

SUFFOLK COUNTY COMMUNITY COLLEGE  
BOARD OF TRUSTEES MEETING

BOARD OF TRUSTEES MEETING. Suffolk  
County Community College. Room 114.  
Michael J. Grant Campus. Crooked Hill  
Road. Brentwood. New York. on October 20.  
2011. at 9:02 a.m.. before a Notary  
Public of the State of New York.

PRESENT:

DR. SHAUN T. MCKAY	PRESIDENT
DAFNY J. TRIZARRY	CHAIRPERSON
WALTER C. HAZITT	VICE CHAIRPERSON
BRYAN TITLY	SECRETARY
PAUL V. PONTIERT, JR.	TRUSTEE
REI,INDA ALVAREZ-GRONEMAN	TRUSTEE
SAUL R. FENCHEL, ESQ.	TRUSTEE
PATRICIA McMAHON.	TRUSTEE
THERESA SANDERS	TRUSTEE
ERNESTO MATTACE, JR.	TRUSTEE
ANTHONY F. MANGIAT.	STUDENT TRUSTEE
SANDRA O'HARA	



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

MS. CHAIRWOMAN: Good morning,  
everybody.

(Pledge of Allegiance.)

MS. CHAIRWOMAN: Good morning,  
again. At this time I request a motion  
to adjourn the Board of Trustees meeting  
and call for the Board of Directors  
meeting to order.

MR. MATTACE: So moved.

MS. McMAHON: Second.

MS. CHAIRWOMAN: All in favor?

(All aye response.)

MS. CHAIRWOMAN: Opposed?

(No response.)

MS. CHAIRWOMAN: Abstention?

(No response.)

MS. CHAIRWOMAN: Motion carries.

At this point I request a motion  
for the approval of the meeting of the  
September 15, 2011 Board of Directors  
meeting.

MR. MATTACE: So moved.

MS. McMAHON: Second.

MS. CHAIRWOMAN: All in favor?



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

(All ave response.)

MS. CHAIRWOMAN: Opposed?

(No response.)

MS. CHAIRWOMAN: Abstention?

(No response.)

MS. CHAIRWOMAN: Motion carries.

At this time I request a motion of  
the approval of Association Resolution  
2011.817 transfer of College of  
Association funds to Suffolk Community  
College.

MR. HAZLITT: So moved.

MR. MATTACE: Second.

MS. CHAIRWOMAN: All in favor?

(All ave response.)

MS. CHAIRWOMAN: Opposed?

(No response.)

MS. CHAIRWOMAN: Abstention?

(No response.)

MS. CHAIRWOMAN: Motion carries.

At this time I would like to  
introduce A.V.P. Marvin Bright, President  
of Association Financial Reports. Good  
mornina.



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

DR. BRIGHT: Good morning everyone. This morning I will bring you the financial report as of 9/30/11. At the September Board Meeting I presented you the pre-audit and the report. Today will be the first financial report for the Association for the '11/'12 academic year.

Took the liberty of giving a little bit more clarity to the report by adding the columns. In column 1, you will see the actual funds as they're broken up by campus, the different auxiliary programs, also the new budget for the college wide athletics, student activity and graduation and all of the arts.

Column 2 is the approved Board of Directors budget of the '11/'12 budget revenue. I'm sorry, that would be column 3. Let me just state, column 3 is the same as column 2. Column 3 is the actual revenue received from the college and to the Association.

Skipping from column 4 to column 5



1

2 is the actual expenditures which means  
3 what has been spent to date. Column 6  
4 would be the current balance of those  
5 accounts.

6 Our programs at this time are very  
7 vibrant. Our students are -- student  
8 leaders are engaged in conferences across  
9 the country. We've had several bids  
10 taking place on three campuses. The  
11 theatre now has a place on the Ammerman  
12 Campus.

13 I've met with the campus S.G.A.  
14 staff at the College-wide Association  
15 Committee, expressed their appreciation  
16 for the activities they've been involved  
17 in at this point in time. If there's any  
18 questions regarding the report?

19 MR. MATTACE: Just, I notice it's  
20 as of September 1st. When was the report  
21 completed?

22 DR. BRIGHT: I don't have the  
23 actual date. The way I get the  
24 information from the Association, and  
25 it's based on the first date of the



1

2 budget itself to an end date. As far as  
3 September 30th, they could have gotten  
4 the budget to me October 1st, October 2nd.

5 MR. MATTACE: Okay.

6 DR. BRIGHT: It's an end date in  
7 the computer that they go back into the  
8 computer.

9 MR. MATTACE: The idea of having it  
10 in front of us makes it easier to  
11 understand what's going on ahead of time.

12 DR. BRIGHT: Sure.

13 MR. MATTACE: Thank you.

14 MS. CHAIRWOMAN: Any more questions?

15 (No response.)

16 MS. CHAIRWOMAN: Thank you.

17 At this time I would like to  
18 request a motion for the approval of the  
19 meetings of the September 15, 2011 Board  
20 of Trustees meeting -- I'm sorry. I'm  
21 sorry.

22 I request a motion to adjourn the  
23 Board of Directors meeting and call for a  
24 Board of Trustees meeting to order.

25 MS. McMAHON: Motion.



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

MR. MATTACE: Second.

MS. CHAIRWOMAN: All in favor?  
(All ave response.).

MS. CHAIRWOMAN: Opposed?  
(No response.)

MS. CHAIRWOMAN: Abstention?  
(No response.)

MS. CHAIRWOMAN: Motion carries.

At this time I request a motion for  
the approval of the minutes of the  
September 15, 2011 Board of Trustees  
meeting.

MS. McMAHON: Motion.

MR. LILLY: Second.

MS. CHAIRWOMAN: All in favor?  
(All ave response.)

MS. CHAIRWOMAN: Opposed?  
(No response.)

MS. CHAIRWOMAN: Abstention?  
(No response.)

MS. CHAIRWOMAN: Motion carries.

At this point I request a motion  
for the approval of College Resolutions  
2011.69 to 2011.72, item 5 which is



1

2 2011.73. I am referring that item 5 to  
3 Executive Committee for Action, and  
4 action is to be confirmed at the December  
5 meeting. I know you just received the  
6 documentation in relation to this, it's  
7 quite lengthy, so I thought we needed a  
8 little bit more time to digest the document.

9 If we could have a motion for items  
10 1, 2, 3, and 4.

11 MS. SANDERS: Motion.

12 MR. FENCHEL: Second.

13 MS. CHAIRWOMAN: All in favor?

14 (All aye response.)

15 MS. CHAIRWOMAN: Opposed.

16 (No response.)

17 MS. CHAIRWOMAN: Abstention?

18 (No response.)

19 MS. CHAIRWOMAN: Motion carries.

20 MR. MATTACE: Question?

21 MS. CHAIRWOMAN: Yes, Mr. Mattace.

22 MR. MATTACE: On item 5, what I  
23 would like you to be able to find out is,  
24 this is our second feasibility study. We  
25 did it at the Eastern Campus and it was





1

2 proven then it cost us less money. There  
3 is a \$10,000 fee to negotiate the P.L.A.

4 I would like to know how much the  
5 original feasibility cost and what's the  
6 mandate to have a feasibility study on  
7 every building and every project we  
8 have. I mean, this is the second time,  
9 and it showed that we would be saving  
10 money, just like we did it the first  
11 time. All right?

12 It was done on schedule, I think,  
13 actually, before schedule. We're looking  
14 at every dollar we can. And if we can  
15 figure this out and find out if there's  
16 not a mandate, all right, based on past  
17 practice, then why do we have to keep on  
18 doing it? Thank you.

19 MR. PRESIDENT: If I can ask John  
20 DiMeo to step forward and speak for a  
21 minute on the relevance of the P.L.A.,  
22 the process that has entailed and speak a  
23 bit about Cashin and the process we went  
24 through and, also, to refer back to the  
25 Montaukett Learning Center which we had



1

2

also P.L.A. to address the matter raised  
by Trustee Mattace.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. DiMEO: As was just spoken  
about, the Project Labor Agreement is  
basically a customized Collective  
Bargaining Agreement with the various  
building trades. And insofar as  
mandates, given the size of the project,  
and certainly the new Science Building at  
the Ammerman Campus the campus is  
consistently large and complex, that it  
justifies studying if the Project Labor  
Agreement would, in fact, save money and  
be applicable to this particular project.

So given its size, and it's twice  
the size of the Montaukett Learning  
Resource Center, and using that as an  
example, we commission this Board to  
approve a resolution to commission Cashin  
Associates to do a feasibility study  
specific to the Science Building; looking  
at the various trades being used, how  
long it would take to construct and the  
potential savings; very similar approach



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

to what was done on Montaukett.

At the end of the Montaukett study, the board reviewed the information and agreed with the recommendation of that report, that P.L.A. will be beneficial. The project did go quite well. As was illustrated, it finished on time and under budget so that was a successful process.

The report, I believe, that's been distributed to the Board members for the Science Building basically suggests the same recommendation; that a P.L.A. would be beneficial given cost savings that they estimate at around 1.1 million or roughly 4-1/2 percent of the total construction cost of the project.

In addition, when you execute a P.L.A., we are exempt from Wicks Law. Wicks Law requires that you have at least four prime contracts bid. In this case you only have to have one prime contract bid.

From a management prospective, that



1  
2 certainly has a lot of advantages; you're  
3 dealing with one point of contact, one  
4 contractor. All the associated problems  
5 that might arise between subcontractors  
6 we'll deal with one entity. And that  
7 certainly proves valuable from a cost  
8 prospective and certainly scheduling  
9 prospective on Montaukett. We certainly  
10 anticipate the same benefit on a building  
11 twice the size.

12 In addition, because it's a  
13 customized agreement, the conditions of  
14 various work rules of the individual  
15 building trades are normalized. You have  
16 consistency. There was labor harmony on  
17 Montaukett; this would ensure the same  
18 labor harmony on the Science Building.

19 The recommendations that we saw for  
20 Montaukett are consistent here. The  
21 resolution that the Board passed this  
22 past summer authorizes the Board if they  
23 agree with the report to move to phase 2,  
24 which would instruct Cashin on our behalf  
25 to start negotiating with the various



1

2

building trades to create this customized  
Collective Bargaining Agreement.

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

If that is successful, and we  
anticipate certainly that it would be,  
the next step would be to incorporate  
that document into our bid with the  
understanding a P.L.A. is in force for  
the project and Cashin would maintain  
that P.L.A. until construction was  
complete. Anything that came up, any  
labor rules that were an issue, Cashin  
would be brought in to address that  
specifically and would certainly be  
referring to the fully executed P.L.A. at  
that time.

That's a basic layout of the  
process; very similar to what we did for  
Montaukett. And, not surprisingly, given  
the size of the building and various  
trades used, the recommendation is to go  
forward with the P.L.A. from the  
consultant of record Cashin Associates.

Any other questions; I'll be happy  
to answer?



1

2

MR. MATTACE: Having that P.L.A. will, hopefully, ensure that the workers that will be on the project be here.

4

5

MR. DiMEO: Yes, that's another aspect.

6

7

MR. MATTACE: It's sorely needed that's in the economy today. So we're looking at a building of Montaukett's size compared to the Science Building. I'm sure the structure would fall in between the two of them, correct?

10

11

12

13

Is there a mandate, all right, for us to have a feasibility study?

14

15

MR. DiMEO: Yes, absolutely. The reason behind that is, and there are various mandates that go from state to local, the study itself is your supporting document to move forward with the P.L.A. What has happened in the past, insofar as case study that I'm familiar with, with the limited legal information that I have, if you didn't do a P.L.A. study, the decision to execute a P.L.A. was challengeable in court.

19

20

21

22

23

24

25



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

You need the feasibility report to say we have looked at this, we've evaluated it, we've looked at the pros and cons and now you have a document from an independent consultant that looked at the information in an impartial way that says, yes, this makes sense. You can't just go to the P.L.A. step, you must first do the feasibility study.

MR. MATTACE: Thank you.

MR. PRESIDENT: Also, gentlemen, I want to indicate that this is also being done by the County on its project as well.

MR. DiMEO: Yes.

MR. PRESIDENT: We have the police station I believe it was the 6th that constructed, a P.L.A. at that time was done, I believe that was done as well by the County.

MR. DiMEO: Yes. Most major projects that are going to use more than one trade where savings could be realized fall in the category of let's look at a



1

2

P.L.A. and do a feasibility study.

3

MR. PRESIDENT: Thank you.

4

MR. DiMEO: Thank you.

5

6

MS. CHAIRWOMAN: At this time I would like to introduce V.P. James

7

Amoroso to present the College Financial

8

Reports.

9

10

MR. AMOROSO: Good morning

11

everybody. F.Y. 2011/12 Budget Execution is progressing as planned. We're working

12

on the mitigation of that projected 2.8

13

million dollar tuition and cost revenue

14

shortfall we identified last month, and

15

we're hoping that a considerable amount

16

of that will be absorbed by turnover

17

savings in both time faculty and staff

18

line, as well as the utility economies.

19

We'll have more to report on the upcoming

20

weeks as we solidify 2010/11 which is

21

currently in the pre-audit phase.

22

We're presently in the process of

23

rolling up the upcoming 2012/13 budget

24

year and the budget calls and guidelines

25

will be submitted to the departments in





1  
2 the upcoming weeks, and we're working  
3 closely with the Office of Planning and  
4 Assessment to coordinate the future  
5 development of coordinating budget and  
6 the allotments and allocations of the  
7 departments based on the guidelines the  
8 department will identify for each  
9 department as far as goals and  
10 achievement of goals. Any questions?

11 MR. PRESIDENT: If I can add to  
12 that. Yesterday I received a document  
13 from the New York Community College  
14 Presidents that just came yesterday. At  
15 the meeting on October 17th, Dan Sheppard  
16 from the Governor's Budget Office was at  
17 that meeting. And according to the  
18 Governor's office that for the upcoming  
19 year the community college should expect  
20 zero increase and up to as much as a  
21 5 percent reduction in funding; and that  
22 came from Dan Sheppard at the Governor's  
23 office.

24 Certainly there will be a lot of  
25 work by the SUNY systems, by us and many



1  
2 others to meet our elected officials and  
3 to speak about the significance of  
4 funding this institution. The discussion  
5 that's happening all across the community  
6 colleges in the SUNY system is at a point  
7 now of if we cannot fund the operation to  
8 the levels that we believe that would  
9 maintain academic integrity and to  
10 receive all students that come to us, at  
11 some point we would not be able to afford  
12 the operation at the size that we have.  
13 At some point we have to talk about that.

14 Those discussions will be taken  
15 forward. We will be meeting with our  
16 elected officials to explain that we've  
17 done everything we can in regards to our  
18 contracts, in regards to finding  
19 deficiencies in our system. But,  
20 certainly, if you look at what's  
21 happening in the County, I believe the  
22 County is in a deficit probably by a  
23 hundred plus million dollars, and the  
24 State is in a billion dollar range; and  
25 that's just for this year.



1

2

3

4

5

6

7

8

9

10

11

We have a lot of work to do moving forward and, certainly, I'll be working with Vice President Amoroso and my team to try to find any deficiencies in the system that we might have to mitigate these costs and be mindful that as we go forward that all deficiencies that we have must sustain the operation. We'll come back to you with a report on that at the next meeting in December.

12

13

14

15

16

17

18

MR. MATTACE: I notice that in our status report the Waldorf Agency has done wonders for us over the years, they've done a great job. My only question was, we had a savings of over \$4,200 with the premium cost for liability insurance for off campus internship jobs.

19

20

21

22

Do we have any idea what the original charge was; we're talking \$4,200? How many students does it cover; is it a blanket policy?

23

24

25

MR. AMOROSO: Right now we're working on it actually and it came up the other day in the Waldorf contract. I



1

2 don't have the information that you're  
3 asking for but I'll get it for you.

4 MR. MATTACE: Okay. Thank you.  
5 The other question that I have is: Do  
6 you oversee --

7 MR. PETRIZZO: The policy now is  
8 52,000 and it was about a forty-five,  
9 forty-seven hundred dollar decrease. The  
10 number of the students in that intern  
11 program fluctuates but policy is written  
12 to cover them all.

13 MR. MATTACE: Okay. That's what I  
14 figured.

15 The other question is: Do you  
16 oversee the surplus computers as far as  
17 sales and distribution?

18 MR. AMOROSO: Well what we've done,  
19 we've arranged with a company to buy  
20 them. I believe it's \$10 a computer or  
21 something, and we're getting some revenue  
22 from that.

23 MR. MATTACE: We saw that, \$1,570.  
24 The question is: These computers are  
25 beyond repair, it's solely for scrap?



1

2

MR. AMOROSO: Right. Pulling out the hard drives and then selling just the internal workings of it for scrap.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. MATTACE: The monitors themselves, all I'm look for is maybe some of the programs that are out there with all the cutbacks that happen, if a monitor is good and we can turn around instead of getting \$10 for it, give it to an agency, they can give it to children, maybe a center or something; that's my concern. I understand if it's a computer that's useless you can recycle but these monitors, unless they blow up, you know.

MR. AMOROSO: Good point. We'll look in to that. The monitors we're getting rid of are the ones with the tube, not the flat screens.

MR. MATTACE: We still have that?

MR. AMOROSO: Yes, that was last century.

MR. MATTACE: All right. Thank you.

MR. AMOROSO: Any other questions?

(No response.)



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

MS. CHAIRWOMAN: Thank you. At this time I would like to move to the Committee Reports beginning with the Economic Affairs and Student Services.

Scholarship Form still has indicating that the need for Social Security number is needed to be complete on a Scholarship Form. I believe our committee made a recommendation sometime ago for these to be removed and it has not taken place yet. The committee will meet in the near future to explore issues of recruitment, involvement, review, admission form, and other issues.

MS. McMAHON: We have a couple of updates; you heard about the Science Building, I'm not going to dwell on that.

Some other repairs and other things have started at the Ammerman campus. The Grant campus, I think the new Learning Center, the design committee reviewed responses to the R.F.O. from the architects and engineers, so it will be asked to submit design proposals by the



1

2 end of the year.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

And on the Eastern Campus with the new Health and Wellness Center, that's the most important thing there for the Design Committee to establish and we're beginning to review locations, which we're obviously limited with the location of the Pine Barrens so that will happen.

