions** 65:13  
**decline** 83:18,19  
**decrease** 19:7,7  
**decreasing** 83:16  
**defense** 72:4,24  
**deficit** 4:9 15:14,15  
**deficits** 4:10 58:24  
**definitely** 24:14  
 25:9  
**degree** 67:7 68:9  
 79:21 82:10  
**degrees** 55:24  
**delayed** 45:16  
 46:11  
**delegation** 85:9  
**DELEON-LOPR...**  
 1:16 2:21 7:9 16:9  
 23:22 38:19 50:13  
 90:5 92:23 94:10  
 95:24  
**deliver** 86:19 89:18  
 97:25  
**delivering** 26:13  
 93:21  
**delivery** 26:24  
**demand** 74:20  
**DeMayo** 44:25  
**demographics** 4:19  
**dense** 22:14  
**deny** 23:13  
**department** 28:2

31:15,19 32:8  
 33:9 50:17 79:13  
 84:20  
**departments** 83:24  
**depend** 35:23  
**depth** 72:5,24  
**Deputy** 34:5  
**describe** 32:6  
**described** 28:22  
 39:9  
**design** 81:3  
**designee** 34:24 35:2  
 35:2  
**desired** 35:25  
**desk** 79:13  
**determine** 20:3  
**develop** 12:21  
**developing** 27:20  
**development** 79:25  
 84:15 87:17  
**device** 87:5  
**devices** 69:4  
**DGC** 35:12 36:11  
**didactic** 91:5,7,17  
**difficult** 24:13  
 31:14 37:11 84:4  
 84:6  
**difficulties** 31:22  
**digital** 69:19  
**digits** 63:12  
**dime** 21:17 51:8  
 60:6  
**dimensions** 87:7  
**dining** 5:7,14  
**direct** 33:6  
**direction** 14:16  
 37:9  
**directives** 15:23  
**directly** 65:17,18  
 66:14  
**director** 34:22  
 40:14 75:22  
**directors** 2:17 3:7  
 3:11 7:7,21 34:2  
 35:18,20 36:22  
 38:2  
**disabled** 76:20  
**discernment** 86:2

**discuss** 71:5,9  
**discussed** 16:23  
 24:16 27:13 29:24  
 30:21 34:3 40:15  
 40:22 41:16,23  
**discussing** 95:2  
**discussion** 11:8  
 14:8 24:15,23  
 33:24 34:16 35:20  
 97:2  
**discussions** 1:3  
 10:9 14:5 15:9,21  
 36:20 44:25  
**dispersed** 53:12,15  
**disruptive** 48:2  
**district** 94:7  
**diverse** 66:19  
**diversity** 79:24  
 80:6  
**division** 30:3  
**documents** 65:23  
**doing** 12:5 18:13,22  
 19:2 20:21 37:17  
 40:4 43:21 50:15  
 51:25 59:2,3  
 69:18 70:13 71:23  
 72:9 78:2 79:16  
 80:10 86:2  
**DOL** 68:6  
**dollars** 21:11 53:17  
 53:22  
**donations** 55:2  
 87:9,13  
**dont** 78:4  
**double** 54:11 98:7  
**Dr** 3:25 4:3 5:3 9:9  
 9:12 16:15 17:13  
 18:6,24 19:14  
 22:4 24:13,25  
 26:12,24 27:2  
 32:4 33:21 38:24  
 43:9 63:8 80:25  
 97:23 98:2,8  
**draw** 10:2 30:2  
 91:19  
**drive** 15:3 84:14  
**drop-off** 18:10  
**drop/add** 64:4

**dropped** 45:24  
 46:11  
**drying** 15:10  
**duc** 4:11 16:12,20  
 25:25

E

**E** 1:17,19 2:12  
**earlier** 61:13  
**early** 39:20 80:21  
**earmark** 84:24  
**earmarks** 85:12  
**East** 42:2  
**eastern** 5:11,21  
 35:10 41:10 62:9  
**easy** 27:24 31:25  
 43:7  
**educación** 66:6  
**educated** 71:22  
 72:8  
**educates** 79:23  
**education** 24:22  
 40:22 41:15,25  
 52:21 66:8 72:25  
 79:21 80:15  
**educational** 66:4  
**educators** 42:4  
**EDWARD** 1:11  
**effect** 42:18,21,21  
 43:5 64:21  
**effective** 58:18  
**effort** 54:6,12  
**efforts** 45:9 56:23  
 89:20  
**either** 21:19 32:14  
 68:8 90:13 93:2  
**EKG** 81:12 91:15  
**elected** 31:11  
**electric** 49:6  
**eligible** 54:24  
**elude** 8:14  
**email** 54:21  
**emailed** 84:16  
**emails** 71:16 76:18  
 77:3,6  
**embark** 47:14  
**embassador** 41:18  
**EMHP** 11:21,22

13:10 17:10 19:18 <b>emphasis</b> 84:11 <b>emphasized</b> 65:6 <b>Empire</b> 21:17 <b>employee</b> 17:13 73:25 <b>employee's</b> 17:15 <b>employees</b> 17:16,18 24:21 73:13 <b>employers</b> 86:6,13 86:19,24 87:2,8 87:14 <b>employment</b> 29:5 <b>EMT</b> 67:18,24 <b>enabled</b> 70:14 71:13 77:11,15 <b>encourage</b> 57:9 59:17 <b>encouraging</b> 54:18 64:9 <b>encrypted</b> 74:7 <b>encryption</b> 74:5 <b>ended</b> 11:6 <b>endorsing</b> 87:22 <b>endowment</b> 21:10 <b>Endpoint</b> 74:22 <b>ends</b> 63:10 <b>energy</b> 17:6,8 47:9 47:12,14,16 48:19 49:5,11 <b>engage</b> 27:23 75:9 <b>engaged</b> 31:6 32:24 77:21 <b>engagement</b> 39:13 <b>engineering</b> 55:23 93:15 <b>enrolled</b> 64:12 <b>enrollees</b> 90:10 <b>enrolling</b> 64:22 <b>enrollment</b> 12:25 13:4,22 14:22 39:12 63:4,5,16 63:25 64:2 82:17 83:18,19 84:9,12 88:24 90:9,13,22 94:2 <b>enrollments</b> 92:2 <b>ensure</b> 6:7 28:8	34:3 36:13 52:23 86:24 <b>ensuring</b> 28:4 <b>enter</b> 71:17 <b>entering</b> 71:20 <b>enterprise-wide</b> 74:5 <b>entire</b> 72:23 <b>entity</b> 35:25 37:5 <b>environment</b> 33:7 69:19 72:23 74:8 74:24 75:7 78:12 78:16 <b>environments</b> 5:16 <b>EOP</b> 66:4 <b>equal</b> 12:10 16:17 <b>equally</b> 13:9 <b>equipment</b> 87:15 <b>equity</b> 39:13 <b>ERS</b> 13:14 <b>escalated</b> 12:4 <b>especially</b> 12:22 18:9 58:7 65:7,11 68:12,25 79:3 83:10 92:11 <b>essence</b> 70:21 71:12 72:6 75:14 <b>essential</b> 31:4 <b>established</b> 37:5 <b>establishing</b> 36:21 53:20 <b>evaluating</b> 88:14 <b>evaluation</b> 39:16 <b>evenings</b> 51:20 <b>events</b> 61:10 <b>everybody</b> 2:6 57:10 92:17 <b>everybody's</b> 56:23 57:14 <b>EVs</b> 49:10 <b>exact</b> 48:20 <b>exactly</b> 24:16 63:11 71:6 <b>examining</b> 89:4 <b>example</b> 76:15 <b>exceptional</b> 95:19 <b>excited</b> 4:6 5:4 27:4 66:10	<b>exciting</b> 47:23 48:6 55:13 <b>excluding</b> 12:23 <b>Executive</b> 8:13 <b>exempt</b> 83:13 <b>exercises</b> 76:11 <b>existing</b> 46:10,17 46:22 <b>exited</b> 5:20 63:15 <b>expanded</b> 48:12 81:21 <b>expanding</b> 49:19 <b>expansion</b> 49:9 85:17 <b>expectations</b> 39:6 <b>expense</b> 10:12 <b>experience</b> 82:19 93:22 <b>experienced</b> 83:18 <b>expertise</b> 22:19 <b>expire</b> 74:16 <b>explain</b> 30:12 79:15 <b>explore</b> 52:3 <b>exploring</b> 14:19 17:6 81:13 <b>exposure</b> 52:7 <b>expressed</b> 57:20 87:2 <b>extended</b> 80:3 <b>extending</b> 94:6 <b>extension</b> 23:24 <b>extensive</b> 5:12 <b>external</b> 27:21,24 39:19 <b>extra</b> 12:16 13:13 77:23 <b>extremely</b> 51:7 78:12 <b>eyes</b> 77:23	48:11,25 51:12 <b>fact</b> 10:22 25:10 66:16 93:10 <b>factored</b> 11:19 <b>factors</b> 79:25 <b>faculty</b> 9:14 28:5 29:20,20 30:23 34:5,23 62:12 83:8,10,11 <b>fails</b> 78:5 <b>failure</b> 73:2 76:13 <b>fair</b> 55:10 76:5 <b>fairly</b> 65:20 <b>fall</b> 6:3 11:9 63:6 80:20 90:23 <b>families</b> 65:8,9,14 65:17 <b>family</b> 65:15 <b>far</b> 32:5 87:8,19 96:5 97:3 <b>Fargo</b> 21:16 <b>fashion</b> 26:2 <b>fast</b> 15:21 50:3 <b>faster</b> 87:6 <b>favor</b> 2:23 3:17 6:21 7:14 9:2 24:2 98:19 <b>favorite</b> 71:14 <b>feasible</b> 52:7 <b>February</b> 36:18,24 40:24 42:15 50:2 55:6,12 57:22 59:11 60:3,4 <b>federal</b> 55:10 59:9 <b>feedback</b> 31:17 39:5 <b>feel</b> 22:17 64:16 <b>feeling</b> 90:6,7 <b>fellow</b> 54:18,23 <b>field</b> 55:11 76:9 <b>fifteen</b> 69:21 <b>figure</b> 63:19 <b>file</b> 20:2 <b>fill</b> 54:19 <b>filled</b> 44:24 <b>filling</b> 32:19 54:23 <b>final</b> 20:18 <b>finalize</b> 9:20	<b>finally</b> 28:3 37:17 88:10 <b>finance</b> 12:19 13:18 14:23 15:20,23 24:10 25:18 35:6 35:8,11 40:16,20 <b>financial</b> 4:2 9:9,11 25:15 35:3 52:22 74:2 82:14 <b>financing</b> 66:10 <b>find</b> 93:6 94:20 95:3,22 97:7 <b>finding</b> 32:17 <b>fine</b> 23:15 <b>fingers</b> 64:23 <b>finish</b> 80:16 <b>finished</b> 64:6 80:19 <b>fire</b> 67:20 <b>firewalls</b> 72:22 75:4,5 <b>first</b> 11:16 24:9 26:14 27:5 54:17 65:7,22,25 66:24 67:9 <b>fiscal</b> 6:7 9:15,18 11:5,7,23 12:2,7 12:12,17,18,21 13:14 15:12,18 17:23,23 39:11 82:16 83:2 <b>five</b> 21:14 73:5 83:20 92:3 <b>flat</b> 63:11 82:18 83:10 <b>floor</b> 41:4 <b>Florida</b> 5:17 <b>Flushing</b> 21:18 <b>focus</b> 28:4 43:13 46:9 57:2 64:17 67:4 <b>focused</b> 43:2 <b>focusing</b> 53:20 <b>focussing</b> 59:10 81:6 <b>folder</b> 65:21 67:2 <b>folks</b> 30:23 68:7 71:22 83:25 92:7 <b>follow</b> 22:25,25
<b>F</b>				
		<b>FA</b> 83:14 <b>face</b> 25:16 <b>face-to-face</b> 90:24 91:12 93:13 <b>faced</b> 39:7 <b>facilities</b> 8:12 44:9 44:22 47:8 48:5		

