

OFFICIAL BOARD OF TRUSTEES MEETING MINUTES
PROCEEDINGS AND VERBATIM DISCUSSIONS OF
THE BOARD OF TRUSTEES OF THE SUFFOLK
COUNTY COMMUNITY COLLEGE ON THE 16th of
March, 2023, VIA IN-PERSON & ZOOM
VIDEOCONFERENCE

PRESENT:

EDWARD J. BONAHEUE, President

E. CHRISTOPHER MURRAY, Chairperson

JAMES MORGO, Trustee/Vice Chairperson

SHIRLEY E. COVERDALE, Trustee/Second
Vice Chairperson

GORDON D. CANARY, Trustee

ZACHARY FROST, Student Trustee

KEVIN M. O'CONNOR, Trustee

BELINDA PAGDANGANAN, Trustee

THERESA SANDERS, Trustee

Start time: 4:01 p.m.

ORIGINAL

1 BOARD OF TRUSTEES 3/16/2023

2 CHAIR MURRAY: Good afternoon,
3 we're going to start, if everyone can
4 take their places. Good morning,
5 everybody.

6 TRUSTEE MORGO: Good afternoon.

7 CHAIR MURRAY: Good afternoon,
8 that's true. I'm glad that we're here
9 on the eastern campus, I was just going
10 to say that this is such a pretty campus
11 and pretty area and we don't get out
12 here often enough, and I know Shirley
13 agrees with that. But it's a little bit
14 of serenity, which is nice, and which we
15 need. But at this point, I'd like
16 Gordon to do the pledge.

17 TRUSTEE CANARY: All rise,
18 please.

19 [AFTER RECITATION OF THE PLEDGE
20 OF ALLEGIANCE, THE MEETING OF THE BOARD
21 OF TRUSTEES OF THE SUFFOLK COUNTY
22 COMMUNITY COLLEGE WAS CALLED TO ORDER BY
23 THE CHAIRMAN, CHRIS MURRAY.]

24 CHAIR MURRAY: At this point,
25 we're going to have to do a short

1 BOARD OF TRUSTEES 3/16/2023

2 executive session. We're going to leave
3 the room, so you can stay here and have
4 some coffee. But at this point, I'd
5 like to request a motion to enter into
6 executive session to discuss the
7 settlement of a pending litigation.

8 TRUSTEE MORGO: So moved.

9 TRUSTEE PAGDANGANAN: Second.

10 [WHEREUPON THE MOTION MADE AND
11 SECONDED WAS VOTED ON AND CARRIED.]

12 [WHEREUPON THE MEETING OF THE
13 BOARD OF TRUSTEES WAS ADJOURNED AT
14 4:03 P.M. BY THE CHAIRMAN, E.
15 CHRISTOPHER MURRAY.]

16 CHAIR MURRAY: So at this point,
17 thank you for your patience and we're
18 going to reopen the public meeting. At
19 this point, I think we have some
20 announcements.

21 PRESIDENT BONAHOUE: Absolutely.
22 Mr. Chairman, we'd like to acknowledge
23 visitors who are with us today. Carol
24 Wickliffe-Campbell has a list of
25 visitors just to acknowledge them and

1 BOARD OF TRUSTEES 3/16/2023

2 thank them for joining us.

3 CAROL WICKLIFFE-CAMPBELL: Hi,
4 I'd like to recognize Tim Rotham,
5 Legislative Aide to Jim Mazzarella, and
6 also Heather Briggs from our auditing
7 firm, the Bonadio Group.

8 PRESIDENT BONAHEUE: Thank you,
9 Carol. And at this time, Mr. Chairman,
10 I usually like to kind of connect us to
11 mission with a presentation from
12 employees with a special program or a
13 presentation with students, but today we
14 connect to mission by recognizing two
15 colleagues who have given so much
16 through their personal commitment to the
17 college. Ladies and gentlemen, Mr. Lou
18 Petrizzo -- who is still upstairs. So I
19 think what we'll do, Mr. Chairman, is
20 wait until they're back in the room.
21 They're still working until the last
22 minute.