Other than that, various projects I see that the team continues to do, replacing roofs and fixing chillers and things that break in an emergency but those are the main projects.

MS. CHAIRWOMAN: Thank you, Trustee McMahon. Advocacy Committee?

MR. HAZLITT: That's me. I reviewed all the press clippings that refer to the Suffolk Community College and they all are very auditory and positive in their respect. And my natural curiosity gets the best of me, I keep reading so I know everything that's going on in the County today that even though it doesn't relate to the college.



1

2 it's very informative and I would  
3 recommend that everybody does review the  
4 clips because they do give you a  
5 different insight in what the college's  
6 activities are. You know, Mr. President,  
7 I'm not one to complain. All those high  
8 voltage wires are under my chair.

9 MR. PRESIDENT: Are they?

10 MR. HAZLITT: (Laughing.) All  
11 right. Thank you.

12 MS. CHAIRWOMAN: Personnel  
13 Committee?

14 MR. PONTIERI: I don't have a  
15 report but I do need to meet with the  
16 President about that because the  
17 evaluation I had will not be ready until  
18 next week.

19 MS. CHAIRWOMAN: Okay. Budget  
20 Committee?

21 MR. FENCHEL: Chairwoman, at one  
22 time I think I brought up how the  
23 committee is structured, it's really not  
24 workable to have a committee with all  
25 nine members on it. Also, I think when





1

2

you're dealing with something like

3

audited budget, we have to deal with more

4

specific about its mission.

5

We do have a number of, what I

6

understand, at least two very capable

7

auditors, one from the association, one

8

for the college. And short of going

9

through what's called peer review, which

10

would mean hiring another accounting firm

11

at a tremendous cost, it seems that just

12

going with the concept of just a broad

13

audit would not serve the best interest

14

of the college and would not be cost

15

effective.

16

More importantly that we direct our

17

attention to a certain expenses and

18

revenue which are important and which may

19

stand out and that the committee itself

20

be streamlined in that respect; that's my

21

recommendation. As I say, I mentioned

22

this to a number of people and I think

23

that's something we should bring up at

24

the next session.

25

MS. CHAIRWOMAN: Thank you. I know



1

2

conversations have been going on and  
recommendations have been made.

3

4

College Fund issue?

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. ALVAREZ-GRONEMAN: Madam Chair,  
to date major gift campaign has secured  
pledges of \$225,000. The fundraising  
activities by the counsel members are  
continuous. We have 200,000 pending in  
solicitations and request towards our  
7 million dollars goal and we anticipate  
that an additional 1.2 million in  
requests will be submitted in the next  
thirty days. I must tell you that today  
there's a meeting with a possible donor,  
today another member from the Conference  
Chairman's Council, so we're going out  
for a possible lunch.

In regards to your September 15th,  
you made mention about 100 percent  
participation. And I think as we go out  
there for us and for donors, we actually  
need to tell them that we do have  
participation of 100 percent not only  
from the Board of Trustees but also the



1

2

Foundation Board. So hopefully, you know, we can do that. That's part of what you mentioned back at the September 15th at the meeting.

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

MS. CHAIRWOMAN: Yes. It was mentioned at the last Board of Trustees meeting and it was mentioned too when I had opportunity to attend the NYCCT conference in Albany, that it is important that all Trustees are participating in these types of campaigns. I know it has been discussed at a meeting the possibility of having a pledge form or some sort of card that Trustees might be able to get at some point and consider, according to the resources, what kind of gift they would like to share. At some point I do hope I can report that all of us are participating in this campaign.

22

23

MS. ALVAREZ-GRONEMAN: And we do have a pledge form.

24

25

MS. CHAIRWOMAN: I know when you go out there and you have those meetings



1

2

they want to hear your Board is

3

participating. Thank you.

4

5

At this point I would like to move  
to the Chairwoman's Report. As I just

6

mentioned, I had the opportunity on

7

September 16th, and 17th to attend the

8

Institute for Community College Trustees;

9

it was very informative. Several

10

presentations took place; one of the most

11

interesting one was, of course, was the

12

finances and studies and was major

13

concern for community colleges.

14

To summarize, the way it was

15

shared; today's okay, tomorrow is

16

uncertain. There is a lot, as President

17

McKay also referred before, a lot going

18

on. We need to educate, educate and

19

educate our communities, legislators,

20

elected officials, students, and we need

21

to be part of that conversation. As we

22

know the formula, it's not a good one.

23

Our students are paying 51 percent, that

24

is not acceptable, and we need to be part

25

of that conversation to change 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

On the positive side, there was shared also that tomorrow's jobs required mostly two years. That the blue collars of tomorrow will be technician jobs and that's good for us. High school diplomas will not be enough, so that's good for us, especially for our manufacturing programs.

Also on October 12th and 17th I had the opportunity to go to Dallas, Texas for the AACT, which is an institute; it was very informative too. A lot of emphasis on our responsibilities as Trustees and, also, not only budget, the facilities but also making sure that students succeed and advocating for them.

Another hot issue there was finance and the Pell Grant. There is a proposed bill in Congress to reduce the Pell Grant. This is most the important federal student aid that our students receive so there is a lot of advocacy to do in that respect.



1  
2 Tomorrow, October 21st, Suffolk  
3 Community College will be hosting the  
4 first ever Long Island Manufacturers  
5 Symposium here at the Grant Campus from  
6 9:00 to 3:00. As Chair, I will be  
7 delivering greetings on behalf of the  
8 Board of Trustees. And I think tomorrow  
9 will be a great opportunity to share with  
10 students, vendors, business groups,  
11 community and State leaders of the  
12 powerful role that we play here in Long  
13 Island.

14 On November 3rd we will have our  
15 Board retreat for Board of Trustees, that  
16 will be from 9:00 and to no later to 1:00  
17 with counsel Donna Bullock. And I look  
18 forward to hear, you know, receive from  
19 you by no later than October 25th any  
20 issues that you want to put on that  
21 agenda.

22 Also the Community College National  
23 Legislative Summit needs to take place on  
24 February 13th, 2:15. All those who might  
25 be interested in attending, I'm passing



1  
2 out a flier for that. And I know it's  
3 hard for some of us to attend these  
4 out-of-state or out-of-town conferences  
5 and institutes. One of the in  
6 initiatives that they want, CCT offered,  
7 was web announce, which is also a great  
8 opportunity to become informed and you  
9 don't have to go so far. So I'm passing  
10 a flier on that on different types of --  
11 that is going to be available to all  
12 three hundred Trustees in New York.

13 At this point I would like to --

14 MR. MATTACE: Excuse me. Where are  
15 we going to have the retreat?

16 MS. CHAIRWOMAN: Here.

17 MR. MATTACE: In this building?

18 MS. CHAIRWOMAN: 113.

19 MR. PRESIDENT: Yes, 113.

20 MS. CHAIRWOMAN: You're going to  
21 receive a flier via email. It was set on  
22 the August 15th minutes; if you read  
23 them, it's there. It's on this campus.  
24 You will receive via email a flier with  
25 all the upcoming events, and they do have



1

2

the location and the time.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. PRESIDENT: Tomorrow you will receive from my office a calendar of all events scheduled from now until the end of the year, and that would include a listing of the retreat and date and time and location. But that was established by this Board back in August and I know Donna Bullock, Associate General Counsel, has confirmed and she will be here. Sandra will be providing any assistance to the Board in preparation for that meeting.

At this point we have with us Dr. Carla Mazzarelli, who comes to us from Dutchess Community College. We have a very active agenda for her. We began yesterday at the Eastern Campus and we ended here at the Grant campus. It's a listening tour for her. She's our new Vice President for Academic and Student Affairs. And I gave the Chairwoman a listing of all the of the meetings that she will be having.





1

2

3

4

5

6

I will ask Sandra just to read a brief excerpt of what we sent to the college community on the announcement of her hire. And then I'll ask Dr. Mazzearelli to say a few words.

7

8

9

MS. CHAIRWOMAN: I'm passing around the schedule for Dr. Mazzearelli and the people she will be meeting with.

10

11

12

13

14

15

MS. O'HARA: "I am pleased to announce to the college community that Dr. Carla Mazzearelli has accepted an appointment to the college as Vice President for Academic and Student Affairs.

16

17

18

19

20

21

22

23

24

"Dr. Mazzearelli currently serves as Associate Dean of Academic Affairs at Dutchess Community College in Poughkeepsie, New York. Her work at DCC has been largely in the area of academic assessment where she has been responsible for promoting and supporting a comprehensive process of course, program and institutional assessment.

25

"Another major area of



1

2

responsibility for her at DCC is

3

curriculum development. Dr. Mazzearelli

4

has a deep understanding of the various

5

intricacies of curriculum development,

6

taking into account workforce or transfer

7

needs, institutional and program learning

8

outcomes, as well as SUNY and New York

9

State Education Department requirements.

10

"Prior to her current position at

11

DCC, she was employed by MassBay

12

Community College in Wellesley Hills,

13

Massachusetts. As the interim Provost at

14

MassBay Community College, Dr. Mazzearelli

15

was responsible for policy development

16

related to student affairs and enrollment

17

management. While at MassBay, in

18

addition to academics and student

19

affairs, Dr. Mazzearelli managed the

20

Division of Continuing Education of

21

Workforce Development.

22

"Dr. Mazzearelli began her career in

23

higher education at Westchester Community

24

College where she was responsible for the

25

start-up and ongoing management of



1

2

several large extension centers.

3

Dr. Mazzarelli is credited with

4

understanding the relationship between

5

various college departments, student

6

affairs, academics and workforce

7

education."

8

MR. PRESIDENT: As you can tell

9

from Dr. Mazzarelli's extensive bio, we

10

wouldn't read the entire document.

11

Dr. Mazzarelli please stand and be

12

acknowledged. We welcome you to the

13

college, Dr. Mazzarelli.

14

DR. MAZZARELLI: Thank you. I

15

would like to thank the members of the

16

Board the Trustees for selecting me for

17

this upcoming position and thanks to

18

Dr. McKav as well.

19

I'm so looking forward to being a

20

member of this team and serving this

21

wonderful institution. I've been so

22

impressed with everything I've seen so

23

far and very enthusiastic in joining you

24

all.

25

MR. PRESIDENT: Thank you.



1

2

3

4

5

6

7

MS. CHAIRWOMAN: Thank you. On behalf of the Board, we welcome you and thank you for accepting to join us. And thank you for sharing your knowledge and expertise with the largest community college in New York.

8

9

10

11

MR. PRESIDENT: Thank you. As Chairman Irizarry mentioned, tomorrow we're having the symposium. There's a copy of the flier in your folders.

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Initially when we started the discussion, and this is the first we've held such a symposium on Long Island. The target was at fifty institutions. And now I believe we've pledged sixteen institutions so far. We do have Chancellor Nancy Zimpher will be with us tomorrow, Congressman Israel will be with us tomorrow. We do have, as you can see we have on the panel, the Honorable William Lindsay, presiding officer, will be here as well. The Majority Leader, John Cooper; Minority Leader, John Kennedy. We also received a call from



1  
2 Senator Schumer that he's going to do his  
3 best to be here and their working on  
4 scheduling to get him here for the event  
5 tomorrow. We anticipate between 8:00 and  
6 9:00 a.m. that we will have the speaking  
7 segment of the presentation. And then  
8 between 9:00 and 10:00 we'll break to go  
9 into the actual showcase and then getting  
10 to the speaking segments.

11 It's a very exciting time for us at  
12 the college because, again, you have  
13 representatives from the Department of  
14 Labor, you have folks from state agencies  
15 and from over sixty major companies in  
16 this area that will be here at this  
17 event. We have at least six to eight  
18 school districts that are coming in as  
19 well that will be here. The Three  
20 Village School District, the mechatronics  
21 academies will be here. I believe that  
22 at the end of the day it will be a  
23 successful event.

24 Yesterday I received also an email  
25 from the Trinidad and Tobago Consulate



1

2

General in New York that she will be attending and bringing a delegation to establish potential trade and commerce with the businesses that are here at that event. So it should be a great event for us tomorrow.

7

8

9

10

11

12

13

I also attended the Association of Committee College Trustees and did a presentation with Joanna Duncan Potier with Andrew Matonak, the President of Hudson Valley and Dusty Swanger from Fulton-Montgomery.

14

15

16

17

18

19

20

21

22

23

24

25

As you remember, we did an Alliance Grant for the entire state; that's the first time thirty institutions came together to develop one grant to the entire state totaling 51 million dollars. We received a letter from the Federal Government indicating that I have to submit a letter back to the Federal Government so I can see exactly where the points that we did not earn and how we can then make adjustments because there will be a second round of grants over 5



1

2

million dollars again in a few months.

3

And we will be looking to reapply again

4

at that time.

5

We were there, we presented before

6

an audience of several states, by the

7

way, that have never done one of these

8

grants before. Dr. Troy Tucker, who is

9

in the Grants Office, was in attendance

10

as well. He's a major part of this grant

11

proposal and, I believe, the session went

12

very, very well. From what we've heard

13

from the feedback is that no other state

14

has approached a grant such as this, in

15

this magnitude. So we got some good

16

feedback on that as well.

17

In planning and assessment, I

18

mentioned to the Board at the last

19

session that we are looking at our vision

20

mission and looking at a strategic plan

21

for the college. We sent out an email to

22

the college community indicating that the

23

college take a look at the existing

24

vision and mission and affirm if the

25

existing vision and mission was still



1

2

relevant to who we are today and moving forward.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Also in the Middle States Standard 1, it required that we do consult with the college community to ask if the mission is still intact and if the college reaffirms. Of the three thousand employees we have at the college, we only got comments back -- and the way it was written is if you do have changes or you agree that the mission is irrelevant, send us back comments. We've only gotten back about nineteen responses which means, obviously, that the words comments about changing needs vision.

Now we can move to the next phase which is developing institutional goals, developing a draft map for the college, and I'll bring that back to you here for your recommendation and for subsequent approval. That is pivotal for us because we do have the periodic review due by June of next year. As we move forward, we'll try to have all of those documents





1

2 to you, hopefully we can get this done by  
3 June of next year. If not, we will be  
4 making significant progress toward the  
5 timeline of getting it done.

6 At this point we also have -- we  
7 received a letter about a STEM program  
8 where the NSF is now going to be  
9 featuring Suffolk STEM program in a  
10 national platform. We've been well-known  
11 in regards to our STEM program. But  
12 we've gotten this letter that saying that  
13 nationally now we'll be featured as a  
14 successful institution in the STEM  
15 program.

16 We've had eight students that were  
17 placed across the country, seven in  
18 vocational labs this summer and, I  
19 believe, one in California to do research  
20 in STEM areas. That was the highest  
21 number for any college in the State of  
22 New York. Obviously it's a commendable  
23 achievement.

24 What I would like to do is turn to  
25 Dr. Epstein who will speak to us about



1  
2 the Early College Program. The Early  
3 College Program has been established at  
4 the college for a while now; this is  
5 where we're working a high school. Now  
6 with the recent resolution passed by the  
7 Board in regard to the tuition and fees,  
8 that has now enabled us to now take this  
9 program across the entire County. I'll  
10 ask Dr. Epstein to take us through his  
11 presentation.

12 MR. EPSTEIN: Thank you. Let me  
13 begin by pointing out that the Early  
14 College Program is one end of the bridge  
15 that is part of The Power of SUNY  
16 initiative that bring the students from  
17 their high school to our college and then  
18 launches them to four-year schools.

19 We used this poster at the recent  
20 SUNY showcase to illustrate that we're  
21 not just a two-year school but by  
22 reaching down to students in their junior  
23 and senior year of high school, we get  
24 them to come to our college, experience  
25 our excellence, and move them off to 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

Stav on Long Island Initiative to the four-year colleges on Long Island. One word about SoLII; this past year we were awarded fifteen students, full tuition scholarships; another twenty-six got significant partial scholarships. The total was over 1 million dollars in the first year.

Now for the Early College Program. Rationale: We all know the notion this is the place of thirteenth grade. We wanted to recruit talented students who don't think of going to a two-year school. We initially designed the program to bring them into our Harness Program. It was an alternative to the Dual Enrollment Program or even to A.P. A.P. credit, dual enrollment credits give students the college credit but don't give them not the experience of being competitive in a class with college students being taught by college faculty.

We wanted something reasonable cost. We thought we were reasonable at



1  
2 168 a credit. But, thanks to you, we  
3 reduced that to a third and we're getting  
4 a lot of interest. And we gave them the  
5 real college experience. From my selfish  
6 position at that time being related to  
7 the Honors Program, we only had seven  
8 classes on this campus. So by bringing  
9 in high GPA students, we could justify  
10 one or two more sections, mix our  
11 students with these other students with  
12 thirteen, fourteen, and fifteen hundred  
13 SAT scores and they would help make our  
14 students in the honors program actually  
15 better.

16 The way we designed it was by  
17 working closely with high school  
18 personnel. I worked with Ray Martinez,  
19 who was then Head of Guidance at Deer  
20 Park High School. We designed the  
21 program to meet his scheduling needs, the  
22 needs of his school and our needs here as  
23 well. We specifically said it's not  
24 going to be an all-exclusive high school  
25 cohort; that's an A.P. class. That's a



1

2

program that lots of other high schools offer taught by high school teachers. We wanted them on our campus to see what college was.

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

The exceptional students were allowed to take honors classes. We originally designed the first year for honors only. In that the first year Superintendent says, This is great. I get wonderful feedback. Could you give me something for the near honor students? Requirements to get in are now an 85 average to take college classes and a 90 average to take honors classes; that's to apply but we're not satisfied.

I'll tell you more. We have support of faculty and counsel of the college working with the students. And they get really SCC credit, transferability and, most importantly, they can get letters of recommendation written by college faculty on how well they did in a college classroom. In the first cohort of students, we had kids



1

2

that went to SUNY colleges that came to us; three students went off to Dartmouth, Harvard, Cooper Union. I can't claim we made the difference, they were great students but I enjoyed having them in our program.

7

8

9

10

11

12

13

14

15

16

17

18

19

To get in we require those grades, we require the Regents scores. We have a parent and student meeting with all the students who qualify and express interest. We ask the students to write a recommendation and for the high school to give -- the student to give an essay, the high school to give a recommendation. We bring them to the campus for a tour and a sample lesson so they see what a college class is like. And then we require the CPT.