24:13 59:18  
**follow-up** 33:4  
 81:10 89:2,9  
**following** 26:13  
**follows** 34:19  
**food** 5:10,21 6:11  
 28:24 30:14  
**force** 27:3 28:4  
 29:17 89:4 96:14  
**forecast** 82:20  
**foregoing** 99:10  
**foremost** 54:17  
**forget** 90:22  
**form** 32:20 46:20  
 46:20 54:19,23  
**format** 96:18  
**formats** 31:25  
**former** 31:11  
**forms** 49:21  
**forth** 95:11  
**forty-two** 5:25  
**forward** 24:24 30:8  
 30:14 37:15 38:9  
 47:10,23 63:24  
 80:12 83:23 84:6  
 85:22 86:3,14  
 91:14  
**forwarded** 77:4  
**found** 32:4  
**foundation** 30:16  
 36:9 52:14,17,25  
 53:10,16,19 54:14  
**Foundation's** 52:18  
**four** 11:16 14:9  
 65:22,25 66:3,24  
**four-year** 55:23  
 56:8  
**framework** 12:21  
 16:3 24:16  
**frankly** 61:5  
**Fred** 41:9  
**Frida** 75:25  
**friends** 56:5  
**front** 66:25  
**fronts** 79:19  
**FROST** 1:13 54:16  
 57:23 58:19 59:7  
**froze** 25:11

**frustrating** 31:16  
**FTE** 11:10 63:18  
 63:18  
**full** 10:16 11:5 12:2  
 18:2,16 26:3 82:9  
**full-time** 51:4 96:6  
**fun** 57:6  
**fund** 9:24 12:6  
 53:21 87:15  
**funded** 48:15  
**funding** 4:14 10:3  
 14:6,9 15:10,11  
 41:4 45:13,15  
 46:13 52:15 58:7  
**fundraising** 52:17  
**funds** 10:14 20:23  
 25:7,19 54:21,25  
 82:21  
**further** 4:21 16:18  
 27:16 39:21

---

**G**


---

**Gail** 33:23  
**gain** 70:5  
**Garbarino** 85:10  
**gauging** 31:17  
**geared** 59:12  
**Gemma** 1:16 38:18  
 39:24,25  
**gen** 75:4  
**general** 22:23 34:5  
 39:8 53:20 79:20  
 80:14  
**generally** 90:22  
**generating** 54:8  
**generation** 65:7  
 75:3 94:12  
**generationally**  
 94:11  
**Geneseo** 96:23  
**getting** 19:23 31:12  
 31:24 49:5,24  
 91:9  
**Gillabrand's** 60:11  
**Gillibrand** 85:11  
**give** 36:6 62:3  
 76:14 77:23 82:6  
 97:13

**given** 18:16 29:9  
 68:25 76:17 94:3  
**gives** 36:10 66:13  
 73:3  
**giving** 23:13 54:6  
**glad** 88:18  
**glance** 69:20  
**go** 10:15 14:11  
 17:18 19:10,25  
 22:6 24:8 44:16  
 48:25 57:21 58:22  
 58:25 59:15,23  
 60:8,23 61:19  
 63:13 75:18 76:21  
 86:3 91:13 96:15  
**goal** 12:9,14 52:18  
 80:16  
**goals** 38:25 39:3,4  
 88:13,17  
**goes** 15:13 54:2  
**going** 10:6 11:14  
 12:3 13:11,12  
 14:16,19,21 15:2  
 15:6,17,18,21  
 19:9 22:6 23:11  
 23:12 25:14 28:4  
 32:2 33:8 42:17  
 43:7 44:2 47:10  
 47:10,17,21,23  
 48:8,10,16,21  
 49:10,14,16 50:10  
 50:16 56:25 57:7  
 57:20 58:5 59:25  
 60:2,5,5,15 63:25  
 68:3,8,22 70:22  
 76:9 77:3,6,13  
 83:23 84:6 85:21  
 88:7 89:5 90:19  
 91:19 93:21 96:17  
 96:23  
**Gomez** 69:8,15  
 78:23  
**good** 2:2 4:3 9:12  
 32:3 33:13 37:16  
 38:8 47:2 49:4  
 50:11 55:25 61:3  
 61:22 62:23 69:12  
 77:12 89:7 94:17

**Gordon** 1:12 2:4,6  
 2:13 33:16 37:14  
 44:16,17 52:13  
**gotten** 58:3 86:15  
**governance** 33:16  
 33:18 34:14 36:18  
 36:23 62:6 80:8  
**government** 35:5  
 62:22  
**grant** 4:17,19,21,22  
 30:17 32:25 41:12  
 45:19 54:25 56:12  
 62:7 86:9 87:16  
 88:10 92:11 94:23  
**granted** 7:18  
**grants** 4:11 84:15  
**grateful** 83:6 85:5  
**great** 7:3 24:23  
 25:20,22 42:6  
 47:3 52:4 56:6,22  
 57:3,24 59:3  
 61:17  
**greater** 53:6  
**greatest** 75:5  
**Greene** 62:15 90:20  
 92:22 97:16  
**ground-based**  
 47:20  
**group** 16:24 34:16  
 59:10 80:2  
**growth** 94:2  
**guild** 34:25 62:14  
 83:14

---

**H**


---

**hacking** 71:12 73:3  
**half** 91:9  
**halfway** 88:5  
**Hall** 45:21  
**hand** 29:14 85:19  
 99:14  
**hand-in-glove**  
 86:24  
**hands** 66:15  
**hands-on** 91:13  
 93:17  
**happen** 46:12 66:3  
 72:16

**happened** 44:18  
 76:4,25 77:9  
**happening** 28:16  
 77:6  
**happy** 42:16 71:9  
 78:15 88:16  
**hard** 37:22 38:12  
 47:17 48:7 49:7  
 83:21  
**hardship** 30:17,17  
**hardware** 74:6  
**Harris** 9:9,12 16:15  
 17:13 18:6,24  
 19:14 22:4 24:13  
 24:25 43:9 63:8  
 82:12  
**he'll** 7:3  
**head** 48:20 59:22  
 63:17 83:16  
**heading** 56:13  
**health** 25:14 29:5  
 81:6  
**healthcare** 86:22  
**healthy** 24:15  
**hear** 33:13 42:16  
 84:11  
**heard** 25:13 82:12  
 84:22  
**hearing** 24:6 58:23  
**Heastie** 41:7  
**HEERF** 10:3 15:10  
 15:11 25:7 43:10  
 82:21  
**held** 40:8,23 41:25  
**help** 26:16 29:15  
 30:4 32:2 57:14  
 79:13 80:19 90:20  
**helpful** 45:4 96:19  
 97:2  
**helping** 31:5 38:13  
**hereunto** 99:13  
**Hi** 62:11  
**HIA** 86:11  
**high** 14:10 21:2,5  
 25:8 32:6 65:3  
 66:5 68:5 76:4  
**high-end** 5:17  
**higher** 40:22 41:15