20

21

22

23

24

25

We've all heard of grade inflation, it exists everywhere. We wanted to make sure before we put them in English 101 or History 101 or a math class they had the skills necessary to succeed. We don't let anyone in the program who tests



1

2

developmentally. If they test into

3

honors level, we'll let them enroll in

4

honors classes. If they test into

5

regular college classes we give them. We

6

use CPT for placement.

7

It's very important that we work

8

with the chairs and get their buy in.

9

I've been going around to the three

10

campuses and universally the reaction is

11

okay, this is great. These kids are

12

wonderful students, I want to teach those

13

kinds of students. Now our program is

14

primarily mornings where the students

15

come to us five days a week, take classes

16

from 8:00 to 9:15 and go back for the

17

afternoon school.

18

We developed classes to make sure

19

we have the sections that we think will

20

be needed. We lock out three to four

21

seats in each class so we can have our

22

students enroll in them. If they don't

23

fill with these students, we open them up

24

to the rest of the college.

25

We alert the faculty when they have



1  
2 ECP students. This is very important  
3 that they know that these students may  
4 have a requirement at their high school  
5 one day. We tell them when the A.P.  
6 tests are; it's, quote, an official  
7 school requirement so please excuse them.  
8 We also tell the students, act like a  
9 college student. Go to your professor in  
10 advance, say you need to be out for the  
11 SAT test, can you get the work and  
12 assignment in advance. The reaction to  
13 these students is universally great.

14 We also require a FERPA waiver. As  
15 you all know the Federal Education  
16 Privacy Act, or whatever, says that if a  
17 parent calls me and wants to know how  
18 Sally is doing, I can't acknowledge that  
19 Sally exists. I cannot tell her anything.  
20 The student has absolute privacy right,  
21 regardless of age. We explain the FERPA  
22 rules and then we tell the parents and  
23 students, we're going to require a waiver  
24 so we can talk to the parents, we can  
25 talk to the guidance counselor. And the





1

2

parents and the schools appreciate that fact.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Mid-semester we asked the faculty to give us a report and, by the way, I worked with Ray Martinez for two years when he was Director of Guidance; he retired. Dr. McKay wouldn't let me let him go. He said, Hire him. Get him inside. You need him. We got the mid-semester report, if there's any issues we let the school know, we work with the student. And then there's a mid-semester meeting at the high school to assess how things are going and, by the way, let's sign up for next semester.

Impediments to growth. You would think with a great program like this we would be in every school in the County. From the school district's point, there is a cost. They have to send a bus and we migrated the program five days a week.

Amitville was paying \$50,000 for the bus. And they were subsidizing tuition one-third. And then there's the



1  
2 scheduling; the kids have crazy  
3 schedules; they have to be at athletic  
4 practices and so on. Families, it was  
5 cost. We would occasionally get a  
6 student signing up, either didn't go  
7 ahead and pay the tuition or had to back  
8 out after one semester or another. For  
9 students it's a matter of time, you know,  
10 coming here five days a week. After I do  
11 my hard sell about the program at those  
12 parent-student meetings I then say that  
13 it's not right for everyone. Half of you  
14 don't have the time available. Focus on  
15 your grades in high school. We really  
16 only want the students that will  
17 succeed.

18 How do we overcome impediments?  
19 With the school district we have now  
20 created an option for high school-based  
21 classes. And there is a memo of  
22 understanding sitting waiting for  
23 Amityville to sign it. They had to back  
24 out this year, they lost the funding to  
25 get the budget approved. They want the



1

2

program if we can send a teacher or two

3

to their school and offer the classes

4

there. It's not perfect. We really

5

value the students coming to our campus

6

mixing with the students. I never let

7

great stand in the way of good. It will

8

still be our teachers teaching our

9

courses to an entire cohort.

10

Families now at \$56 a credit. I

11

have one thing to say: Thank you,

12

Board. We're going to get a lot of more

13

attraction. And for the students, if we

14

do take the bus to the high school, they

15

can have a classroom 4:00 to 7:00, 3:00

16

to 6:00, less time commitment.

17

Postgraduation option for these

18

students, they can apply to colleges with

19

a college track record, with a college

20

letter of recommendation. They qualify

21

for more aid if they can show better

22

skills and they have options.

23

We originally focussed on graduate

24

earlier but we had one student -- this

25

is a great story -- she was the one that



1  
2 went to Cooper Union. The first thing I  
3 wanted to know is: Did you get all the  
4 college credits transferred? She said,  
5 well, I didn't check yet because my first  
6 year at Cooper has to be applied classes.  
7 I called back in November: Did you go  
8 get the courses evaluated? I'm not going  
9 to. Why; with your A.P. classes and  
10 Early College, you can graduate a year  
11 earlier? Yeah, but Cooper is giving me a  
12 full scholarship for four years. Why  
13 would I cut it short? We have smart  
14 students in this program.

15 Now we talk about the options. You  
16 can graduate earlier or you can be more  
17 active. Take twelve credits a semester,  
18 you maintain full-time status but you  
19 have more time for sports, part-time job  
20 or stay at Suffolk for an associate  
21 degree. This last year one of our Early  
22 College students came from Deer Park, she  
23 became active at the college campus,  
24 became president of our student  
25 government and was offered one of the



1

2 full-tuition scholarships from CW Post.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Plans for expansion. Youth assisted tuition. What or are going to do with that? We want to add the district Dr. McKav mentioned. We already met with East Hampton, Three Village, Dix Hills. I've been speaking with Trustee Sanders and Chair Irizarry about Brentwood and Central Islip; we hope to get more schools signed up.

We're going to be adding career prep students. Dr. McKav mentioned the manufacturers symposium. In addition to Three Villages coming, we have Bay Shore coming, they're an ECP participant they're looking to add the manufacturing program and maybe even HVAC.

We're exploring additional models. Three Villages School currently sends three to five students to us at the Selden location. They come on their own as seniors, they can take one class, two classes or spend the entire day there. I like that last model. If we're getting



1

2

kids who wind up with SAT scores in the  
twelve and thirteen hundreds spending  
time on our campus, we're all benefitting.

5

6

7

8

9

10

11

12

Then the other model is: Spend  
your junior year at the high school; take  
some classes, we'll come to you. In the  
senior year your school can't bus, maybe  
you can get here, car pool, go on  
weekends, go evenings. We typically  
design the program the way the school and  
students need it.

13

14

15

The First College for County  
residents with Academic Talent and Family  
Financial Wisdom. Any questions?

16

(No response.)

17

18

19

20

21

DR. EPSTEIN: Let me pass out a  
brochure for people who want to sign up.  
I have more than one for each of you just  
in case there are people in your district  
you want to share it with. Thank you.

22

23

24

25

MS. CHAIRWOMAN: Thank you,  
Dr. Epstein. I had a question about the  
option of having the students take the  
classes at their high school.



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

Is that something that happens during their school day, after school, will it be with other, perhaps, community members or just them; how would that work?

MR. EPSTEIN: Just as we've designed the program so that the classes don't interfere with their high school schedule, we've designed the program to be after school so we don't run into issues with the union. The school day has ended, all the districts are telling me that once the day is ended, I can use the building as I see fit.

So it would be 3:00 to 6:00, 4:00 to 7:00. When we went to Three Villages the other day, they specifically said that if we can't fill a class maybe we can open up at the other schools. Amitvville is saying why don't we open up an off-site center for you.

MS. CHAIRWOMAN: Lots of possibilities. I think this is really transformational the way we are interacting with our high schools and



1

2 this program and the career program, it's  
3 transformation. Thank you very much.

4 MR. EPSTEIN: Thank you.

5 MR. PONTIERI: Just one quick  
6 question. Are any of the classes, the  
7 seniors that are taking them, are the  
8 credits also used for graduation credits  
9 for certain districts.

10 DR. EPSTEIN: We argue it shouldn't  
11 be. The competitive colleges will not  
12 transferred credits if the class is  
13 offered in the high school for dual  
14 credit and taught by a high school teacher.  
15 When they get our transcript, they don't  
16 know the difference between Excelsior  
17 Program or ECP program. I offered a  
18 letter to explain. NYU specifically says  
19 we will not give credit for high  
20 school-based programs unless certified by  
21 A.P. exam.

22 And I explained our program when I  
23 found out about this. Oh, no, we'll give  
24 credit for that. The only school that  
25 won't give any credit are the military





1

2 academies, you have to do all four years.

3

4 MR. MATTACE: President McKav, I  
5 understand that the US Department of the  
6 Labor T.A. Grant went to Kingsborough.

6

7 And I also see your consortium is going  
8 to get together again for the next run.

8

9 Who is part of our consortium?

9

10 MR. PRESIDENT: You got twenty-six  
11 community colleges and you have the four  
12 technical colleges, well, three and then  
13 you have Farminadale. Now, the other  
14 colleges that were not involved in the  
15 first round, you got Westchester, Monroe,  
16 you got Rockland, and I forgot the other  
17 one, but they have now come on board. So  
18 now we have all thirty community colleges  
19 in the SUNY system for the next round,  
20 then you'll have the technical colleges  
21 and then you'll have Farminadale. So the  
22 alliance is even stronger than before.

22

23

24

25

26 When we get the report back from  
27 the Federal Government, we'll study the  
28 areas that we need to address to get a  
29 point system. It was a very competitive

1

2

grant and only forty-nine grants will be

3

issued. The CUNY grant, they've been

4

after Federal grants for several years.

5

This is a first foray into that

6

application process for a state-wide

7

grant.

8

However, we believe that what we

9

proposed across the thirty institutions

10

aligned with the ten regional centers

11

that the Governor has in his economic

12

development plan and the Chancellor has

13

in regards to ruling out the SUNY

14

proposal for economic development as

15

well. We have folks that are in

16

aerospace in manufacturing in every

17

sector and it went from all the way

18

upstate in the Adirondack all the way

19

back down to here Long Island. Every

20

institution now in the SUNY system will

21

be part of the grant.

22

MR. MATTACE: Thank you.

23

MS. CHAIRWOMAN: At this time we

24

move to Roundtable.

25

MR. MANGUAL: I have a short report.



1

2

to give. I was also at the NYCCT

3

Conference with Chairwoman Irizarry as

4

well as at the ACCT with the President,

5

the Chairwoman Irizarry and Trustee

6

Alvarez-Groneman.

7

As the Chairwoman said, there was a

8

lot of information passed around. There

9

was a lot of good things happening. As a

10

student it was a great experience from,

11

you know, the discussion of the

12

collection of data to help benefit the

13

school in different areas, enrollment

14

from colleges, minorities, immigrants,

15

things of that nature, all the way up to

16

people using 100 percent participation

17

from the schools in helping high schools,

18

bring the students into our community

19

colleges, how the community colleges

20

actually help in our local economy in

21

building and strengthening who we are as

22

a people, as a unit, as Long Island in

23

general.

24

I think that the most important

25

thing that I took from both conferences.



1

2

it's kind of funny. I didn't have to

3

leave here to go find that information.

4

and I thought that was the best part

5

about it. What I really took from there

6

was that our president as a

7

representative does an outstanding job.

8

Everybody knows his name and with his

9

name attached comes the college.

10

For example, we just got Dallas for

11

the ACCT conference and we were supposed

12

to go get something to eat and we

13

couldn't get to the place to eat because

14

everybody in the conference knew our

15

president and had to have a discussion

16

about a meeting or something that he was

17

involved in or conference or some mission

18

he was doing. And we almost starved

19

until we got to the table.

20

All jokes aside, it gave me a great

21

sense of gratification in knowing that we

22

do have a strong man in the trenches and

23

it was wonderful to know as a Board we do

24

stand behind him. The people there

25

couldn't understand how much we supported



1

2 him in his actions; they were very amazed.

3

4 It was a very unique, dynamic  
5 situation to see people brighten up. You  
6 know I would say "I'm a student from SUNY  
7 Suffolk County." President -- wow, you  
8 know his name already? There's a  
9 thousand people here, everybody knew his  
10 name already. I thought it was  
11 wonderful. That's really what I had to add.

11

12 MR. PRESIDENT: I can share as well  
13 that by now they all know Anthony's name  
14 as well. But that's why these  
15 conferences -- around the country we're  
16 dealing with so many challenging issues.  
17 We met trustees that have institutions  
18 that -- I thought eighty percent  
19 remediation was high. I've heard one  
20 college says we got ninety percent.  
21 There are some colleges that go out for  
22 bonding, we don't do bonding but that's  
23 what they do to get their  
24 infrastructure. There are colleges not  
25 getting any funding at all for either  
infrastructure or even to help with their



1

2 budgets.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

I've heard from institutions that students are paying as much as sixty, seventy percent in tuition. There's a lot we're hearing around the country. And being the largest college in the State of New York, we speak about our programs and they gave us a chance to speak to other trustees and other presidents across the country.

Walter Bumphus met with us and Walter Bumphus was here for the retreat with the Board. And he spoke very highly of his time with you as trustees, and he shared that with other trustees around the country, that certainly Suffolk has a board that actually cares about the college and they work together as a unit. As a president to hear that from a national spokesperson for the American Council of Community Colleges, certainly, that was well received by all the trustees who were at the conference.

It was a great opportunity and I



1  
2 thank Trustee Alvarez-Groneman,  
3 Chairwoman Irizarry and Trustee Mangual  
4 to being part of that session. Because  
5 certainly having a strong team there,  
6 Marv Adams who is the Chair of the NYCCT,  
7 in fact, said that we had the strongest  
8 team there at that conference and we were  
9 recognized for that as well. So thank  
10 you.

11 MR. MATTACE: I would like to  
12 mention that I was at the Workforce  
13 Development Building when we received our  
14 -- it's not a plaque. It's a huge  
15 discus, it's a beautiful presentation.  
16 Was it plexiglass or glass?

17 MR. PRESIDENT: That's glass and  
18 it's really heavy too, by the way.

19 MR. MATTACE: Can we mount it on a  
20 wall so it can't be moved?

21 MR. PRESIDENT: We have a case so  
22 we can enclose it.

23 MR. MANGUAL: A shadowbox.

24 MR. MATTACE: It was an excellent  
25 presentation. I also attended All



1

2

College Day with our student trustee.

3

And I was at the showcase at Stony Brook

4

at the Wong Center on the 5th showcasing

5

all the colleges throughout the SUNY

6

system, which was interesting.

7

The other thing I would mention to

8

everybody here, if you have the

9

opportunity to get on an email list of

10

the culinary center, they have an

11

excellent program. I was at dinner there

12

last week. The students put it together

13

as part of their class and presentation

14

in preparing the meal. They have lunches

15

available during the week and dinners

16

available. And they really appreciate

17

the support.

18

MS. CHAIRWOMAN: Thank you.

19

MS. SANDERS: I'm really excited

20

that the college will host the regional

21

prescreening for CNN's Black in America

22

Part 4; that's going to be November 9th,

23

2011. I thank Dr. McKay and the staff

24

for assisting. Because this was a

25

regional project, they're going around





1

2

the country to do the screening.

3

4

5

6

7

8

9

10

11

12

The idea behind the screening in this particular episode they took a look at Silicon Valley and one of the concerns is that a lot of the entrepreneurs that are coming up were young, white and male. What they did is they immersed about eight under-represented individuals into this two-month study. And CNN and CNN Money followed them and documented their experience.

13

14

15

16

17

18

19

20

21

What happened is that they came out, they became entrepreneurs, they created jobs. One of the ideas is how can we replicate that on Long Island. So I'm excited that the college is going to serve as the host. And you will be receiving more information and it will, once again, highlight the importance of this university in the region.

22

MR. PRESIDENT: Thank you.

23

24

25

MR. MANGUAL: I have another thing to add. As the Suffolk County Community College Student Trustee, trying to gather



1

2

some of the students together from the

3

Student Government Association and all

4

the clubs in participation to try to

5

commit to a food drive the Sunday before

6

Thanksgiving.

7

Things are looking really concrete

8

and hopefully by the end of this week

9

I'll have a lot more details and into

10

next week I'm hoping to culminate. Once

11

that seems like something I can stand on,

12

I will disseminate the information

13

appropriately through emails and so forth

14

and call whoever's appropriate. And so

15

far, looks to be promising.

16

It's supposed to be a 5k Turkey

17

Trot is the name of it. The purpose of

18

it is for people that like to run, walk

19

or jog, walk or just want to donate food

20

or whatever the case may be. In

21

conjunction with sister Marv Ann Burellow

22

[phonetic] and with the assistance and

23

guidance of Trustee Alvarez-Groneman who

24

specializes in this type of thing, this

25

is like a new creature to me so I can use



1

2

as much help as possible with the whole  
food drive and raising.

3

4

5

6

7

8

9

Hopefully this will come to be  
something big with the community college  
as a whole. As soon as I have some more  
information and solid, everyone here  
present will know how it will happen and  
how it will take place.

10

11

12

MS. ALVAREZ-GRONEMAN: I would like  
to say I did not give it the Turkey Trot  
name. I Had nothing to do with it.

13

14

15

MR. MANGUAL: No, I meant the  
organization of it. The name was mine, I  
take blame for that.

16

17

18

19

MS. CHAIRWOMAN: Thank you. Thank  
you for your involvement and for your  
active anticipation as a student here, we  
really appreciate that.

20

21

22

23

24

25

MR. LILLY: I have one thing. I  
told Dr. McKay on Sunday there is a walk  
for the Juvenile Diabetes Fund, it's at  
the Eastern Campus. And I am  
participating in it because my daughter's  
teammate on her soccer team has diabetes



1

2

and they do walk. So if anyone would like to participate, you know, they have a website, you can sign up, if you are available. If you would like to donate, great.

3

4

5

6

MS. CHAIRWOMAN: What's the website?

7

8

MR. LILLY: It's walk.idrf.org,

9

that's if you want to sign up. If you want to donate, there's -- I'm look.

10

11

Walking under Team Kavla but you can use

12

my name to donate. Supposedly, it's

13

supposed to be a nice day. If you're

14

available, probably a nice event, I've

15

never done it before.

16

MS. CHAIRWOMAN: Thank you. At

17

this time I request a motion to adjourn.

18

MS. McMAHON: Motion.

19

MR. LILLY: I thought we were going

20

to talk about the P.L.A.?

21

MR. MATTACE: I would like to

22

request an Executive Session.

23

MS. CHAIRWOMAN: At this time we

24

request a motion to go into an Executive

25

Session.



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

MR. LILLY: Second.

MR. MATTACE: So moved.

MS. CHAIRWOMAN: All in favor.

(All ave response.)

MS. CHAIRWOMAN: Opposed?

(No response.)

MS. CHAIRWOMAN: Abstention?

(No response.)

MS. CHAIRWOMAN: Motion carries.

Thank vou.

(Whereupon, the record was closed  
at 10:12 a.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

C E R T I F I C A T E

I, TAMARA S. SNAYD, hereby certify that  
the foregoing is a true and accurate  
transcript of the proceedings.

IN WITNESS WHEREOF, I have hereunto set  
my hand this 7th day of November, 2011.



TAMARA S. SNAYD





<hr/> <p style="text-align: center;"><b>\$</b></p> <hr/> <p><b>\$1,570</b> 20:23  <b>\$10</b> 20:20 21:10  <b>\$10,000</b> 9:3  <b>\$225,000</b> 26:7  <b>\$4,200</b> 19:16,21  <b>\$50,000</b> 49:23  <b>\$56</b> 51:10</p>	<p><b>2011.72</b> 7:25  <b>2011.73</b> 8:2  <b>2011.817</b> 3:10  <b>2011/12</b> 16:10  <b>2012/13</b> 16:23  <b>21st</b> 30:2  <b>25th</b> 30:19  <b>2nd</b> 6:4</p>	<hr/> <p style="text-align: center;"><b>9</b></p> <hr/> <p><b>9/30/11</b> 4:4  <b>9:00</b> 30:6,16 37:6,8  <b>9:02</b> 1:9  <b>9:15</b> 47:16  <b>90</b> 45:14  <b>9th</b> 64:22</p>	<p><b>act</b> 48:8,16  <b>action</b> 8:3,4  <b>actions</b> 61:2  <b>active</b> 32:18 52:17,23 67:18  <b>activities</b> 5:16 24:6 26:8  <b>activity</b> 4:16  <b>actual</b> 4:13,22 5:2,23 37:9  <b>actually</b> 9:13 19:24 26:22 44:14 59:20 62:18  <b>Adams</b> 63:6  <b>add</b> 17:11 53:5,17 61:10 65:24  <b>adding</b> 4:11 53:12  <b>addition</b> 11:19 12:12 34:18 53:14  <b>additional</b> 26:12 53:19  <b>address</b> 10:2 13:13 57:24  <b>Adirondack</b> 58:18  <b>adjourn</b> 2:7 6:22 68:17  <b>adjustments</b> 38:24  <b>admission</b> 22:15  <b>advance</b> 48:10,12  <b>advantages</b> 12:2  <b>advocacy</b> 23:16 29:24  <b>advocating</b> 29:17  <b>aerospace</b> 58:16  <b>affairs</b> 22:5 32:23 33:15,17 34:16,19 35:6  <b>affirm</b> 39:24  <b>afford</b> 18:11  <b>afternoon</b> 47:17  <b>age</b> 48:21  <b>agencies</b> 37:14  <b>agency</b> 19:13 21:11  <b>agenda</b> 30:21 32:18  <b>ago</b> 22:11</p>
<hr/> <p style="text-align: center;"><b>1</b></p> <hr/> <p><b>1</b> 4:12 8:10 40:5 43:8  <b>1.1</b> 11:16  <b>1.2</b> 26:12  <b>1:00</b> 30:16  <b>10:00</b> 37:8  <b>10:12</b> 69:13  <b>100</b> 26:20,24 59:16  <b>101</b> 46:22,23  <b>11/12</b> 4:8,19  <b>113</b> 31:18,19  <b>114</b> 1:6  <b>12th</b> 29:10  <b>13th</b> 30:24  <b>15</b> 2:21 6:19 7:12  <b>15th</b> 26:19 27:5 31:22  <b>168</b> 44:2  <b>16th</b> 28:7  <b>17th</b> 17:15 28:7 29:10  <b>1st</b> 5:20 6:4</p>	<hr/> <p style="text-align: center;"><b>3</b></p> <hr/> <p><b>3</b> 4:21,22 8:10  <b>3:00</b> 30:6 51:15 55:15  <b>30th</b> 6:3  <b>3rd</b> 30:14</p> <hr/> <p style="text-align: center;"><b>4</b></p> <hr/> <p><b>4</b> 4:25 8:10 64:22  <b>4:00</b> 51:15 55:15  <b>4-1/2</b> 11:17</p> <hr/> <p style="text-align: center;"><b>5</b></p> <hr/> <p><b>5</b> 4:25 7:25 8:2,22 17:21 38:25  <b>51</b> 28:23 38:18  <b>52,000</b> 20:8  <b>5k</b> 66:16  <b>5th</b> 64:4</p>	<hr/> <p style="text-align: center;"><b>A</b></p> <hr/> <p><b>a.m</b> 1:9 37:6 69:13  <b>A.P</b> 43:18,19 44:25 48:5 52:9 56:21  <b>A.V.P</b> 3:23  <b>AACT</b> 29:12  <b>able</b> 8:23 18:11 27:16  <b>absolute</b> 48:20  <b>absolutely</b> 14:15  <b>absorbed</b> 16:16  <b>Abstention</b> 2:16 3:5,19 7:7,20 8:17 69:8  <b>academic</b> 4:8 18:9 32:22 33:14,17,20 54:14  <b>academics</b> 34:18 35:6  <b>academies</b> 37:21 57:2  <b>acceptable</b> 28:24  <b>accepted</b> 33:12  <b>accepting</b> 36:4  <b>according</b> 17:17 27:17  <b>account</b> 34:6  <b>accounting</b> 25:10  <b>accounts</b> 5:5  <b>ACCT</b> 59:4 60:11  <b>accurate</b> 70:6  <b>achievement</b> 17:10 41:23  <b>acknowledge</b> 48:18  <b>acknowledged</b> 35:12  <b>across</b> 5:8 18:5 41:17 42:9 58:9 62:11</p>	
<hr/> <p style="text-align: center;"><b>2</b></p> <hr/> <p><b>2</b> 4:18,22 8:10 12:23  <b>2.8</b> 16:12  <b>2:15</b> 30:24  <b>20</b> 1:8  <b>200,000</b> 26:9  <b>2010/11</b> 16:20  <b>2011</b> 1:9 2:21 6:19 7:12 64:23 70:10  <b>2011.69</b> 7:25</p>	<hr/> <p style="text-align: center;"><b>6</b></p> <hr/> <p><b>6</b> 5:3  <b>6:00</b> 51:16 55:15  <b>6th</b> 15:18</p> <hr/> <p style="text-align: center;"><b>7</b></p> <hr/> <p><b>7</b> 26:11  <b>7:00</b> 51:15 55:16  <b>7th</b> 70:10</p> <hr/> <p style="text-align: center;"><b>8</b></p> <hr/> <p><b>8:00</b> 37:5 47:16  <b>85</b> 45:13</p>		





<p><b>agreed</b> 11:5</p> <p><b>agreement</b> 10:5,7,14 12:13 13:3</p> <p><b>ahead</b> 6:11 50:7</p> <p><b>aid</b> 29:23 51:21</p> <p><b>Albany</b> 27:10</p> <p><b>alert</b> 47:25</p> <p><b>aligned</b> 58:10</p> <p><b>Allegiance</b> 2:4</p> <p><b>all-exclusive</b> 44:24</p> <p><b>alliance</b> 38:14 57:21</p> <p><b>allocations</b> 17:6</p> <p><b>allotments</b> 17:6</p> <p><b>allowed</b> 45:7</p> <p><b>already</b> 53:6 61:7,9</p> <p><b>alternative</b> 43:17</p> <p><b>Alvarez-Groneman</b> 1:19 26:5 27:22 59:6 63:2 66:23 67:10</p> <p><b>am</b> 8:2 33:10 67:23</p> <p><b>amazed</b> 61:2</p> <p><b>America</b> 64:21</p> <p><b>American</b> 62:21</p> <p><b>Amityville</b> 49:23 50:23 55:20</p> <p><b>Ammerman</b> 5:11 10:11 22:20</p> <p><b>Amoroso</b> 16:7,9 19:4,23 20:18 21:2,16,21,24</p> <p><b>amount</b> 16:15</p> <p><b>Andrew</b> 38:11</p> <p><b>Ann</b> 66:21</p> <p><b>announce</b> 31:7 33:11</p> <p><b>announcement</b> 33:4</p> <p><b>answer</b> 13:25</p> <p><b>ANTHONY</b> 1:24</p> <p><b>Anthony's</b> 61:12</p> <p><b>anticipate</b> 12:10 13:5 26:11 37:5</p> <p><b>anticipation</b> 67:18</p>	<p><b>Anymore</b> 6:14</p> <p><b>anyone</b> 46:25 68:2</p> <p><b>anything</b> 13:11 48:19</p> <p><b>applicable</b> 10:15</p> <p><b>application</b> 58:6</p> <p><b>applied</b> 52:6</p> <p><b>apply</b> 45:16 51:18</p> <p><b>appointment</b> 33:13</p> <p><b>appreciate</b> 49:2 64:16 67:19</p> <p><b>appreciation</b> 5:15</p> <p><b>approach</b> 10:25</p> <p><b>approached</b> 39:14</p> <p><b>appropriate</b> 66:14</p> <p><b>appropriately</b> 66:13</p> <p><b>approval</b> 2:20 3:9 6:18 7:11,24 40:22</p> <p><b>approve</b> 10:20</p> <p><b>approved</b> 4:18 50:25</p> <p><b>architects</b> 22:24</p> <p><b>area</b> 33:20,25 37:16</p> <p><b>areas</b> 41:20 57:24 59:13</p> <p><b>argue</b> 56:10</p> <p><b>arise</b> 12:5</p> <p><b>arranged</b> 20:19</p> <p><b>arts</b> 4:17</p> <p><b>aside</b> 60:20</p> <p><b>aspect</b> 14:6</p> <p><b>assess</b> 49:15</p> <p><b>assessment</b> 17:4 33:21,24 39:17</p> <p><b>assignment</b> 48:12</p> <p><b>assistance</b> 32:12 66:22</p> <p><b>assisted</b> 53:4</p> <p><b>assisting</b> 64:24</p> <p><b>associate</b> 32:10 33:17 52:20</p> <p><b>associated</b> 12:4</p> <p><b>Associates</b> 10:21</p>	<p>13:23</p> <p><b>association</b> 3:9,11,24 4:8,24 5:14,24 25:7 38:8 66:3</p> <p><b>athletic</b> 50:3</p> <p><b>athletics</b> 4:16</p> <p><b>attached</b> 60:9</p> <p><b>attend</b> 27:9 28:7 31:3</p> <p><b>attendance</b> 39:9</p> <p><b>attended</b> 38:8 63:25</p> <p><b>attending</b> 30:25 38:3</p> <p><b>attention</b> 25:17</p> <p><b>attraction</b> 51:13</p> <p><b>audience</b> 39:6</p> <p><b>audit</b> 25:13</p> <p><b>audited</b> 25:3</p> <p><b>auditors</b> 25:7</p> <p><b>auditory</b> 23:20</p> <p><b>August</b> 31:22 32:9</p> <p><b>authorizes</b> 12:22</p> <p><b>auxiliary</b> 4:14</p> <p><b>available</b> 31:11 50:14 64:15,16 68:5,14</p> <p><b>average</b> 45:14,15</p> <p><b>awarded</b> 43:5</p> <p><b>aye</b> 2:13 3:2,16 7:4,17 8:14 69:5</p> <hr/> <p style="text-align: center;"><b>B</b></p> <hr/> <p><b>balance</b> 5:4</p> <p><b>Bargaining</b> 10:7 13:3</p> <p><b>Barrens</b> 23:9</p> <p><b>based</b> 5:25 9:16 17:7</p> <p><b>basic</b> 13:17</p> <p><b>basically</b> 10:6 11:13</p> <p><b>Bay</b> 53:15</p> <p><b>beautiful</b> 63:15</p> <p><b>became</b> 52:23,24 65:14</p> <p><b>become</b> 31:8</p> <p><b>begin</b> 42:13</p>	<p><b>beginning</b> 22:4 23:7</p> <p><b>behalf</b> 12:24 30:7 36:3</p> <p><b>behind</b> 14:16 60:24 65:3</p> <p><b>believe</b> 11:11 15:18,20 18:8,21 20:20 22:9 36:16 37:21 39:11 41:19 58:8</p> <p><b>BELINDA</b> 1:19</p> <p><b>beneficial</b> 11:6,15</p> <p><b>benefit</b> 12:10 59:12</p> <p><b>benefitting</b> 54:4</p> <p><b>best</b> 23:22 25:13 37:3 60:4</p> <p><b>better</b> 44:15 51:21</p> <p><b>beyond</b> 20:25</p> <p><b>bid</b> 11:22,24 13:7</p> <p><b>bids</b> 5:9</p> <p><b>bill</b> 29:21</p> <p><b>billion</b> 18:24</p> <p><b>bio</b> 35:9</p> <p><b>bit</b> 4:11 8:8 9:23</p> <p><b>Black</b> 64:21</p> <p><b>blame</b> 67:15</p> <p><b>blanket</b> 19:22</p> <p><b>blow</b> 21:15</p> <p><b>blue</b> 29:4</p> <p><b>board</b> 1:2,5 2:7,8,21 4:5,18 6:19,23,24 7:12 10:19 11:4,12 12:21,22 26:25 27:2,7 28:2 30:8,15 32:9,13 35:16 36:3 39:18 42:7 51:12 57:16 60:23 62:14,18</p> <p><b>bonding</b> 61:21</p> <p><b>break</b> 23:13 37:8</p> <p><b>Brentwood</b> 1:8 53:10</p> <p><b>bridge</b> 42:14</p> <p><b>brief</b> 33:3</p> <p><b>Bright</b> 3:23 4:2 5:22 6:6,12</p>
--	---	---	--



<p><b>brighten</b> 61:4</p> <p><b>bring</b> 4:3 25:23 40:20 42:16 43:16 46:16 59:18</p> <p><b>bringing</b> 38:3 44:8</p> <p><b>broad</b> 25:12</p> <p><b>brochure</b> 54:18</p> <p><b>broken</b> 4:13</p> <p><b>Brook</b> 64:3</p> <p><b>brought</b> 13:13 24:22</p> <p><b>BRYAN</b> 1:17</p> <p><b>budget</b> 4:15,19 6:2,4 11:9 16:10,23,24 17:5,16 24:19 25:3 29:15 50:25</p> <p><b>budgets</b> 62:2</p> <p><b>building</b> 9:7 10:8,10,22 11:13 12:10,15,18 13:2,20 14:9,10 22:18 31:17 55:14 59:21 63:13</p> <p><b>Bullock</b> 30:17 32:10</p> <p><b>Bumphus</b> 62:12,13</p> <p><b>Burellow</b> 66:21</p> <p><b>bus</b> 49:21,24 51:14 54:8</p> <p><b>business</b> 30:10</p> <p><b>businesses</b> 38:5</p> <p><b>buy</b> 20:19 47:8</p> <hr/> <p style="text-align: center;"><b>C</b></p> <hr/> <p><b>calendar</b> 32:4</p> <p><b>California</b> 41:19</p> <p><b>campaign</b> 26:6 27:21</p> <p><b>campaigns</b> 27:13</p> <p><b>campus</b> 1:7 4:14 5:12,13 8:25 10:11 19:18 22:20,21 23:3 30:5 31:23 32:19,20 44:8 45:4 46:16 51:5 52:23 54:4 67:23</p> <p><b>campuses</b> 5:10 47:10</p> <p><b>capable</b> 25:6</p> <p><b>car</b> 54:9</p>	<p><b>card</b> 27:15</p> <p><b>career</b> 34:22 53:12 56:2</p> <p><b>cares</b> 62:18</p> <p><b>Carla</b> 32:16 33:12</p> <p><b>carries</b> 2:18 3:7,21 7:9,22 8:19 69:10</p> <p><b>case</b> 11:22 14:21 54:20 63:21 66:20</p> <p><b>Cashin</b> 9:23 10:20 12:24 13:9,12,23</p> <p><b>category</b> 15:25</p> <p><b>CCT</b> 31:6</p> <p><b>center</b> 9:25 10:18 21:12 22:22 23:4 55:21 64:4,10</p> <p><b>centers</b> 35:2 58:10</p> <p><b>Central</b> 53:10</p> <p><b>century</b> 21:22</p> <p><b>certain</b> 25:17 56:9</p> <p><b>certainly</b> 10:10 12:2,7,8,9 13:5,14 17:24 18:20 19:3 62:17,22 63:5</p> <p><b>certified</b> 56:20</p> <p><b>certify</b> 70:5</p> <p><b>chair</b> 24:8 26:5 30:6 53:9 63:6</p> <p><b>Chairman</b> 36:9</p> <p><b>Chairman's</b> 26:17</p> <p><b>CHAIRPERSON</b> 1:15,16</p> <p><b>chairs</b> 47:8</p> <p><b>Chairwoman</b> 2:2,5,12,14,16,18,25 3:3,5,7,15,17,19,21 6:14,16 7:3,5,7,9,16,18,20,2 2 8:13,15,17,19,21 16:5 22:2 23:15 24:12,19,21 25:25 27:6,24 31:16,18,20 32:23 33:7 36:2 54:22 55:22 58:23 59:3,5,7 63:3 64:18 67:16 68:7,16,23</p>	<p>69:4,6,8,10</p> <p><b>Chairwoman's</b> 28:5</p> <p><b>challengeable</b> 14:25</p> <p><b>challenging</b> 61:15</p> <p><b>chance</b> 62:9</p> <p><b>Chancellor</b> 36:18 58:12</p> <p><b>change</b> 28:25</p> <p><b>changes</b> 40:11</p> <p><b>changing</b> 40:16</p> <p><b>charge</b> 19:20</p> <p><b>check</b> 52:5</p> <p><b>children</b> 21:11</p> <p><b>chillers</b> 23:12</p> <p><b>claim</b> 46:4</p> <p><b>clarity</b> 4:11</p> <p><b>class</b> 43:22 44:25 46:18,23 47:21 53:23 55:18 56:12 64:13</p> <p><b>classes</b> 44:8 45:7,14,15 47:4,5,15,18 50:21 51:3 52:6,9 53:24 54:7,25 55:7 56:6</p> <p><b>classroom</b> 45:24 51:15</p> <p><b>clippings</b> 23:18</p> <p><b>clips</b> 24:4</p> <p><b>closed</b> 69:12</p> <p><b>closely</b> 17:3 44:17</p> <p><b>clubs</b> 66:4</p> <p><b>CNN</b> 65:10,11</p> <p><b>CNN's</b> 64:21</p> <p><b>cohort</b> 44:25 45:25 51:9</p> <p><b>collars</b> 29:4</p> <p><b>collection</b> 59:12</p> <p><b>Collective</b> 10:6 13:3</p> <p><b>college</b> 1:2,6 3:10,12 4:15,23 7:24 16:7 17:13,19 23:19,25 25:8,14 26:4 28:8</p>	<p>30:3,22 32:17 33:4,11,13,18 34:12,14,24 35:5,13 36:7 37:12 38:9 39:21,22,23 40:6,8,9,19 41:21 42:2,3,4,14,17,24 43:10,20,22,23 44:5 45:5,14,19,23,24 46:17 47:5,24 48:9 51:19 52:4,10,22,23 54:13 60:9 61:19 62:7,19 64:2,20 65:17,25 67:5</p> <p><b>colleges</b> 18:6 28:13 43:3 46:2 51:18 56:11 57:10,11,13,17,19 59:14,19 61:20,23 64:5</p> <p><b>college's</b> 24:5</p> <p><b>Colleges</b> 62:22</p> <p><b>College-wide</b> 5:14</p> <p><b>column</b> 4:12,18,20,21,22,25 5:3</p> <p><b>columns</b> 4:12</p> <p><b>comes</b> 32:16 60:9</p> <p><b>coming</b> 37:18 50:10 51:5 53:15,16 65:7</p> <p><b>commendable</b> 41:22</p> <p><b>comments</b> 40:10,13,15</p> <p><b>commerce</b> 38:4</p> <p><b>commission</b> 10:19,20</p> <p><b>commit</b> 66:5</p> <p><b>commitment</b> 51:16</p> <p><b>committee</b> 5:15 8:3 22:4,10,12,22 23:6,16 24:13,20,23,24 25:19 38:9</p> <p><b>communities</b> 28:19</p> <p><b>community</b> 1:2,6 3:11 17:13,19 18:5 23:19 28:8,13 30:3,11,22 32:17 33:4,11,18 34:12,14,23 36:6</p>
---	---	---	--