**highest** 32:17  
**highlighted** 46:6  
**highlighting** 49:11  
**hire** 5:6  
**historical** 79:24  
**history** 5:13  
**hit** 83:21  
**Hitting** 24:17  
**hold** 35:16 83:9  
**holiday** 54:2  
**home** 65:10 88:5  
 95:5  
**honestly** 56:7  
**hopefully** 11:3  
 15:24 76:8 78:9  
 80:22  
**hospitals** 81:18  
**hot** 65:25  
**hours** 69:25  
**house** 55:11 56:12  
 80:25 94:15  
**housing** 29:2 32:18  
**hundred** 53:17  
 57:23 69:21 92:4  
 92:5  
**Hurst** 33:22  
**HVAC** 50:19  
**hypothesis** 66:12

---

**I**

**idea** 24:19 37:16  
 50:14 52:4  
**ideas** 49:18  
**identified** 36:17  
**identify** 27:18  
**identity** 80:2  
**imagine** 31:21  
 51:15  
**impact** 30:13,19  
 43:10 90:12 91:23  
 92:25  
**implemented** 70:20  
**important** 13:9  
 42:15 47:6,11,13  
 48:14,14 72:25  
 73:25  
**importantly** 63:17  
**improving** 49:19

**in-person** 1:6 27:5  
**inbox** 77:7,8  
**incident** 76:10  
 77:22  
**include** 36:19 81:22  
**included** 45:22  
 49:15  
**includes** 54:5  
**including** 5:13  
 81:22 90:17  
**income** 6:10 21:8  
 21:12  
**income-related**  
 20:12  
**incorporate** 79:22  
**increase** 16:11,20  
 17:10,17 18:5,7  
 18:12,19 19:5,6  
 40:17,19 53:22  
**increased** 17:20  
 27:19 90:15  
**increases** 13:9  
 16:12  
**increasing** 43:6  
 90:8  
**incrementally**  
 17:18  
**indicated** 10:12  
**indicating** 46:2  
**individual** 80:2  
**individually** 32:13  
**industry** 71:4 86:17  
**inflation** 16:20 19:9  
 24:19 25:8  
**inflationary** 12:24  
 13:5,16 43:11  
**info-sec** 76:9  
**informal** 88:8  
**information** 14:15  
 66:9,14 68:4 69:7  
 73:6,9 75:24 76:6  
 77:19,24 79:4,6  
 82:11 89:16,18  
 96:16 97:11,13,22  
**informed** 34:6  
 35:12 82:24  
**infrastructure**  
 45:12 75:23

**initial** 84:22  
**initiative** 65:20  
**initiatives** 39:10  
 50:16  
**inquire** 41:20  
**inquiring** 41:6  
**insecurity** 28:25  
 30:15  
**insight** 26:25  
**installation** 47:18  
**installer** 67:17  
**instance** 91:6  
**institute** 87:18  
 92:12  
**institution** 28:10  
 72:21  
**institutions** 72:18  
 89:6 90:16  
**instruction** 64:19  
**instructional** 83:11  
**insurance** 25:14  
 78:6  
**insurmountable**  
 52:6  
**integration** 78:21  
**intelligence** 97:19  
**interacting** 85:8  
**interaction** 33:10  
**interest** 10:11 21:8  
 21:12 57:20 87:3  
 92:10,13  
**interested** 36:14  
 61:11 89:2  
**interesting** 59:25  
 94:19  
**intermediate** 82:9  
**internal** 39:18  
 44:13 50:21 81:2  
**internally** 82:24  
 83:5,17  
**interns** 50:20  
**internship** 41:19  
**introduce** 3:24 9:8  
 69:6  
**invest** 21:5,15  
**investigation** 16:19  
**investment** 20:22  
 23:25

**investments** 20:24  
 21:25  
**invitation** 60:10  
**invite** 50:18  
**invoices** 19:18,21  
 20:4  
**involved** 61:13 86:6  
 86:11  
**involvement** 57:17  
**IPOs** 20:25  
**Ironically** 92:12  
**Island** 13:24  
**issue** 49:5 75:17  
 77:16 89:5,25  
**issues** 51:16 57:2,6  
 71:2  
**Item** 19:16 20:20  
**items** 36:17

---

**J**

**J** 1:11 35:4  
**Jacino** 5:7,12 7:3  
**jack** 72:19  
**jacks** 72:14 74:15  
**JAMES** 1:18  
**January** 1:6 11:22  
 11:24 17:24 38:21  
 40:21 55:16 63:9  
 99:14  
**Jason** 69:13 75:24  
 76:3 77:12  
**jeans** 88:8  
**Jim** 33:20 38:4  
 43:19 44:19 52:13  
 89:10 96:13  
**job** 7:4 25:20 31:11  
 68:10,10 76:5  
 96:6  
**John** 44:25  
**joining** 75:25  
**joint** 95:9  
**Jones** 62:19 80:25  
**Jose** 62:21,23  
**Josephine** 62:17  
 79:11  
**jumped** 47:7  
**jumps** 96:21  
**June** 37:5 44:4

---

**K**

**K-12** 42:5  
**Kaliah** 62:14 92:19  
 97:11  
**keep** 68:24 69:11  
 86:16 88:8  
**keeping** 31:5 46:10  
**Kennedy's** 89:15  
**Kevin** 1:14 25:23  
**Kevin's** 23:23  
**key** 70:11  
**keys** 11:13 70:8  
**kids** 4:18 94:13,18  
**kind** 13:17 22:14  
 28:14,21 32:23  
 47:7 48:22 51:8  
 51:11,15 82:19  
 93:20 97:14  
**kinds** 30:20 84:5  
 90:10  
**kingdom** 70:8  
**know** 17:22 18:21  
 19:24 22:8 23:9  
 24:10 25:7,22  
 26:15 29:10,22  
 30:12,18 31:3,11  
 43:12,21 44:17  
 47:3,12 50:14  
 54:4 55:12 56:6  
 57:10,19 59:19,20  
 59:24 60:6,8 61:2  
 61:4,13,14 65:2  
 65:15 67:3 68:7  
 68:19 70:4,6,15  
 71:15,21 72:8  
 77:5 78:4,18  
 79:12,16 81:24  
 83:24 86:15,18  
 90:16 92:25 93:5  
 93:8,10 94:12  
 95:4,10 96:5  
**knowledge** 50:24  
 97:4  
**knows** 42:23  
**KRISTEN** 99:7,18