<p>39:22 40:6 55:4 57:10,17 59:18,19 62:22 65:24 67:5</p> <p><b>companies</b> 37:15</p> <p><b>company</b> 20:19</p> <p><b>compared</b> 14:10</p> <p><b>competitive</b> 43:22 56:11 57:25</p> <p><b>complain</b> 24:7</p> <p><b>complete</b> 13:11 22:8</p> <p><b>completed</b> 5:21</p> <p><b>complex</b> 10:12</p> <p><b>comprehensive</b> 33:23</p> <p><b>computer</b> 6:7,8 20:20 21:13</p> <p><b>computers</b> 20:16,24</p> <p><b>concept</b> 25:12</p> <p><b>concern</b> 21:13 28:13</p> <p><b>concerns</b> 65:5</p> <p><b>concrete</b> 66:7</p> <p><b>conditions</b> 12:13</p> <p><b>conference</b> 26:16 27:10 59:3 60:11,14,17 62:24 63:8</p> <p><b>conferences</b> 5:8 31:4 59:25 61:14</p> <p><b>confirmed</b> 8:4 32:11</p> <p><b>Congress</b> 29:21</p> <p><b>Congressman</b> 36:19</p> <p><b>conjunction</b> 66:21</p> <p><b>cons</b> 15:5</p> <p><b>consider</b> 27:17</p> <p><b>considerable</b> 16:15</p> <p><b>consistency</b> 12:16</p> <p><b>consistent</b> 12:20</p> <p><b>consistently</b> 10:12</p> <p><b>consortium</b> 57:6,8</p> <p><b>construct</b> 10:24</p> <p><b>constructed</b> 15:19</p> <p><b>construction</b> 11:18</p>	<p>13:10</p> <p><b>Consulate</b> 37:25</p> <p><b>consult</b> 40:5</p> <p><b>consultant</b> 13:23 15:6</p> <p><b>contact</b> 12:3</p> <p><b>continues</b> 23:11</p> <p><b>Continuing</b> 34:20</p> <p><b>continuous</b> 26:9</p> <p><b>contract</b> 11:23 19:25</p> <p><b>contractor</b> 12:4</p> <p><b>contracts</b> 11:22 18:18</p> <p><b>conversation</b> 28:21,25</p> <p><b>conversations</b> 26:2</p> <p><b>Cooper</b> 36:24 46:4 52:2,6,11</p> <p><b>coordinate</b> 17:4</p> <p><b>coordinating</b> 17:5</p> <p><b>copy</b> 36:11</p> <p><b>correct</b> 14:12</p> <p><b>CORRECTION</b> 71:3</p> <p><b>cost</b> 9:2,5 11:15,18 12:7 16:13 19:17 25:11,14 43:25 49:21 50:5</p> <p><b>costs</b> 19:7</p> <p><b>Council</b> 26:17</p> <p><b>counsel</b> 26:8 30:17 32:10 45:18 62:22</p> <p><b>counselor</b> 48:25</p> <p><b>country</b> 5:9 41:17 61:14 62:6,11,17 65:2</p> <p><b>County</b> 1:2,6 15:14,21 18:21,22 23:24 42:9 49:19 54:13 61:6 65:24</p> <p><b>couple</b> 22:16</p> <p><b>course</b> 28:11 33:23</p> <p><b>courses</b> 51:9 52:8</p> <p><b>court</b> 14:25</p> <p><b>cover</b> 19:21 20:12</p> <p><b>CPT</b> 46:19 47:6</p>	<p><b>crazy</b> 50:2</p> <p><b>create</b> 13:2</p> <p><b>created</b> 50:20 65:15</p> <p><b>creature</b> 66:25</p> <p><b>credit</b> 43:19,20 44:2 45:20 51:10 56:14,19,24,25</p> <p><b>credited</b> 35:3</p> <p><b>credits</b> 43:19 52:4,17 56:8,12</p> <p><b>Crooked</b> 1:7</p> <p><b>culinary</b> 64:10</p> <p><b>culminate</b> 66:10</p> <p><b>CUNY</b> 58:3</p> <p><b>curiosity</b> 23:22</p> <p><b>current</b> 5:4 34:10</p> <p><b>currently</b> 16:21 33:16 53:20</p> <p><b>curriculum</b> 34:3,5</p> <p><b>customized</b> 10:6 12:13 13:2</p> <p><b>cut</b> 52:13</p> <p><b>cutbacks</b> 21:8</p> <p><b>CW</b> 53:2</p> <hr/> <p style="text-align: center;"><b>D</b></p> <hr/> <p><b>DAFNY</b> 1:15</p> <p><b>Dallas</b> 29:11 60:10</p> <p><b>Dan</b> 17:15,22</p> <p><b>Dartmouth</b> 46:3</p> <p><b>data</b> 59:12</p> <p><b>date</b> 5:3,23,25 6:2,6 26:6 32:7</p> <p><b>daughter's</b> 67:24</p> <p><b>day</b> 19:25 37:22 48:5 53:24 55:3,11,13,17 64:2 68:13 70:10</p> <p><b>days</b> 26:14 47:15 49:22 50:10</p> <p><b>DCC</b> 33:19 34:2,11</p> <p><b>deal</b> 12:6 25:3</p> <p><b>dealing</b> 12:3 25:2</p>	<p>61:15</p> <p><b>Dean</b> 33:17</p> <p><b>December</b> 8:4 19:11</p> <p><b>decision</b> 14:24</p> <p><b>decrease</b> 20:9</p> <p><b>deep</b> 34:4</p> <p><b>Deer</b> 44:19 52:22</p> <p><b>deficiencies</b> 18:19 19:5,8</p> <p><b>deficit</b> 18:22</p> <p><b>degree</b> 52:21</p> <p><b>delegation</b> 38:3</p> <p><b>delivering</b> 30:7</p> <p><b>department</b> 17:8,9 34:9 37:13 57:4</p> <p><b>departments</b> 16:25 17:7 35:5</p> <p><b>design</b> 22:22,25 23:6 54:11</p> <p><b>designed</b> 43:15 44:16,20 45:8 55:7,9</p> <p><b>details</b> 66:9</p> <p><b>develop</b> 38:17</p> <p><b>developed</b> 47:18</p> <p><b>developing</b> 40:18,19</p> <p><b>development</b> 17:5 34:3,5,15,21 58:12,14 63:13</p> <p><b>developmentally</b> 47:2</p> <p><b>diabetes</b> 67:22,25</p> <p><b>difference</b> 46:5 56:16</p> <p><b>different</b> 4:14 24:5 31:10 59:13</p> <p><b>digest</b> 8:8</p> <p><b>dimeo</b> 10:4 14:5,15 15:16,22 16:4</p> <p><b>DiMeo</b> 9:20</p> <p><b>dinner</b> 64:11</p> <p><b>dinnners</b> 64:15</p> <p><b>diplomas</b> 29:6</p> <p><b>direct</b> 25:16</p>
--	---	--	---



<p><b>Director</b> 49:7</p> <p><b>Directors</b> 2:8,21 4:19 6:23</p> <p><b>discus</b> 63:15</p> <p><b>discussed</b> 27:13</p> <p><b>discussion</b> 18:4 36:13 59:11 60:15</p> <p><b>discussions</b> 18:14</p> <p><b>disseminate</b> 66:12</p> <p><b>distributed</b> 11:12</p> <p><b>distribution</b> 20:17</p> <p><b>district</b> 37:20 50:19 53:6 54:20</p> <p><b>districts</b> 37:18 55:12 56:9</p> <p><b>district's</b> 49:20</p> <p><b>Division</b> 34:20</p> <p><b>Dix</b> 53:7</p> <p><b>document</b> 8:8 13:7 14:19 15:5 17:12 35:10</p> <p><b>documentation</b> 8:6</p> <p><b>documented</b> 65:11</p> <p><b>documents</b> 40:25</p> <p><b>dollar</b> 9:14 16:13 18:24 20:9</p> <p><b>dollars</b> 18:23 26:11 38:19 39:2 43:8</p> <p><b>donate</b> 66:19 68:5,10,12</p> <p><b>done</b> 9:12 11:2 15:14,20 18:17 19:13,15 20:18 39:7 41:2,5 68:15</p> <p><b>Donna</b> 30:17 32:10</p> <p><b>donor</b> 26:15</p> <p><b>donors</b> 26:22</p> <p><b>Dr</b> 1:14 4:2 5:22 6:6,12 32:16 33:5,8,12,16 34:3,14,19,22 35:3,9,11,13,14,18 39:8 41:25 42:10 49:8 53:6,13 54:17,23 56:10</p>	<p>64:23 67:21</p> <p><b>draft</b> 40:19</p> <p><b>drive</b> 66:5 67:3</p> <p><b>drives</b> 21:3</p> <p><b>dual</b> 43:18,19 56:13</p> <p><b>due</b> 40:23</p> <p><b>Duncan</b> 38:10</p> <p><b>during</b> 55:3 64:15</p> <p><b>Dusty</b> 38:12</p> <p><b>Dutchess</b> 32:17 33:18</p> <p><b>dwell</b> 22:18</p> <p><b>dynamic</b> 61:3</p> <hr/> <p style="text-align: center;"><b>E</b></p> <hr/> <p><b>earlier</b> 51:24 52:11,16</p> <p><b>Early</b> 42:2,13 43:10 52:10,21</p> <p><b>earn</b> 38:23</p> <p><b>easier</b> 6:10</p> <p><b>East</b> 53:7</p> <p><b>Eastern</b> 8:25 23:3 32:19 67:23</p> <p><b>eat</b> 60:12,13</p> <p><b>economic</b> 22:5 58:11,14</p> <p><b>economies</b> 16:18</p> <p><b>economy</b> 14:8 59:20</p> <p><b>ECP</b> 48:2 53:16 56:17</p> <p><b>educate</b> 28:18,19</p> <p><b>education</b> 34:9,20,23 35:7 48:15</p> <p><b>effective</b> 25:15</p> <p><b>eight</b> 37:17 41:16 65:9</p> <p><b>eighty</b> 61:17</p> <p><b>either</b> 50:6 61:24</p> <p><b>elected</b> 18:2,16 28:20</p> <p><b>email</b> 31:21,24 37:24 39:21 64:9</p> <p><b>emails</b> 66:13</p> <p><b>emergency</b> 23:13</p> <p><b>emphasis</b> 29:14</p>	<p><b>employed</b> 34:11</p> <p><b>employees</b> 40:9</p> <p><b>enabled</b> 42:8</p> <p><b>enclose</b> 63:22</p> <p><b>engaged</b> 5:8</p> <p><b>engineers</b> 22:24</p> <p><b>English</b> 46:22</p> <p><b>enjoyed</b> 46:6</p> <p><b>enroll</b> 47:3,22</p> <p><b>enrollment</b> 34:16 43:18,19 59:13</p> <p><b>ensure</b> 12:17 14:3</p> <p><b>entailed</b> 9:22</p> <p><b>enthusiastic</b> 35:23</p> <p><b>entire</b> 35:10 38:15,18 42:9 51:9 53:24</p> <p><b>entity</b> 12:6</p> <p><b>entrepreneurs</b> 65:6,14</p> <p><b>episode</b> 65:4</p> <p><b>Epstein</b> 41:25 42:10,12 54:17,23 55:6 56:4,10</p> <p><b>ERNESTO</b> 1:23</p> <p><b>ERRATA</b> 71:2</p> <p><b>especially</b> 29:8</p> <p><b>ESQ</b> 1:20</p> <p><b>essay</b> 46:14</p> <p><b>establish</b> 23:6 38:4</p> <p><b>established</b> 32:8 42:3</p> <p><b>estimate</b> 11:16</p> <p><b>evaluated</b> 15:4 52:8</p> <p><b>evaluation</b> 24:17</p> <p><b>evenings</b> 54:10</p> <p><b>event</b> 37:4,17,23 38:6 68:14</p> <p><b>events</b> 31:25 32:5</p> <p><b>everybody</b> 2:3 16:10 24:3 60:8,14 61:8 64:8</p> <p><b>everyone</b> 4:3 50:13 67:7</p>	<p><b>everything</b> 18:17 23:23 35:22</p> <p><b>everywhere</b> 46:21</p> <p><b>exactly</b> 38:22</p> <p><b>exam</b> 56:21</p> <p><b>example</b> 10:19 60:10</p> <p><b>excellence</b> 42:25</p> <p><b>excellent</b> 63:24 64:11</p> <p><b>Excelsior</b> 56:16</p> <p><b>exceptional</b> 45:6</p> <p><b>excerpt</b> 33:3</p> <p><b>excited</b> 64:19 65:17</p> <p><b>exciting</b> 37:11</p> <p><b>excuse</b> 31:14 48:7</p> <p><b>execute</b> 11:19 14:24</p> <p><b>executed</b> 13:15</p> <p><b>Execution</b> 16:10</p> <p><b>Executive</b> 8:3 68:22,24</p> <p><b>exempt</b> 11:20</p> <p><b>existing</b> 39:23,25</p> <p><b>exists</b> 46:21 48:19</p> <p><b>expansion</b> 53:3</p> <p><b>expect</b> 17:19</p> <p><b>expenditures</b> 5:2</p> <p><b>expenses</b> 25:17</p> <p><b>experience</b> 42:24 43:21 44:5 59:10 65:12</p> <p><b>expertise</b> 36:6</p> <p><b>explain</b> 18:16 48:21 56:18</p> <p><b>explained</b> 56:22</p> <p><b>explore</b> 22:13</p> <p><b>exploring</b> 53:19</p> <p><b>express</b> 46:11</p> <p><b>expressed</b> 5:15</p> <p><b>extension</b> 35:2</p> <p><b>extensive</b> 35:9</p> <hr/> <p style="text-align: center;"><b>F</b></p> <hr/>
--	---	---	--