---

**L**

**lab** 91:10

<b>Labor</b> 84:20	<b>lobbing</b> 57:18	<b>major</b> 12:22 16:21	41:8 44:11 58:11	8:5,20 9:6 69:8,16
<b>back</b> 31:24 90:14	<b>local</b> 5:14 43:3	87:12	60:23 80:13	<b>mistaken</b> 17:22
<b>adder</b> 82:2,3	50:12 60:23	<b>majority</b> 70:4	<b>meeting</b> 1:2 2:9,16	<b>mitigate</b> 12:9 16:14
<b>ladies</b> 49:17	<b>log</b> 70:16 71:16	<b>makeup</b> 34:17	2:17 3:3,8,11 7:21	<b>mitigations</b> 15:4
<b>Lalota</b> 85:10	<b>login</b> 75:14	<b>making</b> 30:13,18	7:25 8:4 14:25	<b>model</b> 84:14
<b>large</b> 18:5,6 58:2	<b>logins</b> 76:19	51:20 61:23 65:13	24:17 27:5 29:17	<b>moderate</b> 32:6
<b>larger</b> 57:2	<b>Long</b> 13:24	70:23 73:18 76:11	32:7 36:7,19	<b>modifications</b>
<b>largest</b> 61:5	<b>look</b> 24:23 38:9	<b>Makowski</b> 62:17	39:21 40:8,12,20	46:22
<b>late</b> 28:19	47:17 48:7 49:8	<b>manage</b> 20:23	41:7 42:7 45:3	<b>modified</b> 20:12
<b>laugh</b> 19:25	49:12 52:4 57:7	68:20,21 92:19	47:3 65:3 71:10	<b>momentum</b> 64:3
<b>law</b> 35:16	64:10 72:13 77:22	<b>management</b> 51:6	86:5 88:12 89:8	<b>Monday</b> 36:24
<b>layered</b> 72:5	78:2 93:7 94:13	<b>manager</b> 5:6	89:12 98:15	55:15
<b>lead</b> 2:4	96:22 97:21	<b>managers</b> 5:14	<b>meetings</b> 15:18	<b>money</b> 15:12 58:25
<b>leaders</b> 62:6 80:8	<b>looked</b> 16:16 91:24	15:22	35:16,17 36:11	<b>Monica</b> 41:11
<b>leadership</b> 30:7	<b>looking</b> 8:19 11:14	<b>managing</b> 4:7	58:13	<b>month</b> 11:4 15:25
61:8 62:4,25 80:9	13:24 14:2,17	<b>mandate</b> 95:16	<b>meets</b> 32:13	16:23 19:19,21
81:5 88:14	17:2 25:18 27:14	<b>mandated</b> 73:7	<b>Melville</b> 76:4	20:8,14 26:7 36:8
<b>leading</b> 44:25	40:25 47:18 80:5	<b>mandatory</b> 34:10	<b>member</b> 29:20,21	56:20 57:11,13
<b>learn</b> 56:9	82:22 86:20 96:14	73:11	34:10,18,20 44:15	89:3
<b>learning</b> 93:17,18	97:8	<b>mannequin</b> 91:21	71:25 79:12	<b>monthly</b> 36:5,11
95:4,18,20	<b>looks</b> 95:8,9	<b>manufacturing</b>	<b>members</b> 9:13 34:9	<b>months</b> 11:17 32:11
<b>Lee</b> 84:17	<b>Lopresti</b> 88:11	86:7,9,12 87:15	34:13 35:17 36:3	67:12 68:16
<b>leg</b> 73:18,19	<b>losing</b> 43:10	87:20	36:13 44:24	<b>months's</b> 89:8
<b>legislative</b> 40:14	<b>loss</b> 63:7	<b>map</b> 81:2	<b>memo</b> 45:2 46:25	<b>Morelli</b> 33:22 62:13
41:17	<b>lot</b> 25:15 51:18	<b>march</b> 42:2,15	<b>mental</b> 29:5	<b>Morgo</b> 1:18 8:6,10
<b>legislators</b> 41:22	57:11 81:6 92:10	43:14	<b>mention</b> 92:20 96:2	8:22 22:12 23:9
42:18 58:12,15	93:11,25 94:3	<b>Mario</b> 41:13	<b>mentioned</b> 13:10	23:20 33:21 37:3
60:24 89:7	<b>lots</b> 76:8	<b>Mark</b> 9:9 19:12	17:9 63:8 74:8,15	37:8,13 38:4
<b>legislature</b> 42:23	<b>Lou</b> 51:13	24:10	81:9 89:6 97:23	42:11 43:16,18,23
43:3,13,25 94:25	<b>love</b> 55:19 56:3	<b>market</b> 21:13	<b>message</b> 70:19 98:2	44:10 50:5,10
<b>let's</b> 50:18	<b>Loveland</b> 86:13	<b>marketplace</b> 94:9	<b>met</b> 12:19 13:20	59:5 88:22 89:24
<b>level</b> 24:20 28:19	<b>lower</b> 40:19	<b>Martinez</b> 41:11	33:19 38:20 44:13	98:16
32:6 72:9,11,21	<b>lowered</b> 51:23	<b>massive</b> 21:10	56:20 68:15	<b>morning</b> 2:2 4:3
93:17	<b>lucky</b> 5:18	<b>master</b> 47:8,9,14	<b>method</b> 26:23	9:12 61:22
<b>liability</b> 10:18,24	<b>luncheon</b> 60:25	48:5,24,25 49:12	<b>methods</b> 17:7	<b>motion</b> 2:15,18,19
51:16	<b>luxury</b> 68:8 95:13	<b>matter</b> 78:7,8	<b>Michael</b> 35:4	2:25 3:9,13,21
<b>Liesl</b> 81:4		<b>Mattera</b> 41:13	<b>microscope</b> 95:11	6:15 7:6,7,18,19
<b>light</b> 12:22 16:10	<b>M</b>	<b>maximize</b> 21:8	<b>middle</b> 15:6 80:22	8:4,20,21 23:17
<b>Likewise</b> 75:2	<b>M</b> 1:14	<b>meaning</b> 24:19	<b>million</b> 11:12,18,25	98:14
<b>limited</b> 52:22 92:8	<b>machine</b> 87:5,11	<b>means</b> 59:5 72:5	12:3,8,16 14:12	<b>move</b> 30:8 33:15
<b>lines</b> 55:22 90:6	88:2,3	94:21 95:6,18	15:15 18:3 20:6	37:18 38:17 44:9
<b>link</b> 71:19	<b>machining</b> 67:14	<b>measures</b> 17:3	84:23 85:3	80:12 98:10
<b>list</b> 85:19	87:3	<b>media</b> 55:20	<b>mind</b> 50:25 51:5	<b>moved</b> 6:17 7:10
<b>listed</b> 46:17	<b>mailing</b> 54:2,5,8	<b>medical</b> 17:14	96:13	23:20 98:16
<b>lists</b> 29:25	<b>mainstream</b> 55:20	18:17 67:15 81:10	<b>mine</b> 94:18	<b>moving</b> 37:9 82:8
<b>little</b> 10:3 24:11	<b>maintain</b> 25:20	91:6	<b>minimum</b> 15:14	<b>multi-factor</b> 70:14
56:14 57:16	45:10 64:2	<b>Medicare</b> 20:7,17	<b>minute</b> 16:6	<b>multi-factual</b> 74:9
<b>loan</b> 30:17	<b>maintaining</b> 12:6	<b>meet</b> 26:7 36:5 41:2	<b>minutes</b> 1:2 3:9 8:2	<b>multiple</b> 82:7 87:7

87:7 <b>Munsch</b> 3:25 4:3 5:3 26:8,24 27:2 32:4 33:22 36:3 36:12 90:20 <b>Murray</b> 1:17 2:2,12 2:13,20,22 3:6,14 3:16,19,21 4:25 6:15,18,20,23,25 7:11,13,16,18,24 8:8,19,23,25 9:4,6 17:9 18:4,21 19:11 22:3,5,22 23:15,21,23 24:4 24:6 25:6 28:11 31:8 33:14,20 37:2,21 38:8,16 38:23 39:23 40:6 40:18 41:15 42:9 44:7 50:4 52:11 54:13,17 56:15 58:17 59:9 60:15 60:21 78:20 79:8 85:6 88:6,20 98:9 98:13,18,21,23	86:13 <b>net</b> 11:11,18 20:16 <b>network</b> 69:5 70:23 72:12,20 73:17,19 74:14,14 <b>never</b> 77:5,25 78:9 <b>never-ending</b> 89:4 89:25 <b>new</b> 13:3 22:13 33:25 34:8,11,17 35:17,21,23,24 36:2,4,15,21 37:4 41:21,24 45:19 46:21 48:9,12,13 50:6 52:23 53:12 60:12 61:6 67:15 67:16 77:20 79:20 80:19 83:4 87:4 87:10,17 88:24 90:9,10 91:4 99:4 99:9 <b>news</b> 68:18,23 <b>News12</b> 56:6 <b>Newsday</b> 56:5 <b>newspaper</b> 55:18 56:3 <b>nice</b> 14:11 <b>night</b> 69:12 76:3 <b>nightly</b> 73:16 <b>Nina</b> 62:10,11 <b>nine</b> 66:22 <b>ninety</b> 74:22 <b>non-traditional</b> 68:13 <b>noncredit</b> 86:8 91:25 <b>noninstructional</b> 83:14 <b>not-for-profit</b> 35:14 <b>Notary</b> 99:8 <b>note</b> 5:23 73:25 88:15 <b>noted</b> 39:6,17 98:25 <b>notes</b> 99:12 <b>noticed</b> 56:19 <b>Noting</b> 23:23 <b>November</b> 19:18	20:9 <b>number</b> 12:4 17:21 19:16 22:11 34:13 43:8 53:5,6 63:20 64:10,11,14,21 91:25 <b>numbers</b> 12:12 <b>nursing</b> 81:23,25 82:3,4 <b>nuts</b> 57:4 <b>NYACCT</b> 57:17 58:3 59:12 61:9	<hr/> <b>O</b> <hr/> <b>O'Connor</b> 1:14 3:12 23:7,12 24:12 33:21 34:6 35:12 36:11 37:7 37:10 38:15 82:13 98:17 <b>obligations</b> 10:11 13:6 44:15 <b>obviously</b> 29:2 58:23 85:21 <b>occurred</b> 92:21 <b>October</b> 19:18,20 20:4 86:4 <b>offer</b> 52:8 68:23 94:8 <b>offered</b> 5:24 28:8 53:5 67:18 91:5,8 93:12 96:24 <b>offering</b> 48:10 90:18 93:11 <b>offerings</b> 88:24 <b>offers</b> 72:3 <b>office</b> 22:24 30:6 35:2 54:3 60:11 84:18 85:6,16 89:15 <b>officer</b> 35:6,9,11 69:7 73:10 75:24 77:19 <b>offices</b> 31:12 <b>OFFICIAL</b> 1:2 <b>officially</b> 46:19 <b>officials</b> 31:12 <b>offsetting</b> 11:13	<b>oh</b> 83:25 96:22 97:7 <b>okay</b> 23:15 40:6 79:4 95:6 98:23 <b>old</b> 86:22 <b>on-boarding</b> 64:18 <b>once</b> 20:13 34:11 55:11 67:23 73:14 77:8,14 87:8 <b>one-on-one</b> 32:21 68:16 <b>ongoing</b> 15:19 19:22 <b>online</b> 74:18 90:12 90:12,18,24 91:6 91:8,18 92:25 93:22 94:8,14 95:20 96:18,24 <b>open</b> 6:2,4,6 35:16 56:11 65:21 <b>operating</b> 4:11 <b>Operation</b> 72:2 <b>operations</b> 5:9 21:15 75:21 <b>ophthalmic</b> 67:14 <b>opportunities</b> 27:9 28:7 41:19 52:8 81:8 95:20 <b>opportunity</b> 27:14 42:6 50:22 57:25 58:22 66:4,13 67:24 <b>opposed</b> 3:19 6:23 7:16 9:4 24:4 98:21 <b>opposite</b> 10:21 <b>optimistic</b> 63:22 <b>options</b> 14:24 25:19 <b>order</b> 2:11,17 26:21 40:12 48:13 <b>ordered</b> 85:2 <b>organic</b> 28:22 <b>organization</b> 23:13 24:20 <b>organizational</b> 84:5 <b>original</b> 99:11 <b>originally</b> 10:4 85:4 <b>out-of-county</b> 89:5 <b>out-of-date</b> 86:23	<b>outreach</b> 65:2,6,10 <b>outstanding</b> 10:10 30:22 <b>overall</b> 11:15 49:11 57:8 63:5 91:23 <b>overseeing</b> 35:25 <b>owe</b> 10:21 <b>owed</b> 10:13 <hr/> <b>P</b> <hr/> <b>p.m</b> 36:25 40:9 42:8 <b>pagar</b> 66:6 <b>Pagdanganan</b> 1:15 2:19 3:15 8:24 26:5 27:3 40:3,7 43:15,20 44:6 52:15 67:21 <b>page</b> 29:24 <b>pandemic</b> 27:7 29:3 61:9 92:6 95:22 <b>papers</b> 21:3 <b>paragraphs</b> 45:5 <b>parameters</b> 4:5 <b>parcel</b> 49:24 <b>parents</b> 65:18 <b>parents'</b> 66:15 <b>part</b> 17:16 30:24 48:4 49:23 60:4 64:25 65:6 67:3 84:8 87:9 92:5 97:17 <b>partial</b> 45:20 <b>participating</b> 36:15 61:12 <b>particularly</b> 39:11 46:14 <b>partner</b> 27:22 43:4 <b>partners</b> 27:24 50:12 <b>partnership</b> 28:2 <b>parts</b> 87:6 <b>passed</b> 7:2 46:20 <b>password</b> 71:17,21 74:20 <b>passwords</b> 74:16 74:21 <b>patched</b> 70:24 72:11 74:25
---	--	--	--	---	--