<b>F.Y</b> 16:10	52:2,5 54:13 57:14 58:5	50:24 61:24	38:6 45:10 46:5 47:11 48:13 49:18 51:7,25 59:10 60:20 62:25 68:6
<b>facilities</b> 29:16	<b>fit</b> 55:14	<b>fundraising</b> 26:7	<b>greetings</b> 30:7
<b>fact</b> 10:14 49:3 63:7	<b>five</b> 47:15 49:22 50:10 53:21	<b>funds</b> 3:11 4:13	<b>groups</b> 30:10
<b>faculty</b> 16:17 43:23 45:18,23 47:25 49:4	<b>fixing</b> 23:12	<b>funny</b> 60:2	<b>growth</b> 49:17
<b>fall</b> 14:11 15:25	<b>flat</b> 21:19	<b>future</b> 17:4 22:13	<b>guidance</b> 44:19 48:25 49:7 66:23
<b>familiar</b> 14:22	<b>flier</b> 31:2,10,21,24 36:11	<hr/> <b>G</b> <hr/>	<b>guidelines</b> 16:24 17:7
<b>Families</b> 50:4 51:10	<b>fluctuates</b> 20:11	<b>gather</b> 65:25	<hr/> <b>H</b> <hr/>
<b>Family</b> 54:14	<b>Focus</b> 50:14	<b>general</b> 32:10 38:2 59:23	<b>Half</b> 50:13
<b>Farmingdale</b> 57:12,20	<b>focussed</b> 51:23	<b>gentlemen</b> 15:12	<b>Hampton</b> 53:7
<b>favor</b> 2:12,25 3:15 7:3,16 8:13 69:4	<b>folders</b> 36:11	<b>gets</b> 23:22	<b>hand</b> 70:10
<b>feasibility</b> 8:24 9:5,6 10:21 14:14 15:2,10 16:2	<b>folks</b> 37:14 58:15	<b>getting</b> 20:21 21:10,18 37:9 41:5 44:3 53:25 61:24	<b>happen</b> 21:8 23:9 67:8
<b>featured</b> 41:13	<b>food</b> 66:5,19 67:3	<b>gift</b> 26:6 27:18	<b>happened</b> 14:20 65:13
<b>featuring</b> 41:9	<b>foray</b> 58:5	<b>given</b> 10:9,16 11:15 13:19	<b>happens</b> 55:2
<b>February</b> 30:24	<b>foregoing</b> 70:6	<b>giver</b> 56:25	<b>happy</b> 13:24
<b>federal</b> 29:23 38:20,21 48:15 57:23 58:4	<b>forgot</b> 57:15	<b>giving</b> 4:10 52:11	<b>hard</b> 21:3 31:3 50:11
<b>fee</b> 9:3	<b>form</b> 22:6,9,15 27:15,23	<b>glass</b> 63:16,17	<b>harmony</b> 12:16,18
<b>feedback</b> 39:13,16 45:11	<b>formula</b> 28:22	<b>goal</b> 26:11	<b>Harness</b> 43:16
<b>fees</b> 42:7	<b>forth</b> 66:13	<b>goals</b> 17:9,10 40:18	<b>Harvard</b> 46:4
<b>FENCHEL</b> 1:20 8:12 24:21	<b>forty-five</b> 20:8	<b>gotten</b> 6:3 40:13 41:12	<b>having</b> 6:9 14:2 27:14 32:25 36:10 46:6 54:24 63:5
<b>FERPA</b> 48:14,21	<b>forty-nine</b> 58:2	<b>government</b> 38:20,22 52:25 57:23 66:3	<b>HAZLITT</b> 1:16 3:13 23:17 24:10
<b>fifteen</b> 43:5 44:12	<b>forty-seven</b> 20:9	<b>Governor</b> 58:11	<b>Head</b> 44:19
<b>fifty</b> 36:15	<b>forward</b> 9:20 13:22 14:19 18:15 19:3,8 30:18 35:19 40:3,24	<b>Governor's</b> 17:16,18,22	<b>Health</b> 23:4
<b>figure</b> 9:15	<b>Foundation</b> 27:2	<b>GPA</b> 44:9	<b>hear</b> 28:2 30:18 62:20
<b>figured</b> 20:14	<b>fourteen</b> 44:12	<b>grade</b> 43:12 46:20	<b>heard</b> 22:17 39:12 46:20 61:18 62:3
<b>fill</b> 47:23 55:18	<b>four-year</b> 42:18 43:3	<b>grades</b> 46:8 50:15	<b>hearing</b> 62:6
<b>finance</b> 29:19	<b>front</b> 6:10	<b>graduate</b> 51:23 52:10,16	<b>heavy</b> 63:18
<b>finances</b> 28:12	<b>full</b> 43:5 52:12	<b>graduation</b> 4:17 56:8	<b>held</b> 36:14
<b>financial</b> 3:24 4:4,7 16:7 54:15	<b>full-time</b> 52:18	<b>grant</b> 1:7 22:21 29:20,22 30:5 32:20 38:15,17 39:10,14 57:5 58:2,3,7,21	<b>help</b> 44:13 59:12,20 61:25 67:2
<b>finding</b> 18:18	<b>full-tuition</b> 53:2	<b>grants</b> 38:25 39:8,9 58:2,4	<b>helping</b> 59:17
<b>finished</b> 11:8	<b>fully</b> 13:15	<b>gratification</b> 60:21	<b>hereby</b> 70:5
<b>firm</b> 25:10	<b>Fulton-Montgomery</b> 38:13	<b>great</b> 19:15 30:9 31:7	<b>hereunto</b> 70:9
<b>first</b> 4:7 5:25 9:10 15:10 30:4 36:13 38:16 43:9 45:8,9,25	<b>fund</b> 18:7 26:4 67:22		<b>he's</b> 37:2 39:10
	<b>funding</b> 17:21 18:4		



<p><b>high</b> 24:7 29:6 42:5,17,23 44:9,17,20,24 45:2,3 46:13,15 48:4 49:14 50:15,20 51:14 54:6,25 55:8,25 56:13,14,19 59:17 61:18</p> <p><b>higher</b> 34:23</p> <p><b>highest</b> 41:20</p> <p><b>highlight</b> 65:20</p> <p><b>highly</b> 62:14</p> <p><b>Hill</b> 1:7</p> <p><b>Hills</b> 34:12 53:8</p> <p><b>hire</b> 33:5 49:9</p> <p><b>hiring</b> 25:10</p> <p><b>History</b> 46:23</p> <p><b>honor</b> 45:12</p> <p><b>Honorable</b> 36:21</p> <p><b>honors</b> 44:7,14 45:7,9,15 47:3,4</p> <p><b>hope</b> 27:19 53:10</p> <p><b>hopefully</b> 14:3 27:2 41:2 66:8 67:4</p> <p><b>hoping</b> 16:15 66:10</p> <p><b>host</b> 64:20 65:18</p> <p><b>hosting</b> 30:3</p> <p><b>hot</b> 29:19</p> <p><b>Hudson</b> 38:12</p> <p><b>huge</b> 63:14</p> <p><b>hundred</b> 18:23 20:9 31:12 44:12</p> <p><b>hundreds</b> 54:3</p> <p><b>HVAC</b> 53:18</p> <hr/> <p style="text-align: center;"><b>I</b></p> <p><b>idea</b> 6:9 19:19 65:3</p> <p><b>ideas</b> 65:15</p> <p><b>identified</b> 16:14</p> <p><b>identify</b> 17:8</p> <p><b>I'll</b> 13:24 19:3 20:3 33:5 40:20 42:9 45:17 66:9</p>	<p><b>illustrate</b> 42:20</p> <p><b>illustrated</b> 11:8</p> <p><b>I'm</b> 4:20 6:20 14:11,21 21:6 22:18 24:7 30:25 31:9 33:7 35:19 52:8 61:5 64:19 65:17 66:10 68:10</p> <p><b>immersed</b> 65:8</p> <p><b>immigrants</b> 59:14</p> <p><b>impartial</b> 15:7</p> <p><b>impediments</b> 49:17 50:18</p> <p><b>importance</b> 65:20</p> <p><b>important</b> 23:5 25:18 27:11 29:22 47:7 48:2 59:24</p> <p><b>importantly</b> 25:16 45:21</p> <p><b>impressed</b> 35:22</p> <p><b>include</b> 32:6</p> <p><b>incorporate</b> 13:6</p> <p><b>increase</b> 17:20</p> <p><b>independent</b> 15:6</p> <p><b>indicate</b> 15:13</p> <p><b>indicating</b> 22:7 38:20 39:22</p> <p><b>individual</b> 12:14</p> <p><b>individuals</b> 65:9</p> <p><b>inflation</b> 46:20</p> <p><b>information</b> 5:24 11:4 14:23 15:7 20:2 59:8 60:3 65:19 66:12 67:7</p> <p><b>informative</b> 24:2 28:9 29:13</p> <p><b>informed</b> 31:8</p> <p><b>infrastructure</b> 61:23,25</p> <p><b>initially</b> 36:12 43:15</p> <p><b>initiative</b> 42:16 43:2</p> <p><b>initiatives</b> 31:6</p> <p><b>inside</b> 49:10</p>	<p><b>insight</b> 24:5</p> <p><b>insofar</b> 10:8 14:21</p> <p><b>instead</b> 21:10</p> <p><b>institute</b> 28:8 29:12</p> <p><b>institutes</b> 31:5</p> <p><b>institution</b> 18:4 35:21 41:14 58:20</p> <p><b>institutional</b> 33:24 34:7 40:18</p> <p><b>institutions</b> 36:15,17 38:16 58:9 61:16 62:3</p> <p><b>instruct</b> 12:24</p> <p><b>insurance</b> 19:17</p> <p><b>intact</b> 40:7</p> <p><b>integrity</b> 18:9</p> <p><b>interacting</b> 55:25</p> <p><b>interest</b> 25:13 44:4 46:11</p> <p><b>interested</b> 30:25</p> <p><b>interesting</b> 28:11 64:6</p> <p><b>interfere</b> 55:8</p> <p><b>interim</b> 34:13</p> <p><b>intern</b> 20:10</p> <p><b>internal</b> 21:4</p> <p><b>internship</b> 19:18</p> <p><b>intricacies</b> 34:5</p> <p><b>introduce</b> 3:23 16:6 60:17</p> <p><b>involvement</b> 22:14 67:17</p> <p><b>Irizarry</b> 1:15 36:9 53:9 59:3,5 63:3</p> <p><b>irrelevant</b> 40:12</p> <p><b>Island</b> 30:4,13 36:14 43:2,3 58:19 59:22 65:16</p> <p><b>Islip</b> 53:10</p> <p><b>Israel</b> 36:19</p> <p><b>issue</b> 13:12 26:4 29:19</p> <p><b>issued</b> 58:3</p>	<p><b>issues</b> 22:13,15 30:20 49:12 55:11 61:15</p> <p><b>item</b> 7:25 8:2,22</p> <p><b>items</b> 8:9</p> <p><b>it's</b> 5:19,25 6:6 8:6 10:16 12:12 14:7 20:20,25 21:13 24:2,23 28:22 31:2,23 32:20 37:11 41:22 44:23 47:7 48:6 50:9,13 51:4 56:2 60:2 63:14,15,18 66:16 67:22 68:8,12</p> <p><b>I've</b> 5:13 35:21,22 47:9 53:8 61:18 62:3 68:14</p> <hr/> <p style="text-align: center;"><b>J</b></p> <p><b>James</b> 16:6</p> <p><b>Joanna</b> 38:10</p> <p><b>job</b> 19:15 52:19 60:7</p> <p><b>jobs</b> 19:18 29:3,5 65:15</p> <p><b>jog</b> 66:19</p> <p><b>John</b> 9:19 36:24</p> <p><b>join</b> 36:4</p> <p><b>joining</b> 35:23</p> <p><b>jokes</b> 60:20</p> <p><b>JR</b> 1:18,23</p> <p><b>June</b> 40:24 41:3</p> <p><b>junior</b> 42:22 54:6</p> <p><b>justifies</b> 10:13</p> <p><b>justify</b> 44:9</p> <p><b>Juvenile</b> 67:22</p> <hr/> <p style="text-align: center;"><b>K</b></p> <p><b>Kayla</b> 68:11</p> <p><b>Kennedy</b> 36:25</p> <p><b>kids</b> 45:25 47:11 50:2 54:2</p> <p><b>kinds</b> 47:13</p> <p><b>Kingsborough</b> 57:5</p> <p><b>knew</b> 60:14 61:8</p>
---	--	---	---



<p><b>knowledge</b> 36:5</p> <hr/> <p style="text-align: center;"><b>L</b></p> <hr/> <p><b>labor</b> 10:5,13 12:16,18 13:12 37:14 57:5</p> <p><b>labs</b> 41:18</p> <p><b>large</b> 10:12 35:2</p> <p><b>largely</b> 33:20</p> <p><b>largest</b> 36:6 62:7</p> <p><b>last</b> 16:14 21:21 27:7 39:18 52:21 53:25 64:12</p> <p><b>later</b> 30:16,19</p> <p><b>Laughing</b> 24:10</p> <p><b>launches</b> 42:18</p> <p><b>Law</b> 11:20,21</p> <p><b>layout</b> 13:17</p> <p><b>Leader</b> 36:23,24</p> <p><b>leaders</b> 5:8 30:11</p> <p><b>learning</b> 9:25 10:17 22:21 34:7</p> <p><b>least</b> 11:21 25:6 37:17</p> <p><b>leave</b> 60:3</p> <p><b>legal</b> 14:22</p> <p><b>Legislative</b> 30:23</p> <p><b>legislators</b> 28:19</p> <p><b>lengthy</b> 8:7</p> <p><b>less</b> 9:2 51:16</p> <p><b>lesson</b> 46:17</p> <p><b>let's</b> 15:25 49:16</p> <p><b>letter</b> 38:19,21 41:7,12 51:20 56:18</p> <p><b>letters</b> 45:22</p> <p><b>level</b> 47:3</p> <p><b>levels</b> 18:8</p> <p><b>liability</b> 19:17</p> <p><b>liberty</b> 4:10</p> <p><b>LILLY</b> 1:17 7:15 67:20 68:8,19 69:2</p> <p><b>limited</b> 14:22 23:8</p> <p><b>Lindsay</b> 36:22</p>	<p><b>line</b> 16:18</p> <p><b>list</b> 64:9</p> <p><b>listening</b> 32:21</p> <p><b>listing</b> 32:7,24</p> <p><b>little</b> 4:10 8:8</p> <p><b>local</b> 14:18 59:20</p> <p><b>location</b> 23:8 32:2,8 53:22</p> <p><b>locations</b> 23:7</p> <p><b>lock</b> 47:20</p> <p><b>long</b> 10:24 30:4,12 36:14 43:2,3 58:19 59:22 65:16</p> <p><b>lost</b> 50:24</p> <p><b>lot</b> 12:2 17:24 19:2 28:16,17 29:13,24 44:4 51:12 59:8,9 62:6 65:6 66:9</p> <p><b>lots</b> 45:2 55:22</p> <p><b>lunch</b> 26:18</p> <p><b>lunches</b> 64:14</p> <hr/> <p style="text-align: center;"><b>M</b></p> <hr/> <p><b>Madam</b> 26:5</p> <p><b>magnitude</b> 39:15</p> <p><b>main</b> 23:14</p> <p><b>maintain</b> 13:9 18:9 52:18</p> <p><b>major</b> 15:22 26:6 28:12 33:25 37:15 39:10</p> <p><b>Majority</b> 36:23</p> <p><b>male</b> 65:8</p> <p><b>man</b> 60:22</p> <p><b>managed</b> 34:19</p> <p><b>management</b> 11:25 34:17,25</p> <p><b>mandate</b> 9:6,16 14:13</p> <p><b>mandates</b> 10:9 14:17</p> <p><b>Mangual</b> 1:24 58:25 63:3,23 65:23 67:13</p> <p><b>manufacturers</b> 30:4 53:14</p> <p><b>manufacturing</b> 29:8</p>	<p>53:17 58:16</p> <p><b>map</b> 40:19</p> <p><b>Martinez</b> 44:18 49:6</p> <p><b>Marvin</b> 3:23</p> <p><b>Mary</b> 63:6 66:21</p> <p><b>Massachusetts</b> 34:13</p> <p><b>MassBay</b> 34:11,14,17</p> <p><b>math</b> 46:23</p> <p><b>Matonak</b> 38:11</p> <p><b>Mattace</b> 1:23 2:10,23 3:14 5:19 6:5,9,13 7:2 8:20,21,22 10:3 14:2,7 15:11 19:12 20:4,13,23 21:5,20,23 31:14,17 57:3 58:22 63:11,19,24 68:21 69:3</p> <p><b>matter</b> 10:2 50:9</p> <p><b>may</b> 25:18 48:3 66:20</p> <p><b>maybe</b> 21:6,12 53:18 54:8 55:18</p> <p><b>Mazzarelli</b> 32:16 33:5,8,12,16 34:3,14,19,22 35:3,11,13,14</p> <p><b>Mazzarelli's</b> 35:9</p> <p><b>mckay</b> 1:14</p> <p><b>McKay</b> 28:17 35:18 49:8 53:6,13 57:3 64:23 67:21</p> <p><b>mcmahon</b> 1:21 2:11,24 6:25 7:14 22:16 68:18</p> <p><b>McMahon</b> 23:16</p> <p><b>meal</b> 64:14</p> <p><b>mean</b> 9:8 25:10</p> <p><b>means</b> 5:2 40:15</p> <p><b>meant</b> 67:13</p> <p><b>mechatronics</b> 37:20</p> <p><b>meet</b> 18:2 22:13 24:15 44:21</p> <p><b>meeting</b> 1:2,5 2:7,9,20,22 4:5 6:20,23,24 7:13 8:5</p>	<p>17:15,17 18:15 19:11 26:15 27:5,8,14 32:14 33:9 46:10 49:14 60:16</p> <p><b>meetings</b> 6:19 27:25 32:24 50:12</p> <p><b>member</b> 26:16 35:20</p> <p><b>members</b> 11:12 24:25 26:8 35:15 55:5</p> <p><b>memo</b> 50:21</p> <p><b>mention</b> 26:20 63:12 64:7</p> <p><b>mentioned</b> 25:21 27:4,7,8 28:6 36:9 39:18 53:6,13</p> <p><b>met</b> 5:13 53:7 61:16 62:12</p> <p><b>Michael</b> 1:7</p> <p><b>Middle</b> 40:4</p> <p><b>mid-semester</b> 49:4,11,14</p> <p><b>migrated</b> 49:22</p> <p><b>military</b> 56:25</p> <p><b>million</b> 11:16 16:13 18:23 26:11,12 38:18 39:2 43:8</p> <p><b>mindful</b> 19:7</p> <p><b>mine</b> 67:14</p> <p><b>minorities</b> 59:14</p> <p><b>Minority</b> 36:24</p> <p><b>minute</b> 9:21</p> <p><b>minutes</b> 7:11 31:22</p> <p><b>mission</b> 25:4 39:20,24,25 40:7,12 60:17</p> <p><b>mitigate</b> 19:6</p> <p><b>mitigation</b> 16:12</p> <p><b>mix</b> 44:10</p> <p><b>mixing</b> 51:6</p> <p><b>model</b> 53:25 54:5</p> <p><b>models</b> 53:19</p> <p><b>money</b> 9:2,10 10:14 65:11</p>
--	--	---	---



<p><b>monitor</b> 21:9</p> <p><b>monitors</b> 21:5,15,17</p> <p><b>Monroe</b> 57:14</p> <p><b>Montaukett</b> 9:25 10:17 11:2,3 12:9,17,20 13:19</p> <p><b>Montaukett's</b> 14:9</p> <p><b>month</b> 16:14</p> <p><b>months</b> 39:2</p> <p><b>morning</b> 2:2,5 3:25 4:2,3 16:9</p> <p><b>mornings</b> 47:14</p> <p><b>mostly</b> 29:4</p> <p><b>motion</b> 2:6,18,19 3:7,8,21 6:18,22,25 7:9,10,14,22,23 8:9,11,19 68:17,18,24 69:10</p> <p><b>mount</b> 63:19</p> <p><b>move</b> 12:23 14:19 22:3 28:4 40:17,24 42:25 58:24</p> <p><b>moved</b> 2:10,23 3:13 63:20 69:3</p> <p><b>moving</b> 19:2 40:2</p> <hr/> <p style="text-align: center;"><b>N</b></p> <hr/> <p><b>Nancy</b> 36:18</p> <p><b>national</b> 30:22 41:10 62:21</p> <p><b>nationally</b> 41:13</p> <p><b>natural</b> 23:22</p> <p><b>nature</b> 59:15</p> <p><b>necessary</b> 46:24</p> <p><b>negotiates</b> 9:3</p> <p><b>negotiating</b> 12:25</p> <p><b>nice</b> 68:13,14</p> <p><b>nine</b> 24:25</p> <p><b>nineteen</b> 40:14</p> <p><b>ninety</b> 61:19</p> <p><b>normalized</b> 12:15</p> <p><b>Notary</b> 1:9</p>	<p><b>nothing</b> 67:12</p> <p><b>notice</b> 5:19 19:12</p> <p><b>notion</b> 43:11</p> <p><b>November</b> 30:14 52:7 64:22 70:10</p> <p><b>NSF</b> 41:8</p> <p><b>NYCCT</b> 27:9 59:2 63:6</p> <p><b>NYU</b> 56:18</p> <hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <p><b>obviously</b> 23:8 40:15 41:22</p> <p><b>occasionally</b> 50:5</p> <p><b>October</b> 1:8 6:4 17:15 29:10 30:2,19</p> <p><b>offer</b> 45:3 51:3</p> <p><b>offered</b> 31:6 52:25 56:13,17</p> <p><b>office</b> 17:3,16,18,23 32:4 39:9</p> <p><b>officer</b> 36:22</p> <p><b>official</b> 48:6</p> <p><b>officials</b> 18:2,16 28:20</p> <p><b>off-site</b> 55:21</p> <p><b>Oh</b> 56:23</p> <p><b>O'HARA</b> 1:25 33:10</p> <p><b>okay</b> 6:5 20:4,13 24:19 28:15 47:11</p> <p><b>ones</b> 21:18</p> <p><b>one-third</b> 49:25</p> <p><b>ongoing</b> 34:25</p> <p><b>open</b> 47:23 55:19,20</p> <p><b>operation</b> 18:7,12 19:9</p> <p><b>opportunity</b> 27:9 28:6 29:11 30:9 31:8 62:25 64:9</p> <p><b>Opposed</b> 2:14 3:3,17 7:5,18 8:15 69:6</p> <p><b>option</b> 50:20 51:17 54:24</p> <p><b>options</b> 51:22 52:15</p> <p><b>order</b> 2:9 6:24</p>	<p><b>organization</b> 67:14</p> <p><b>original</b> 9:5 19:20</p> <p><b>originally</b> 45:8 51:23</p> <p><b>others</b> 18:2</p> <p><b>outcomes</b> 34:8</p> <p><b>out-of-state</b> 31:4</p> <p><b>out-of-town</b> 31:4</p> <p><b>outstanding</b> 60:7</p> <p><b>overcome</b> 50:18</p> <p><b>oversee</b> 20:6,16</p> <hr/> <p style="text-align: center;"><b>P</b></p> <hr/> <p><b>P.L.A</b> 9:3,21 10:2 11:6,14,20 13:8,10,15,22 14:2,20,24,25 15:9,19 16:2 68:20</p> <p><b>PAGE/LINE</b> 71:3</p> <p><b>panel</b> 36:21</p> <p><b>parent</b> 46:10 48:17</p> <p><b>parents</b> 48:22,24 49:2</p> <p><b>parent-student</b> 50:12</p> <p><b>Park</b> 44:20 52:22</p> <p><b>partial</b> 43:7</p> <p><b>participant</b> 53:16</p> <p><b>participate</b> 68:3</p> <p><b>participating</b> 27:12,21 28:3 67:24</p> <p><b>participation</b> 26:21,24 59:16 66:4</p> <p><b>particular</b> 10:15 65:4</p> <p><b>part-time</b> 52:19</p> <p><b>pass</b> 54:17</p> <p><b>passed</b> 12:21 42:6 59:8</p> <p><b>passing</b> 30:25 31:9 33:7</p> <p><b>past</b> 9:16 12:22 14:21 43:4</p> <p><b>PATRICIA</b> 1:21</p> <p><b>PAUL</b> 1:18</p> <p><b>pay</b> 50:7</p>	<p><b>paying</b> 28:23 49:23 62:4</p> <p><b>peer</b> 25:9</p> <p><b>Pell</b> 29:20,21</p> <p><b>pending</b> 26:9</p> <p><b>people</b> 25:22 33:9 54:18,20 59:16,22 60:24 61:4,8 66:18</p> <p><b>percent</b> 11:17 17:21 26:20,24 28:23 59:16 61:17,19 62:5</p> <p><b>perfect</b> 51:4</p> <p><b>perhaps</b> 55:4</p> <p><b>periodic</b> 40:23</p> <p><b>personnel</b> 24:12 44:18</p> <p><b>PETRIZZO</b> 20:7</p> <p><b>phase</b> 12:23 16:21 40:17</p> <p><b>phonetic</b> 66:22</p> <p><b>Pine</b> 23:9</p> <p><b>pivotal</b> 40:22</p> <p><b>placed</b> 41:17</p> <p><b>placement</b> 47:6</p> <p><b>plan</b> 39:20 58:12</p> <p><b>planned</b> 16:11</p> <p><b>planning</b> 17:3 39:17</p> <p><b>Plans</b> 53:3</p> <p><b>plaque</b> 63:14</p> <p><b>platform</b> 41:10</p> <p><b>play</b> 30:12</p> <p><b>please</b> 35:11 48:7</p> <p><b>pleased</b> 33:10</p> <p><b>pledge</b> 2:4 27:15,23</p> <p><b>pledged</b> 36:16</p> <p><b>pledges</b> 26:7</p> <p><b>plexiglass</b> 63:16</p> <p><b>plus</b> 18:23</p> <p><b>point</b> 2:19 5:17 7:23 12:3 18:6,11,13 21:16 27:17,19 28:4 31:13 32:15 41:6 49:20 57:25</p>
---	---	--	--





<p><b>pointing</b> 42:13</p> <p><b>points</b> 38:23</p> <p><b>police</b> 15:17</p> <p><b>policy</b> 19:22 20:7,11 34:15</p> <p><b>PONTIERI</b> 1:18 24:14 56:5</p> <p><b>pool</b> 54:9</p> <p><b>position</b> 34:10 35:17 44:6</p> <p><b>positive</b> 23:21 29:2</p> <p><b>possibilities</b> 55:23</p> <p><b>possibility</b> 27:14</p> <p><b>possible</b> 26:15,18 67:2</p> <p><b>Post</b> 53:2</p> <p><b>poster</b> 42:19</p> <p><b>Postgraduation</b> 51:17</p> <p><b>potential</b> 10:25 38:4</p> <p><b>Potier</b> 38:10</p> <p><b>Poughkeepsie</b> 33:19</p> <p><b>Power</b> 42:15</p> <p><b>powerful</b> 30:12</p> <p><b>practice</b> 9:17</p> <p><b>practices</b> 50:4</p> <p><b>pre-audit</b> 4:6 16:21</p> <p><b>premium</b> 19:17</p> <p><b>prep</b> 53:13</p> <p><b>preparation</b> 32:13</p> <p><b>preparing</b> 64:14</p> <p><b>prescreening</b> 64:21</p> <p><b>present</b> 1:13 16:7 67:8</p> <p><b>presentation</b> 37:7 38:10 42:11 63:15,25 64:13</p> <p><b>presentations</b> 28:10</p> <p><b>presented</b> 4:5 39:5</p> <p><b>presently</b> 16:22</p> <p><b>president</b> 1:14 3:23 9:19 15:12,17 16:3 17:11 19:4 24:6,9,16 28:16 31:19 32:3,22 33:14 35:8,25 36:8</p>	<p>38:11 52:24 57:3,9 59:4 60:6,15 61:6,11 62:20 63:17,21 65:22</p> <p><b>presidents</b> 17:14 62:11</p> <p><b>presiding</b> 36:22</p> <p><b>press</b> 23:18</p> <p><b>primarily</b> 47:14</p> <p><b>prime</b> 11:22,23</p> <p><b>Prior</b> 34:10</p> <p><b>privacy</b> 48:16,20</p> <p><b>probably</b> 18:22 68:14</p> <p><b>problems</b> 12:4</p> <p><b>proceedings</b> 70:7</p> <p><b>process</b> 9:22,23 11:10 13:18 16:22 33:23 58:6</p> <p><b>professor</b> 48:9</p> <p><b>program</b> 20:11 33:23 34:7 41:7,9,11,15 42:2,3,9,14 43:10,16,17,18 44:7,14,21 45:2 46:7,25 47:13 49:18,22 50:11 51:2 52:14 53:18 54:11 55:7,9 56:2,17,22 64:11</p> <p><b>programs</b> 4:14 5:6 21:7 29:9 56:20 62:9</p> <p><b>progress</b> 41:4</p> <p><b>progressing</b> 16:11</p> <p><b>project</b> 9:7 10:5,9,13,15 11:7,18 13:9 14:4 15:14 64:25</p> <p><b>projected</b> 16:12</p> <p><b>projects</b> 15:23 23:10,14</p> <p><b>promising</b> 66:15</p> <p><b>promoting</b> 33:22</p> <p><b>proposal</b> 39:11 58:14</p> <p><b>proposals</b> 22:25</p> <p><b>proposed</b> 29:20 58:9</p>	<p><b>pros</b> 15:4</p> <p><b>prospective</b> 11:25 12:8,9</p> <p><b>proven</b> 9:2</p> <p><b>proves</b> 12:7</p> <p><b>providing</b> 32:12</p> <p><b>Provost</b> 34:13</p> <p><b>Public</b> 1:10</p> <p><b>Pulling</b> 21:2</p> <p><b>purpose</b> 66:17</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p><b>qualify</b> 46:11 51:20</p> <p><b>question</b> 8:20 19:15 20:5,15,24 54:23 56:6</p> <p><b>questions</b> 5:18 6:14 13:24 17:10 21:24 54:15</p> <p><b>quick</b> 56:5</p> <p><b>quite</b> 8:7 11:7</p> <p><b>quote</b> 48:6</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p><b>R.F.Q</b> 22:23</p> <p><b>raised</b> 10:2</p> <p><b>raising</b> 67:3</p> <p><b>range</b> 18:24</p> <p><b>Rationale</b> 43:11</p> <p><b>Ray</b> 44:18 49:6</p> <p><b>reaching</b> 42:22</p> <p><b>reaction</b> 47:10 48:12</p> <p><b>reading</b> 23:23</p> <p><b>ready</b> 24:17</p> <p><b>reaffirms</b> 40:8</p> <p><b>real</b> 44:5</p> <p><b>realized</b> 15:24</p> <p><b>really</b> 24:23 45:20 50:15 51:4 55:23 60:5 61:10 63:18 64:16,19 66:7 67:19</p> <p><b>reapply</b> 39:3</p>	<p><b>reason</b> 14:16</p> <p><b>reasonable</b> 43:24,25</p> <p><b>receive</b> 18:10 29:24 30:18 31:21,24 32:4</p> <p><b>received</b> 4:23 8:5 17:12 36:25 37:24 38:19 41:7 62:23 63:13</p> <p><b>receiving</b> 65:19</p> <p><b>recent</b> 42:6,19</p> <p><b>recognized</b> 63:9</p> <p><b>recommend</b> 24:3</p> <p><b>recommendation</b> 11:5,14 13:21 22:10 25:21 40:21 45:22 46:13,15 51:20</p> <p><b>recommendations</b> 12:19 26:3</p> <p><b>record</b> 13:23 51:19 69:12</p> <p><b>recruit</b> 43:13</p> <p><b>recruitment</b> 22:14</p> <p><b>recycle</b> 21:14</p> <p><b>reduce</b> 29:21</p> <p><b>reduced</b> 44:3</p> <p><b>reduction</b> 17:21</p> <p><b>refer</b> 9:24 23:19</p> <p><b>referred</b> 28:17</p> <p><b>referring</b> 8:2 13:15</p> <p><b>regard</b> 42:7</p> <p><b>regarding</b> 5:18</p> <p><b>regardless</b> 48:21</p> <p><b>regards</b> 18:17,18 26:19 41:11 58:13</p> <p><b>Regents</b> 46:9</p> <p><b>region</b> 65:21</p> <p><b>regional</b> 58:10 64:20,25</p> <p><b>regular</b> 47:5</p> <p><b>relate</b> 23:25</p> <p><b>related</b> 34:16 44:6</p> <p><b>relation</b> 8:6</p>
--	--	---	--



<p><b>relationship</b> 35:4</p> <p><b>relevance</b> 9:21</p> <p><b>relevant</b> 40:2</p> <p><b>remediation</b> 61:18</p> <p><b>remember</b> 38:14</p> <p><b>removed</b> 22:11</p> <p><b>repair</b> 20:25</p> <p><b>repairs</b> 22:19</p> <p><b>replacing</b> 23:12</p> <p><b>replicate</b> 65:16</p> <p><b>report</b> 4:4,6,7,11 5:18,20 11:6,11 12:23 15:2 16:19 19:10,13 24:15 27:20 28:5 49:5,11 57:22 58:25</p> <p><b>Reports</b> 3:24 16:8 22:4</p> <p><b>representative</b> 60:7</p> <p><b>representatives</b> 37:13</p> <p><b>request</b> 2:6,19 3:8 6:18,22 7:10,23 26:10 68:17,22,24</p> <p><b>requests</b> 26:13</p> <p><b>require</b> 46:8,9,18 48:14,23</p> <p><b>required</b> 29:3 40:5</p> <p><b>requirement</b> 48:4,7</p> <p><b>requirements</b> 34:9 45:13</p> <p><b>requires</b> 11:21</p> <p><b>research</b> 41:19</p> <p><b>residents</b> 54:14</p> <p><b>resolution</b> 3:9 10:20 12:21 42:6</p> <p><b>Resolutions</b> 7:24</p> <p><b>Resource</b> 10:18</p> <p><b>resources</b> 27:18</p> <p><b>respect</b> 23:21 25:20 29:25</p> <p><b>response</b> 2:13,15,17 3:2,4,6,16,18,20 6:15 7:4,6,8,17,19,21</p>	<p>8:14,16,18 21:25 54:16 69:5,7,9</p> <p><b>responses</b> 22:23 40:14</p> <p><b>responsibilities</b> 29:14</p> <p><b>responsibility</b> 34:2</p> <p><b>responsible</b> 33:21 34:15,24</p> <p><b>rest</b> 47:24</p> <p><b>retired</b> 49:8</p> <p><b>retreat</b> 30:15 31:15 32:7 62:13</p> <p><b>revenue</b> 4:20,23 16:13 20:21 25:18</p> <p><b>review</b> 22:14 23:7 24:3 25:9 40:23</p> <p><b>reviewed</b> 11:4 22:22 23:18</p> <p><b>rid</b> 21:18</p> <p><b>Road</b> 1:8</p> <p><b>Rockland</b> 57:15</p> <p><b>role</b> 30:12</p> <p><b>rolling</b> 16:23</p> <p><b>roofs</b> 23:12</p> <p><b>Room</b> 1:6</p> <p><b>roughly</b> 11:17</p> <p><b>round</b> 38:25 57:14,18</p> <p><b>Roundtable</b> 58:24</p> <p><b>rules</b> 12:14 13:12 48:22</p> <p><b>ruling</b> 58:13</p> <p><b>run</b> 55:10 57:7 66:18</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p><b>S.G.A</b> 5:13</p> <p><b>sales</b> 20:17</p> <p><b>Sally</b> 48:18,19</p> <p><b>sample</b> 46:17</p> <p><b>Sanders</b> 1:22 8:11 53:9 64:19</p> <p><b>Sandra</b> 1:25 32:12 33:2</p>	<p><b>SAT</b> 44:13 48:11 54:2</p> <p><b>satisfied</b> 45:16</p> <p><b>SAUL</b> 1:20</p> <p><b>save</b> 10:14</p> <p><b>saving</b> 9:9</p> <p><b>savings</b> 10:25 11:15 15:24 16:17 19:16</p> <p><b>saw</b> 12:19 20:23</p> <p><b>SCC</b> 45:20</p> <p><b>schedule</b> 9:12,13 33:8 55:9</p> <p><b>scheduled</b> 32:5</p> <p><b>schedules</b> 50:3</p> <p><b>scheduling</b> 12:8 37:4 44:21 50:2</p> <p><b>scholarship</b> 22:6,9 52:12</p> <p><b>scholarships</b> 43:6,7 53:2</p> <p><b>school</b> 29:6 37:18,20 42:5,17,21,23 43:15 44:17,20,22,24 45:3 46:13,15 47:17 48:4,7 49:12,14,19,20 50:15,19 51:3,14 53:20 54:6,8,11,25 55:3,8,10,11 56:13,14,24 59:13</p> <p><b>school-based</b> 50:20 56:20</p> <p><b>schools</b> 42:18 45:2 49:2 53:11 55:19,25 59:17</p> <p><b>Schumer</b> 37:2</p> <p><b>Science</b> 10:10,22 11:13 12:18 14:10 22:17</p> <p><b>scores</b> 44:13 46:9 54:2</p> <p><b>scrap</b> 20:25 21:4</p> <p><b>screening</b> 65:2,3</p> <p><b>screens</b> 21:19</p> <p><b>seats</b> 47:21</p> <p><b>second</b> 2:11,24 3:14 7:2,15 8:12,24 9:8</p>	<p>38:25 69:2</p> <p><b>SECRETARY</b> 1:17</p> <p><b>sections</b> 44:10 47:19</p> <p><b>sector</b> 58:17</p> <p><b>secured</b> 26:6</p> <p><b>Security</b> 22:8</p> <p><b>seems</b> 25:11 66:11</p> <p><b>seen</b> 35:22</p> <p><b>segment</b> 37:7</p> <p><b>segments</b> 37:10</p> <p><b>Selden</b> 53:22</p> <p><b>selecting</b> 35:16</p> <p><b>selfish</b> 44:5</p> <p><b>sell</b> 50:11</p> <p><b>selling</b> 21:3</p> <p><b>semester</b> 49:16 50:8 52:17</p> <p><b>Senator</b> 37:2</p> <p><b>send</b> 40:13 49:21 51:2</p> <p><b>sends</b> 53:20</p> <p><b>senior</b> 42:23 54:8</p> <p><b>seniors</b> 53:23 56:7</p> <p><b>sense</b> 15:8 60:21</p> <p><b>sent</b> 33:3 39:21</p> <p><b>September</b> 2:21 4:5 5:20 6:3,19 7:12 26:19 27:4 28:7</p> <p><b>serve</b> 25:13 65:18</p> <p><b>serves</b> 33:16</p> <p><b>Services</b> 22:5</p> <p><b>serving</b> 35:20</p> <p><b>session</b> 25:24 39:11,19 63:4 68:22,25</p> <p><b>seven</b> 41:17 44:7</p> <p><b>seventy</b> 62:5</p> <p><b>several</b> 5:9 28:9 35:2 39:6 58:4</p> <p><b>shadowbox</b> 63:23</p> <p><b>share</b> 27:19 30:9 54:21 61:11</p>
--	---	--	--