<p>pathway 67:7 82:7            pathways 64:18            Patricia 3:25  <b>PATRIZZO</b> 51:18  <b>Patty</b> 26:8 31:9            33:21 36:3 92:20            pause 16:5            pay 17:19            payable 21:20            paying 13:13            payroll 21:19  <b>Peconic</b> 5:9 6:2            penetration 71:2,11            penultimate 22:16            people 31:25 47:25            60:24 81:16            percent 57:24 92:5            performance 15:17            performed 9:18            11:9 73:9            period 53:10 60:16            64:4            person 32:14,22            33:3,6,8            personally 86:5  <b>Personnel</b> 38:18,20            88:11            perspective 16:5            17:15 79:23 80:6            phase 39:18            phishing 71:14            73:15            phlebotomy 81:12            91:15            phone 32:15            physical 44:12,23            physiology 94:5            95:8            pickup 20:2 28:14            picture 11:5            piece 89:22            pieces 52:7 65:22            pipe 49:9            place 17:4 37:12            48:19 51:19 55:15            65:19 69:9 80:4            82:23            places 78:12</p>	<p>plan 41:8 47:8,9,14            48:5,24,25 49:12            49:25 54:11,20            77:23            planning 82:23            83:2,5            plans 48:17            plate 87:21            platform 26:23            play 61:16            please 2:7,23 6:21            9:2 24:2 88:15            pleased 62:20            pleasure 28:14 62:5            pledge 2:5,7,8            plenty 91:20            plug 72:15,18            plugging 69:5            plus 15:16            PN 82:5            point 2:14 3:8,23            7:5 9:7 15:6 24:8            38:14 73:2 85:7            95:23            pointed 38:3            points 82:7 88:6            92:20            policy 20:22 21:23            23:25            popped 96:12            portion 19:6 54:4            position 5:23 76:7            83:3 85:23            positions 83:4,9,10            83:11,13,14,15,15            84:2,3            positive 9:23 10:23            90:7            possibility 51:14            81:15,22 89:3            possible 25:12            34:17 46:24 75:17            80:21            possibly 47:16,19            48:12            post 32:9            potentially 9:24            14:4</p>	<p>power 16:10            powerful 27:11            95:5            practice 21:4 91:21            practices 73:10            81:19 86:22            practicing 91:22            pre-engineering            50:20            pre-qualified 48:23            precision 87:6            predicted 63:7            prefer 91:20            preparation 45:3            present 1:10 3:25            9:10 15:2,25            19:16 25:2 32:10            38:22 40:10 42:7            94:23            presentation 69:14            presented 9:21            13:20 15:8 53:7            president 1:11 3:24            8:17 9:8 26:8            28:12 33:20 34:21            34:23,25 35:6,8            35:10 36:3,12            39:2,9,14 48:18            50:8,23 52:2            58:20 60:9,17            61:21 62:21 69:6            79:9 88:3 89:10            90:3,19 93:4            94:16 96:10 97:3            president's 38:25            54:3 61:20 88:23            presidential 39:16            presidents 60:13            presses 66:2            pressing 27:17            pressures 43:11            pretty 21:18 63:10            70:9 92:8 97:8            previously 51:13            64:12 81:8 89:14            93:24  <b>Pricilla</b> 40:10 59:21            primarily 9:25</p>	<p>primary 52:16 64:9            principals 65:4,5            print 66:3            privacy 73:12            private 74:14            probably 32:11            33:8,10            problems 31:22            procedure 76:15            77:17            procedures 30:10            proceed 80:10  <b>PROCEEDINGS</b>            1:3            process 22:24 23:10            31:20 39:17 45:8            75:11 82:14 86:3            produce 87:24  <b>Professor</b> 62:8,10            62:12,14            program 41:18,20            45:7,8,11,23,25            46:11,12 50:19            53:2 55:21,24            66:5 67:8,17 68:9            73:7 80:5 85:18            86:7,8,9 87:23,24            91:9,11 96:24            programs 48:8,9,10            48:13 51:7,12            56:9 58:8,8 66:5            67:8,10,11 79:22            91:4            project 45:12 46:3            46:19,21 49:21            51:6            projected 12:6            projects 44:22            45:10,19,24,25            46:7,10,13,17,18            46:22 47:4 50:6            50:21 85:23            proposed 34:17            36:2,13 37:16            40:19            prorated 5:24            17:25            prospect 90:8</p>	<p>protect 69:18 75:6            protected 70:25            72:10,13,23 74:16            protection 74:6,22            proud 25:10            proved 10:20            provide 5:10 11:4            12:13 14:4,9 27:9            48:13 52:20 80:6            provided 11:20            22:7 39:5            provides 41:18            providing 28:7            30:7 62:25 95:12  <b>PSEG</b> 48:24            public 17:11 26:18            29:19 30:25 35:15            71:7 99:8            publications 66:23            puedes 66:6            pull 58:16            pulling 63:24            purchase 75:12,13            purpose 52:16            purposes 87:12            push 58:7,9,20            put 17:3 37:11 45:2            48:16 66:14 84:11            85:22            putting 37:15 67:25</p> <hr/> <p style="text-align: center;"><b>Q</b></p> <p>quality 52:21 87:22            quarter 20:18            quarterly 18:14            20:7            question 22:13,15            31:10 33:5 37:3            50:6 85:21 94:17            questions 4:23 6:13            16:7 19:12 22:2,8            23:16 26:3 28:11            30:21 33:15 37:2            38:17 39:24 42:10            44:8 52:12 54:14            56:15 71:8 78:19            88:19,20 98:10            quick 22:13 68:24</p>
---	---	---	---	---

69:14 76:14 quickly 46:23 68:10 69:19 Quite 61:5	62:5,20 recollection 90:25 recommendation 26:2,22 38:10 40:15 recommendations 45:9 recommended 41:5 reconciliation 10:16,20 records 9:11 74:2 reduce 11:17 17:7 19:3 redundancy 73:17 73:22 recnroll 64:13 referenced 97:10 reflect 20:22 21:24 regard 23:24 regarding 4:23 6:13 22:9 88:24 register 80:20 registering 64:6 regular 43:22 related 4:20 16:7 65:2 91:11 relates 24:21 relationship 33:2 relationships 27:21 relief 54:25 remain 31:6 remaining 11:23 remains 29:6 remember 15:7 63:18 89:17 93:23 remembering 83:25 reminded 71:23 reminder 89:13 reminds 78:7 remiss 95:25 remote 74:10 remotely 35:17 74:12 removed 10:7 renovation 45:20 45:21 REOPENED 3:5	7:23 report 36:7,10,16 39:15 40:4 56:18 61:19,20 63:15 70:2 77:18 88:18 88:23 91:24 reported 63:4 77:18 90:23 Reporter 99:7 reporting 80:13 97:6 reports 4:2 24:9 56:18 represent 20:17 representation 34:4 41:10,12,13 62:25 representative 32:13 36:6,9 representatives 41:3 represented 46:16 representing 35:4,7 35:9 55:9 76:5 represents 20:11 67:24 request 2:15 3:8 40:17 46:20 requested 45:12,18 46:19 85:4 requests 45:16,22 require 79:21 required 57:3 requirement 92:14 requirements 79:20 80:14,18 Rescue 54:20 resolution 5:2,4,6 6:14,16,25 19:16 19:17 20:19,20 22:13 23:14 25:24 35:20 59:14 resolutions 4:17 19:15 22:6 23:16 23:18 24:7 resolve 22:14,16 resources 29:23,25 44:12,23	respective 58:12 response 2:24 3:18 3:20 6:22,24 7:15 7:17 9:3,5 24:3,5 76:10 77:22 98:12 98:20,22 responsibility 6:8 responsibly 39:12 restaurants 5:15,18 restored 41:21 result 10:8,14 45:7 retailers 74:18 retain 22:20 52:24 retaining 84:9 retention 13:3 39:12 64:17,20 84:12 retirement 13:12 13:15 retreat 56:25 57:7 88:7 revenue 11:11,11 11:12 14:3,17 15:3 16:2 63:8 84:14 review 44:21 52:25 88:13 reviewed 38:24 39:16 reviewing 75:11 revisions 34:14 RFP 48:21,24 right 12:4 17:13 20:24 21:4,13 29:23 37:9,19 42:14 50:7 59:6 62:16 74:17 75:6 75:16 76:20 79:19 80:9 81:6 84:4 93:17 94:16,16,18 94:21 rights 56:7 rigorous 51:7 Riquelme 62:21 rise 2:7 rising 47:12 risks 21:2 RN 82:5	role 16:25 30:7 61:8,16 80:9 rolled 92:8 Ron 86:12 roof-based 47:22 roofs 47:19 room 27:11 44:24 72:14 roundtable 60:12 98:11 RPF 48:16 rule 77:2 run 18:15 81:17 running 5:8 25:7 73:21 runs 17:22,23
				S
				safe 68:25 safety 30:25 salary 5:25 sales 49:9 Sang 62:8 savings 21:6,21 saw 54:21 76:25 saying 77:3 scale 58:2 scanning 70:21,23 scenarios 13:21 15:3 82:15 scheduled 14:25 36:23 40:21 46:4 46:7,13 schedules 61:25 scholarship 53:2,14 53:21,21,23 scholarships 52:16 52:23 53:4,5,7,15 53:16 66:9 school 31:5 55:5 65:3 66:5 76:5 schools 68:6 96:18 Schumer 85:11 science 55:7 93:14 93:15 sciences 94:6 screw 87:3,5,11 second 2:20,21 3:14

3:15 6:18,19 7:11 7:12 8:23,24 23:21,22 26:17 27:20 53:9 70:18 73:19 91:9 98:17 <b>SECONDED</b> 3:2 7:20 <b>secretary</b> 33:23 <b>sector</b> 81:7 <b>secure</b> 72:12 74:13 78:16 <b>security</b> 68:17,21 68:21 69:10 72:2 72:6,6 73:6,8,9,11 74:14 75:3,7,20 75:24 76:7 77:13 77:19,24 78:6 85:17 89:19 <b>see</b> 4:6,8,16 16:6 18:10 19:3,9 23:2 42:25 43:2 48:4 52:5 54:24 62:24 65:22 67:13 71:19 81:7 89:15 95:8,9 96:20 97:21,25 <b>seeing</b> 11:16 19:20 32:25 49:21 64:21 76:18,19 78:10,11 91:2 92:10 93:5 <b>seeking</b> 32:2 <b>seen</b> 18:7 55:18 76:22 78:10,11 98:6 <b>semester</b> 55:12 63:6 64:14 80:17 80:23 90:23 91:2 <b>semesters</b> 6:4 <b>Senator</b> 41:11,13 41:14 60:10,11 85:10 <b>send</b> 71:18 <b>sent</b> 47:2 <b>serve</b> 80:15 88:13 <b>servers</b> 70:25 <b>service</b> 5:10,21 6:11 31:19 32:12 94:7 <b>services</b> 5:7 26:24	28:3,6 29:6 31:15 32:8 33:9 75:13 75:23 76:2 <b>serving</b> 5:13 28:23 <b>session</b> 6:5 71:7 <b>sessions</b> 6:7 <b>set</b> 35:21 58:13 73:19 77:23 99:13 <b>setting</b> 79:2 <b>setup</b> 60:22 <b>SGA</b> 35:8 <b>Shady</b> 69:7,12 79:10 <b>shape</b> 79:25 <b>share</b> 26:11,25 69:8 78:25 87:20 96:16 <b>shared</b> 80:7 93:24 <b>shares</b> 66:17 <b>sheet</b> 10:8 <b>SHIRLEY</b> 1:19 <b>shop</b> 56:10 66:3 <b>short</b> 63:9 81:15 <b>short-term</b> 67:11 68:4 81:3 82:8 <b>shorter-term</b> 67:5 <b>shortfall</b> 82:19,20 <b>Shorthand</b> 99:7 <b>shortly</b> 4:12 38:10 <b>show</b> 59:2 <b>showed</b> 93:25 <b>showing</b> 62:15 <b>shown</b> 95:21 <b>shows</b> 53:2 55:14 <b>shutting</b> 51:21 <b>side</b> 80:24 <b>sides</b> 64:9 <b>significant</b> 6:10 <b>significantly</b> 47:13 <b>signs</b> 64:20 <b>similar</b> 91:16 <b>simple</b> 22:15 26:19 27:24 <b>simulate</b> 76:11,12 <b>simulations</b> 71:15 73:15 <b>single</b> 63:12 73:2 <b>sit</b> 77:12 <b>site</b> 73:21	<b>sits</b> 41:15 <b>sitting</b> 31:11 <b>situation</b> 31:23 32:3 96:15 <b>six</b> 34:9 67:12 87:8 <b>skills</b> 87:23 95:10 <b>sleep</b> 76:3 <b>slightly</b> 90:8 <b>sliver</b> 63:12 <b>slowly</b> 37:19 <b>SNAP</b> 32:18,20 <b>social</b> 28:3 31:14,19 32:8,12 33:9 79:24 <b>software</b> 70:22 74:6 <b>solar</b> 47:18,22 67:16 91:12 <b>solicitation</b> 54:5 <b>somebody</b> 32:21 76:17 77:25 91:19 <b>sorry</b> 71:3 91:18 <b>sort</b> 76:12 <b>source</b> 14:18 <b>sources</b> 14:3 <b>South</b> 45:19 <b>Spanish</b> 65:9,24 66:24 68:2 <b>speak</b> 65:9 <b>speaker</b> 41:7 <b>speakers</b> 61:2 <b>special</b> 22:17,19 <b>spend</b> 57:2 77:12 <b>spending</b> 5:16 13:8 <b>spent</b> 57:11 <b>spoke</b> 24:18 72:4 <b>sponsor</b> 47:5 <b>sponsoring</b> 60:12 <b>spot</b> 94:21 95:3 <b>spring</b> 6:3 39:20 49:3 55:14 63:14 64:14 80:17,22 82:17 91:2 <b>ss</b> 99:4 <b>staff</b> 9:14 28:5 29:8 29:21 53:19 <b>stakeholder</b> 39:19 <b>stakeholders</b> 81:2 <b>stand</b> 67:6	<b>standard</b> 30:10 <b>standards</b> 71:4 <b>standpoint</b> 29:7 <b>stands</b> 17:11 <b>start</b> 1:22 9:15 15:16 63:3,14 76:18,19 <b>started</b> 2:3 32:9 38:5 71:13 73:6 <b>starting</b> 11:22 <b>starts</b> 55:13 56:12 72:7 <b>state</b> 37:24 41:3,24 42:17 46:2 61:6 77:20 87:16 99:4 99:8 <b>statewide</b> 80:14 97:12 <b>stations</b> 49:14 <b>status</b> 19:2 45:6 <b>stay</b> 82:10 <b>steep</b> 18:12,20 <b>STEIN</b> 99:7,18 <b>stenographic</b> 99:12 <b>Step</b> 5:24 <b>stepping</b> 87:21 <b>steps</b> 32:16 36:20 37:11 <b>sterilization</b> 81:16 81:18 <b>Steve</b> 69:13 75:21 <b>Stony</b> 93:10 <b>storage</b> 73:22,24 <b>stored</b> 74:2 <b>strange</b> 76:19,23 <b>strategic</b> 39:4 <b>strategy</b> 57:8 <b>stresses</b> 25:15 <b>strongly</b> 87:22 <b>structure</b> 34:14 <b>stuck</b> 55:22 <b>student</b> 1:13 3:24 4:19,22 5:5 26:4,6 26:15 29:11,12,22 30:3,5,24 31:4 32:14 33:4 34:11 34:19,21 35:3,5,7 35:9 39:13 51:5	54:15 62:22 64:18 73:25 92:13 95:4 95:17,19 97:14 <b>student-centered</b> 64:19 <b>student-facing</b> 65:23 <b>students</b> 5:11 13:3 27:10,17,23 28:5 28:8,24 29:3 30:2 30:14,15 31:5,6 31:18 32:5 41:2,8 41:19 50:18,20,25 51:2 52:9,18,20 52:24,24 53:13,24 54:18,23 55:23 56:8 58:10,10,15 63:21 64:6,11,12 64:15,22 65:13 66:20 67:21 68:13 68:14 69:2 76:8,9 79:23 80:15,20 82:6 84:10 86:21 87:23 88:25 89:5 91:8 92:15,15 93:5 95:12 96:3,8 96:17,22 97:5,24 <b>study</b> 47:14 84:7 <b>stuff</b> 47:20 <b>subcommittee</b> 12:20 13:19 14:23 15:20,24 26:6 44:23 <b>subject</b> 35:15 <b>submitted</b> 45:23 46:23 49:22,25 <b>Subsequently</b> 84:25 <b>subsidize</b> 4:21 <b>success</b> 26:4,6 27:25 31:4 32:7 <b>sufficient</b> 53:18 <b>Suffolk</b> 1:4 2:10 3:4 7:22 24:22 41:17 55:10 65:4 81:14 96:17,23 99:5 <b>suggestion</b> 52:10 <b>suite</b> 29:6,23
---	--	---	--	--