<p><b>shared</b> 28:15 29:3 62:16</p> <p><b>sharing</b> 36:5</p> <p><b>SHAUN</b> 1:14</p> <p><b>SHEET</b> 71:2</p> <p><b>Sheppard</b> 17:15,22</p> <p><b>She's</b> 32:21</p> <p><b>Shore</b> 53:15</p> <p><b>short</b> 25:8 52:13 58:25</p> <p><b>shortfall</b> 16:14</p> <p><b>showcase</b> 37:9 42:20 64:3</p> <p><b>showcasing</b> 64:4</p> <p><b>showed</b> 9:9</p> <p><b>sign</b> 49:16 50:23 54:18 68:4,9</p> <p><b>signed</b> 53:11</p> <p><b>significance</b> 18:3</p> <p><b>significant</b> 41:4 43:7</p> <p><b>signing</b> 50:6</p> <p><b>Silicon</b> 65:5</p> <p><b>similar</b> 10:25 13:18</p> <p><b>sister</b> 66:21</p> <p><b>sitting</b> 50:22</p> <p><b>situation</b> 61:4</p> <p><b>six</b> 37:17</p> <p><b>sixteen</b> 36:16</p> <p><b>sixty</b> 37:15 62:4</p> <p><b>size</b> 10:9,16,17 12:11 13:20 14:10 18:12</p> <p><b>skills</b> 46:24 51:22</p> <p><b>Skipping</b> 4:25</p> <p><b>smart</b> 52:13</p> <p><b>SNAYD</b> 70:5,16</p> <p><b>soccer</b> 67:25</p> <p><b>Social</b> 22:7</p> <p><b>solely</b> 20:25</p> <p><b>solicitations</b> 26:10</p> <p><b>solid</b> 67:7</p> <p><b>solidify</b> 16:20</p>	<p><b>SoLII</b> 43:4</p> <p><b>sometime</b> 22:10</p> <p><b>sorely</b> 14:7</p> <p><b>sorry</b> 4:20 6:20,21</p> <p><b>sort</b> 27:15</p> <p><b>speak</b> 9:20,22 18:3 41:25 62:8,10</p> <p><b>speaking</b> 37:6,10 53:8</p> <p><b>specializes</b> 66:24</p> <p><b>specific</b> 10:22 25:4</p> <p><b>specifically</b> 13:14 44:23 55:17 56:18</p> <p><b>spend</b> 53:24 54:5</p> <p><b>spending</b> 54:3</p> <p><b>spent</b> 5:3</p> <p><b>spoke</b> 62:14</p> <p><b>spoken</b> 10:4</p> <p><b>spokesperson</b> 62:21</p> <p><b>sports</b> 52:19</p> <p><b>staff</b> 5:14 16:17 64:23</p> <p><b>stand</b> 25:19 35:11 51:7 60:24 66:11</p> <p><b>Standard</b> 40:4</p> <p><b>start</b> 12:25</p> <p><b>started</b> 22:20 36:12</p> <p><b>start-up</b> 34:25</p> <p><b>starved</b> 60:18</p> <p><b>state</b> 1:10 4:21 14:17 18:24 30:11 34:9 37:14 38:15,18 39:13 41:21 62:8</p> <p><b>states</b> 39:6 40:4</p> <p><b>state-wide</b> 58:6</p> <p><b>station</b> 15:18</p> <p><b>status</b> 19:13 52:18</p> <p><b>stay</b> 43:2 52:20</p> <p><b>STEM</b> 41:7,9,11,14,20</p> <p><b>step</b> 9:20 13:6 15:9</p> <p><b>Stony</b> 64:3</p> <p><b>story</b> 51:25</p> <p><b>strategic</b> 39:20</p>	<p><b>streamlined</b> 25:20</p> <p><b>strengthening</b> 59:21</p> <p><b>strong</b> 60:22 63:5</p> <p><b>stronger</b> 57:21</p> <p><b>strongest</b> 63:7</p> <p><b>structure</b> 14:11</p> <p><b>structured</b> 24:23</p> <p><b>student</b> 1:24 4:16 5:7 22:5 29:23 32:22 33:14 34:16,18 35:5 46:10,14 48:9,20 49:13 50:6 51:24 52:24 59:10 61:5 64:2 65:25 66:3 67:18</p> <p><b>students</b> 5:7 18:10 19:21 20:10 28:20,23 29:17,23 30:10 41:16 42:16,22 43:5,13,20,23 44:9,11,14 45:6,12,19,25 46:3,6,11,12 47:12,13,14,22,23 48:2,3,8,13,23 50:9,16 51:5,6,13,18 52:14,22 53:13,21 54:12,24 59:18 62:4 64:12 66:2</p> <p><b>studies</b> 28:12</p> <p><b>studying</b> 10:13</p> <p><b>subcontractors</b> 12:5</p> <p><b>submit</b> 22:25 38:21</p> <p><b>submitted</b> 16:25 26:13</p> <p><b>subsequent</b> 40:21</p> <p><b>subsidizing</b> 49:24</p> <p><b>succeed</b> 29:17 46:24 50:17</p> <p><b>successful</b> 11:9 13:4 37:23 41:14</p> <p><b>Suffolk</b> 1:2,5 3:11 23:19 30:2 41:9 52:20 61:6 62:17 65:24</p> <p><b>suggests</b> 11:13</p>	<p><b>summarize</b> 28:14</p> <p><b>summer</b> 12:22 41:18</p> <p><b>Summit</b> 30:23</p> <p><b>Sunday</b> 66:5 67:21</p> <p><b>SUNY</b> 17:25 18:6 34:8 42:15,20 46:2 57:18 58:13,20 61:5 64:5</p> <p><b>Superintendent</b> 45:10</p> <p><b>support</b> 45:18 64:17</p> <p><b>supported</b> 60:25</p> <p><b>supporting</b> 14:19 33:22</p> <p><b>supposed</b> 60:11 66:16 68:13</p> <p><b>Supposedly</b> 68:12</p> <p><b>sure</b> 6:12 14:11 29:16 46:22 47:18</p> <p><b>surplus</b> 20:16</p> <p><b>surprisingly</b> 13:19</p> <p><b>sustain</b> 19:9</p> <p><b>Swanger</b> 38:12</p> <p><b>symposium</b> 30:5 36:10,14 53:14</p> <p><b>system</b> 18:6,19 19:6 57:18,25 58:20 64:6</p> <p><b>systems</b> 17:25</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p><b>T.A</b> 57:5</p> <p><b>table</b> 60:19</p> <p><b>taking</b> 5:10 34:6 56:7</p> <p><b>Talent</b> 54:14</p> <p><b>talented</b> 43:13</p> <p><b>talk</b> 18:13 48:24,25 52:15 68:20</p> <p><b>talking</b> 19:20</p> <p><b>TAMARA</b> 70:5,16</p> <p><b>target</b> 36:15</p> <p><b>taught</b> 43:23 45:3 56:14</p> <p><b>teach</b> 47:12</p> <p><b>teacher</b> 51:2 56:14</p>
--	--	--	--



<p><b>teachers</b> 45:3 51:8</p> <p><b>teaching</b> 51:8</p> <p><b>team</b> 19:4 23:11 35:20 63:5,8 67:25 68:11</p> <p><b>teammate</b> 67:25</p> <p><b>technical</b> 57:11,19</p> <p><b>technician</b> 29:5</p> <p><b>ten</b> 58:10</p> <p><b>test</b> 47:2,4 48:11</p> <p><b>tests</b> 46:25 48:6</p> <p><b>Texas</b> 29:11</p> <p><b>thank</b> 6:13,16 9:18 15:11 16:3,4 20:4 21:23 22:2 23:15 24:11 25:25 28:3 35:14,15,25 36:2,4,5,8 42:12 51:11 54:21,22 56:3,4 58:22 63:2,9 64:18,23 65:22 67:16 68:16 69:11</p> <p><b>thanks</b> 35:17 44:2</p> <p><b>Thanksgiving</b> 66:6</p> <p><b>that's</b> 11:11 13:17 14:5,8 18:5,25 20:13 21:12,14 23:4,17,23 25:20,23 27:3 29:6,7 38:15 44:25 45:15 61:10,13,21 63:17 64:22 68:9</p> <p><b>theatre</b> 5:11</p> <p><b>themselves</b> 21:6</p> <p><b>there's</b> 5:17 9:15 26:15 36:10 49:11,13,25 61:7 62:5 68:10</p> <p><b>THERESA</b> 1:22</p> <p><b>they're</b> 4:13 53:16,17 64:25</p> <p><b>they've</b> 5:16 19:14 58:3</p> <p><b>third</b> 44:3</p> <p><b>thirteen</b> 44:12 54:3</p> <p><b>thirteenth</b> 43:12</p> <p><b>thirty</b> 26:14 38:16 57:17 58:9</p>	<p><b>thousand</b> 40:8 61:8</p> <p><b>throughout</b> 64:5</p> <p><b>timeline</b> 41:5</p> <p><b>Tobago</b> 37:25</p> <p><b>today</b> 4:6 14:8 23:24 26:14,16 40:2</p> <p><b>today's</b> 28:15</p> <p><b>tomorrow</b> 28:15 29:5 30:2,8 32:3 36:9,19,20 37:5 38:7</p> <p><b>tomorrow's</b> 29:3</p> <p><b>total</b> 11:17 43:8</p> <p><b>totaling</b> 38:18</p> <p><b>tour</b> 32:21 46:16</p> <p><b>toward</b> 41:4</p> <p><b>towards</b> 26:10</p> <p><b>track</b> 51:19</p> <p><b>trade</b> 15:24 38:4</p> <p><b>trades</b> 10:8,23 12:15 13:2,21</p> <p><b>transcript</b> 56:15 70:7</p> <p><b>transfer</b> 3:10 34:6</p> <p><b>transferability</b> 45:21</p> <p><b>transferred</b> 52:4 56:12</p> <p><b>transformation</b> 56:3</p> <p><b>transformational</b> 55:24</p> <p><b>tremendous</b> 25:11</p> <p><b>trenches</b> 60:22</p> <p><b>Trinidad</b> 37:25</p> <p><b>Trot</b> 66:17 67:11</p> <p><b>Troy</b> 39:8</p> <p><b>true</b> 70:6</p> <p><b>trustee</b> 1:18,19,20,21,22,23, 24 10:3 23:15 53:8 59:5 63:2,3 64:2 65:25 66:23</p> <p><b>trustees</b> 1:2,5 2:7 6:20,24 7:12 26:25 27:7,11,16 28:8 29:15 30:8,15 31:12 35:16 38:9 61:16</p>	<p>62:10,15,16,24</p> <p><b>try</b> 19:5 40:25 66:4</p> <p><b>trying</b> 65:25</p> <p><b>tube</b> 21:19</p> <p><b>Tucker</b> 39:8</p> <p><b>tuition</b> 16:13 42:7 43:5 49:25 50:7 53:4 62:5</p> <p><b>Turkey</b> 66:16 67:11</p> <p><b>turn</b> 21:9 41:24</p> <p><b>turnover</b> 16:16</p> <p><b>twelve</b> 52:17 54:3</p> <p><b>twenty-six</b> 43:6 57:9</p> <p><b>twice</b> 10:16 12:11</p> <p><b>two-month</b> 65:10</p> <p><b>two-year</b> 42:21 43:14</p> <p><b>type</b> 66:24</p> <p><b>types</b> 27:12 31:10</p> <p><b>typically</b> 54:10</p> <hr/> <p style="text-align: center;"><b>U</b></p> <hr/> <p><b>uncertain</b> 28:16</p> <p><b>under-represented</b> 65:9</p> <p><b>understand</b> 6:11 21:13 25:6 57:4 60:25</p> <p><b>understanding</b> 13:8 34:4 35:4 50:22</p> <p><b>union</b> 46:4 52:2 55:11</p> <p><b>unique</b> 61:3</p> <p><b>unit</b> 59:22 62:20</p> <p><b>universally</b> 47:10 48:13</p> <p><b>university</b> 65:21</p> <p><b>unless</b> 21:15 56:20</p> <p><b>upcoming</b> 16:19,23 17:2,18 31:25 35:17</p> <p><b>updates</b> 22:17</p> <p><b>upstate</b> 58:18</p> <p><b>useless</b> 21:14</p> <p><b>utility</b> 16:18</p>	<hr/> <p style="text-align: center;"><b>V</b></p> <hr/> <p><b>V.P</b> 16:6</p> <p><b>Valley</b> 38:12 65:5</p> <p><b>valuable</b> 12:7</p> <p><b>value</b> 51:5</p> <p><b>various</b> 10:7,23 12:14,25 13:20 14:17 23:10 34:4 35:5</p> <p><b>vendors</b> 30:10</p> <p><b>via</b> 31:21,24</p> <p><b>vibrant</b> 5:7</p> <p><b>Vice</b> 1:16 19:4 32:22 33:13</p> <p><b>Village</b> 37:20 53:7</p> <p><b>Villages</b> 53:15,20 55:16</p> <p><b>vision</b> 39:19,24,25 40:16</p> <p><b>vocational</b> 41:18</p> <p><b>voltage</b> 24:8</p> <hr/> <p style="text-align: center;"><b>W</b></p> <hr/> <p><b>waiting</b> 50:22</p> <p><b>waiver</b> 48:14,23</p> <p><b>Waldorf</b> 19:13,25</p> <p><b>walk</b> 66:18,19 67:21 68:2</p> <p><b>walk.jdrf.org</b> 68:8</p> <p><b>Walking</b> 68:11</p> <p><b>wall</b> 63:20</p> <p><b>Walter</b> 1:16 62:12,13</p> <p><b>web</b> 31:7</p> <p><b>website</b> 68:4,7</p> <p><b>week</b> 24:18 47:15 49:22 50:10 64:12,15 66:8,10</p> <p><b>weekends</b> 54:10</p> <p><b>weeks</b> 16:20 17:2</p> <p><b>welcome</b> 35:12 36:3</p> <p><b>we'll</b> 12:6 16:19 19:9 21:16 37:8 40:25</p>
--	---	--	---



<p>41:13 47:3 54:7 56:23 57:23</p> <p><b>Wellesley</b> 34:12</p> <p><b>well-known</b> 41:10</p> <p><b>Wellness</b> 23:4</p> <p><b>we're</b> 9:13 14:8 16:11,15,22 17:2 19:20,23 20:21 21:17 23:6,8 26:17 36:10 42:5,20 44:3 45:16 48:23 51:12 53:12,19,25 54:4 61:14 62:6</p> <p><b>Westchester</b> 34:23 57:14</p> <p><b>we've</b> 5:9 15:3,4 18:16 20:18,19 36:13,16 39:12 40:13 41:10,12,16 46:20 55:6,9</p> <p><b>whatever</b> 48:16 66:20</p> <p><b>WHEREOF</b> 70:9</p> <p><b>Whereupon</b> 69:12</p> <p><b>white</b> 65:7</p> <p><b>whoever's</b> 66:14</p> <p><b>whole</b> 67:2,6</p> <p><b>Wicks</b> 11:20,21</p> <p><b>wide</b> 4:15</p> <p><b>William</b> 36:22</p> <p><b>wind</b> 54:2</p> <p><b>wires</b> 24:8</p> <p><b>Wisdom</b> 54:15</p> <p><b>WITNESS</b> 70:9</p> <p><b>wonderful</b> 35:21 45:11 47:12 60:23 61:10</p> <p><b>wonders</b> 19:14</p> <p><b>Wong</b> 64:4</p> <p><b>work</b> 12:14 17:25 19:2 33:19 47:7 48:11 49:12 55:5 62:19</p> <p><b>workable</b> 24:24</p> <p><b>worked</b> 44:18 49:6</p> <p><b>workers</b> 14:3</p> <p><b>workforce</b> 34:6,21</p>	<p>35:6 63:12</p> <p><b>working</b> 16:11 17:2 19:3,24 37:3 42:5 44:17 45:19</p> <p><b>workings</b> 21:4</p> <p><b>wow</b> 61:6</p> <p><b>write</b> 46:12</p> <p><b>written</b> 20:11 40:11 45:23</p> <hr/> <p style="text-align: center;">Y</p> <hr/> <p><b>yesterday</b> 17:12,14 32:19 37:24</p> <p><b>yet</b> 22:12 52:5</p> <p><b>York</b> 1:8,10 17:13 31:12 33:19 34:8 36:7 38:2 41:22 62:8</p> <p><b>you'll</b> 57:19,20</p> <p><b>young</b> 65:7</p> <p><b>Youth</b> 53:3</p> <hr/> <p style="text-align: center;">Z</p> <hr/> <p><b>zero</b> 17:20</p> <p><b>Zimpher</b> 36:18</p>		
---	--	--	--