<b>summarize</b> 45:6	<b>T</b>	<b>tests</b> 72:3	<b>three</b> 19:17,21	<b>translating</b> 65:24
<b>summary</b> 68:24	<b>table</b> 46:2,17 58:4	<b>text</b> 70:19	25:11 34:4 46:5	66:23
<b>summer</b> 6:6 28:17	<b>take</b> 35:24 40:25	<b>thank</b> 2:13 3:6 7:2	67:19 80:4	<b>transparent</b> 26:18
49:3 85:25	47:17 49:7,12	19:11,12 22:3,5	<b>throw</b> 31:23	<b>transportation</b>
<b>summit</b> 26:9,11	55:24 61:7 69:16	24:7 25:23 27:2	<b>Thursdays</b> 95:14	28:25
30:22	73:13 77:22 78:2	28:10 31:2,7,8	<b>time</b> 1:22 2:14 5:16	<b>treatment</b> 10:6
<b>Sunday</b> 60:3	89:11 90:17	33:12,17 37:22	7:5 18:15 28:21	<b>tremendous</b> 50:22
<b>SUNY</b> 4:11 14:4,15	<b>takeaways</b> 27:12	38:11,13,19 39:23	42:16 53:16 56:24	<b>trend</b> 90:25 96:20
41:5 72:2 73:7,24	<b>taken</b> 13:7 63:20	39:25 42:9 44:6	57:3,11 60:16	<b>trending</b> 13:22
77:19 79:20 80:13	90:11	44:19 50:4 54:13	61:23 62:3 69:6	16:17
80:18 83:7 96:15	<b>takes</b> 51:19 63:19	54:16 61:21,23	75:9 77:13,16,25	<b>trends</b> 13:23,24
96:18 97:17,18	<b>talk</b> 20:23 28:20	62:13,15,19 69:15	78:18 79:14 84:13	<b>tried</b> 83:9 92:9
98:6	57:15 69:17 84:12	75:25 78:17 79:8	84:21 88:17 91:13	<b>triggered</b> 23:2
<b>superintendents</b>	<b>talked</b> 8:12 15:10	79:9,11,16 81:4	98:25	<b>TRS</b> 13:14
42:5	24:11 28:18 43:9	88:5,11,22 89:12	<b>timeline</b> 39:17	<b>trucks</b> 56:9
<b>supply</b> 29:3	47:23 49:6 89:3	90:3 98:23	48:20	<b>true</b> 99:10
<b>support</b> 4:15 27:19	94:22,22 96:13	<b>thanked</b> 39:14	<b>timely</b> 25:25	<b>truly</b> 95:7
28:9 32:24 41:4	<b>talking</b> 14:22 15:14	<b>thanks</b> 52:9,12,13	<b>times</b> 6:11 51:6	<b>trustee</b> 1:12,13,14
83:7 84:17	20:25 21:3 54:22	62:9,23,24 69:12	60:23 69:21	1:15,16 2:6,19,21
<b>supported</b> 47:5	58:15	<b>thereof</b> 90:14	<b>title</b> 35:24	3:12,15 6:17,19
<b>supports</b> 67:20	<b>task</b> 27:3 28:3	<b>Thiele</b> 41:9	<b>today</b> 4:16 5:5	7:9,12 8:6,10,22
<b>sure</b> 7:3 16:15	29:16 89:4 96:13	<b>thing</b> 18:7 38:5	56:11 61:24 62:7	8:24 16:9 22:12
27:15 51:20 59:15	<b>Tat</b> 62:8,8	42:13 43:24 56:19	63:10	23:7,9,12,20,22
59:23 63:23 64:4	<b>team</b> 12:19 69:14	57:15 78:23	<b>told</b> 58:14	24:12 26:5 27:2
70:23 72:7,10,12	75:21 78:6	<b>things</b> 24:18 25:2	<b>tomorrow</b> 56:24	31:9 33:12,17
72:22 73:12,18,20	<b>tech</b> 55:21	37:18 47:7,9	88:7	34:11,19 36:6,9
74:20 75:9,18	<b>technician</b> 91:16	49:19 59:3 66:13	<b>tool</b> 87:6	37:3,8,13,18 38:3
76:11,21 86:18	<b>technicians</b> 81:13	70:12 71:6,9,24	<b>Torres</b> 40:11	38:11,19,23 39:6
94:9 97:8	81:16	76:23 78:10,11,15	<b>total</b> 11:11 63:20	40:3,4,7,10,13
<b>surfing</b> 69:3	<b>technology</b> 29:4	78:24 91:15	87:18	42:11 43:15,16,18
<b>surrounding</b> 48:3	45:14 86:17,21	<b>think</b> 7:5 10:5 13:8	<b>totally</b> 43:15	43:20,23 44:6,10
<b>survey</b> 39:19	87:4	17:20 19:8 23:4	<b>toured</b> 87:10	44:19 49:4 50:5
<b>sustain</b> 84:8 96:6	<b>tell</b> 17:11 72:17	24:14,15,18,23,25	<b>Toyota</b> 56:9,10	50:10,13 52:15
<b>sustainability</b>	78:9	25:4,10 29:7 33:7	<b>track</b> 15:21 50:3	54:15,16 57:23
16:24 51:19	<b>tells</b> 75:15	33:10 37:4,10	<b>traditional</b> 33:8	58:19 59:5,7 60:7
<b>sustainable</b> 17:3	<b>temporary</b> 21:7	42:25 43:17,21	65:12 92:15,24	67:20 82:13 87:25
<b>sweet</b> 94:20 95:3	32:18 34:18 36:15	45:4 46:5 47:6,20	<b>traditionally</b> 93:12	88:11,22 89:24
<b>swing</b> 18:16	36:21	48:15,21 49:20	<b>traffic</b> 97:14	90:5 92:23 94:10
<b>Swiss</b> 87:3,5,11	<b>ten</b> 10:17 34:9,18	52:4 55:3 56:20	<b>trained</b> 77:14	95:24 96:11 97:9
<b>system</b> 26:15,17	66:22 67:10	57:21,24 58:6,21	<b>training</b> 50:17 73:8	98:16,17
55:5 68:25 69:3	<b>tend</b> 93:16	59:13 61:7 74:17	73:12 77:14 81:12	<b>Trustee/Second</b>
79:2 97:17,19	<b>term</b> 63:9,14	96:19 97:4	86:20 87:12 91:12	1:19
98:6	<b>terms</b> 10:11 11:7,10	<b>thinking</b> 83:20	92:7	<b>Trustee/Vice</b> 1:18
<b>systemic</b> 26:19 30:9	11:21 12:18 13:21	<b>third</b> 26:19 50:2	<b>transaction</b> 11:2	<b>trustees</b> 1:2,4 2:10
<b>systems</b> 13:15	14:3,20,21 15:17	<b>thirty</b> 42:19	<b>transactions</b> 9:21	2:16 3:3 4:4 7:25
51:21 70:2 73:20	17:4,5,8 69:10	<b>thorough</b> 38:9	<b>transcript</b> 99:10,11	22:17 23:5 25:5
75:15 79:3,6,7	83:8 91:3,23	<b>thought</b> 96:12	<b>transcripts</b> 98:5	34:20 36:7 37:25
	<b>testing</b> 71:3,12	<b>thousands</b> 69:2	<b>translated</b> 68:2	59:20 61:22 63:3

64:25 68:15 79:18 86:4 try 56:25 57:7 60:5 64:4 70:16 trying 21:12 25:16 25:20 30:8 49:2 69:23 83:22 92:18 94:20 95:3 Tuesday 33:19 Tuesdays 95:14 tuition 4:22 14:20 25:11 40:16,19 tuned 82:10 tunnel 37:20 turned 65:19 turns 51:8 twelve 40:25 two 8:11 9:25 18:8 19:14 22:2 45:18 47:7,9 66:12 76:2 79:19 83:12 84:15 86:21 two-year 68:9 82:10 92:24 typically 20:5,13 67:12	update 26:11 53:25 updated 72:11 74:24 89:16,18 updates 9:16 12:13 16:2,4 updating 20:21 upgraded 48:11 upset 48:2 upstate 93:9,19,25 usage 16:16 use 12:7 18:10,17 21:18 83:22 87:11 user 72:7,8 73:3 74:16 77:5 username 71:17,20 users 74:21 usually 60:25 utilization 16:13 17:4	voted 3:2 7:20 36:2 votes 43:25 voting 80:11 VPN 74:10 VPs 90:20 vulnerability 70:21 vulnerable 46:14	66:17,23 67:25 68:3 69:17 79:16 79:19 81:5,13 83:6,22 88:4 91:2 94:19 95:2 we've 28:23 32:4,8 38:6 44:4 51:24 55:22 56:21 61:14 70:13,14 76:22 82:13 83:9,18 92:8 94:3 95:17 wear 88:7 weather 51:9 web 29:24 69:3 website 71:17 97:10 97:12 Wednesday 38:21 week 5:25 14:25 50:2 55:13 64:5 82:25 weeks 81:21 84:16 welcome 7:2 66:20 welcoming 31:2 66:18 welding 67:13 well-protected 78:13 Wells 21:16 went 10:19 30:15 54:21 whatnot 49:20 58:24 WHEREOF 99:13 White 62:16 Wickliffe-Camp... 30:6 wind 42:2 47:24 windmills 48:2 winter 6:6 wish 34:12 WITNESS 99:13 Women's 55:7 won 84:18 wonderful 56:5 76:2 82:6 word 8:14 work 4:5 5:13 25:17 27:6,12	33:5 37:23 38:8 38:12 40:18 51:19 64:16,20 65:10 67:24 72:16,19 80:16,25 86:23 89:22 91:10,22 96:4 workday 69:22 workforce 50:17 58:8 68:6 80:24 86:8 87:17 92:2,7 92:12,17 working 5:15,17 9:19 13:17,21 16:22,25 18:25 19:2 31:14,20 66:11 79:19 96:3 96:8 workplace 58:8 wrapping 9:17 wrong 8:13 Wyandanch 55:4
<hr/> U <hr/>	<hr/> V <hr/>	<hr/> W <hr/>	<hr/> X <hr/>	
US 84:20 ultimate 23:6,8 una 66:6 understand 27:16 28:9 89:20 94:3 95:7 understanding 18:25 51:10 66:21 unexpected 12:15 unfortunately 18:19 19:5 21:9 Union 55:10 unique 58:21 United 21:17 universitaria 66:7 universities 93:20 unknown 71:2 up-to-date 75:2 up-to-speed 86:25 upcoming 55:5	vaccinated 92:16 92:18 vaccination 92:14 validate 9:22 10:25 value 24:22 93:16 Vargas 41:6 variety 48:22 vehicle 49:6 61:3 vendor 75:8,10 77:21,24 vendors 48:22 VERBATIM 1:3 veterinary 81:19 Vets 55:6 vetted 30:2 75:12 79:5 vice 1:20 3:24 9:8 26:7 34:20 36:3 36:11 69:6 video 38:22 VIDEOCONFE... 1:7 view 82:25 virtual 27:6 74:13 virtue 66:15 visible 92:9 volunteer 67:22	waiting 10:24 14:14 walk 32:15 want 28:19 52:22 66:20 68:23 69:5 72:9,12 78:25 86:18 88:10 92:3 93:6 94:14 wanted 69:16 wants 94:12 Ward 76:4 warehouse 97:20 Washington 59:6 59:10 60:2,20 wasn't 42:12 water 16:10 wave 70:18 way 11:2 25:3 27:25 30:9 60:22 64:3 66:17 95:5 ways 91:21 we'll 9:15 30:9,11 33:15 44:8 48:3 49:21 61:19 82:18 86:2 98:10 we're 3:7 4:6 5:19 7:24 10:24 12:5 13:12 14:2,14,19 14:21 15:2,13,20 18:16 19:9,20 20:21,24,25 21:2 21:3,12 22:5 25:9 30:8,13,18 32:17 32:25 37:8,17,19 37:23 47:15,21 48:10 49:2,10 50:2 57:3,7 58:13 59:2,3 61:5 63:24 64:21 65:24 66:10	<hr/> Y <hr/>	
			Yeah 57:23 year 10:8 15:8 17:24 18:2,5,8 20:14,18 25:6,9 25:12 37:6 39:2 46:12 53:3 54:6,9 56:22 60:22 67:4 70:20 73:14 82:20 82:22 83:8 year's 45:7 year-end 54:6 years 10:17 17:23 25:11 29:18 73:5 83:12,20 86:21 yesterday 26:10 30:21 40:9 42:12 44:14,14,18 54:22 63:16 76:5 yield 21:5 York 41:24 60:12 61:6 77:20 87:17 99:4,9	

<b>Z</b>	<b>2:18</b> 42:8	<b>455,000</b> 20:8	
<b>ACHARY</b> 1:13	<b>20,000</b> 87:16	<b>5</b>	
<b>Zack</b> 54:15 56:16	<b>2015</b> 37:16	5 5:24 15:15	
57:19 59:5,14	<b>2019</b> 27:5 29:18	<b>5,000</b> 87:13	
<b>Zarate</b> 40:5,10,13	<b>2021/2022</b> 53:3,9	<b>5,150,000</b> 45:13	
41:23 97:9	<b>2022</b> 3:10 8:3 20:19	5.1 15:12	
<b>Zeldin's</b> 84:18 85:6	46:8	<b>5:00</b> 36:25	
85:16	<b>2022/2023</b> 38:25	<b>500,000</b> 13:13	
<b>Zoom</b> 1:6 32:14	<b>2023</b> 1:6 45:15	<b>547,000</b> 20:16	
40:9 61:9	46:14 99:14	<b>580,000</b> 53:12	
<b>Zwirn</b> 40:11,13	<b>2023-01</b> 19:17	<b>5th</b> 57:22 60:3	
41:20 42:23	<b>2023.01</b> 20:19		
<b>0</b>	23:18	<b>6</b>	
<b>1</b>	<b>2023.09</b> 20:20	66% 90:24	
1 11:18 19:16 46:17	<b>2023.10</b> 22:11	<b>68,600</b> 87:19	
1% 14:10,21 63:16	23:19	<b>7</b>	
<b>1,000</b> 54:9	<b>2024</b> 45:17 46:4	<b>7th</b> 40:24	
<b>1,000,000</b> 16:11	<b>2025</b> 46:4	<b>8</b>	
<b>1,486</b> 53:11	<b>21</b> 28:19 92:2	8 3:10 8:3	
<b>1.45</b> 85:3	<b>21,620,000</b> 45:15	<b>8:00</b> 38:21	
<b>10</b> 46:2	<b>22</b> 9:15,18 11:5	<b>8th</b> 57:22 60:4	
<b>10:00</b> 56:13	92:2	<b>9</b>	
<b>0:37</b> 98:25	<b>229</b> 53:4	9 20:20	
<b>100,000</b> 4:14	<b>23</b> 6:3 11:7,23 12:7	<b>9:03</b> 1:22	
<b>11:00</b> 95:14	12:12,17 15:12,18	<b>9:10</b> 39:22	
<b>11th</b> 12:20	85:25	<b>9:30</b> 88:9	
<b>12:15</b> 95:15	<b>23rd</b> 55:16	<b>96%</b> 53:14	
<b>120,000</b> 88:4	<b>24</b> 6:3 12:2,18,21	<b>99%</b> 16:19	
<b>13th</b> 36:24	13:14 82:16		
<b>16th</b> 42:2	<b>24th</b> 55:16		
<b>17%</b> 17:21 25:14	<b>25%</b> 83:20		
<b>17th</b> 33:19 57:12	<b>25,000</b> 87:14		
<b>18th</b> 38:21 42:2	<b>25th</b> 15:2 40:21		
<b>19th</b> 1:5 57:13	<b>27th</b> 63:10		
99:14	<b>3</b>		
<b>1st</b> 55:6,12	<b>3</b> 11:25 12:8,16		
<b>2</b>	<b>3%</b> 14:10,21 63:6		
2 11:12 14:12 84:23	63:18		
2% 14:10,21	<b>3,000,000</b> 17:25		
<b>2,291,980.57</b> 20:15	<b>33%</b> 90:24		
<b>2,500</b> 54:7	<b>4</b>		
<b>2,521,455</b> 20:5	<b>4%</b> 14:10,11 41:5		
<b>2,543,019</b> 20:9	64:15		
<b>2.9</b> 20:6	<b>4,400</b> 54:10		
<b>2:00</b> 40:9	<b>4.2</b> 12:3 13:11 18:3		
	<b>436,000</b> 20:10		