23 CHAIR MURRAY: We're going to ask
24 for a motion to adjourn the Board of
25 Trustees meeting and call the Board of

1 BOARD OF TRUSTEES 3/16/2023

2 Directors meeting to order. Can I have
3 a motion?

4 TRUSTEE COVERDALE: So moved.

5 TRUSTEE FROST: Second.

6 CHAIR MURRAY: All those in
7 favor, say aye.

8 COLLECTIVE RESPONSE: Aye.

9 CHAIR MURRAY: Any opposed?

10 (No response.)

11 CHAIR MURRAY: Thank you.

12 [WHEREUPON THE MOTION MADE AND
13 SECONDED WAS VOTED ON AND CARRIED, THE
14 MEETING OF THE BOARD OF TRUSTEES OF THE
15 SUFFOLK COUNTY COMMUNITY COLLEGE WAS
16 ADJOURNED AND REOPENED.]

17 CHAIR MURRAY: So now we're in
18 the Board of Directors, meeting and at
19 this point I'd like to request a motion
20 for approval of the minutes of the
21 February 16, 2023 Board of Directors
22 meeting.

23 TRUSTEE PAGDANGANAN: Motion.

24 TRUSTEE SANDERS: Second.

25 CHAIR MURRAY: All in favor?

1 BOARD OF TRUSTEES 3/16/2023

2 COLLECTIVE RESPONSE: Aye.

3 CHAIR MURRAY: Any opposed?

4 (No response.)

5 CHAIR MURRAY: Thank you. I'd
6 like to introduce Vice President for
7 student affairs, Dr. Patricia Munsch, to
8 present the association's financial
9 report.

10 DR. MUNSCH: Good afternoon,
11 thank you, Chair Murray. The student
12 association financial reports reflect
13 the first installment of the spring
14 semester student fee money, we expect
15 the second installment of the student
16 fee money shortly now that we've begun
17 our ten-week part of the term. As you
18 can see in the financial report, as
19 anticipated, our areas will start moving
20 into using reserve funds, this will help
21 us spend downloads reserve funds at this
22 time, and will continue to help manage
23 the association budget appropriately.

24 Do we have any questions
25 regarding the association's budget at

1 BOARD OF TRUSTEES 3/16/2023

2 this time?

3 CHAIR MURRAY: No.

4 DR. MUNSCH: Thank you. I'll
5 move right into our resolution?

6 CHAIR MURRAY: Yes.

7 DR. MUNSCH: Thank you. The
8 student association presents for you
9 today a resolution for the fiscal year
10 audit ending August 31, 2022, this is an
11 unmodified audit that shows both a
12 clean, no weakness, no deficit, common
13 response. Some general overviews; the
14 cash balance was down \$478,000, our
15 accounts receivable was down \$102,000,
16 that's based on the timing of the child
17 care grants coming in from SUNY and will
18 be resolved. Our revenue decreased
19 \$670,000, and our program expenses
20 increased \$898,000 from last year. This
21 was all anticipated based on a pre-Covid
22 to post-Covid environment, we're now
23 really operating full functional back on
24 the campuses with student life. And so
25 we're back to spending as we were in a

1 BOARD OF TRUSTEES 3/16/2023

2 pre-Covid environment.

3 Are there any questions regarding
4 the audit?

5 CHAIR MURRAY: No, and it was a
6 very clean audit, and I think we still
7 have a healthy fund balance for the
8 association, and that really helped us
9 to get through the Covid period of time,
10 you know with fees coming, students
11 weren't on campus, and then we also
12 tried to give them a break by reducing
13 those fees. But we're looking at going
14 back to normal, as much as normal can
15 be, and getting back into the full swing
16 of a pre-Covid environment and
17 functioning. So I'd like to thank you,
18 I think you did a great job, and we were
19 able to weather the storm of Covid
20 because of a healthy fund balance.

21 DR. MUNSCH: Thank you.

22 CHAIR MURRAY: Any other
23 questions? Thank you.

24 DR. MUNSCH: Thank you.

25 CHAIR MURRAY: So now I request a

1 BOARD OF TRUSTEES 3/16/2023

2 motion for the approval of resolution

3 number 2023.82, do we have a motion?

4 TRUSTEE CANARY: Motion.

5 TRUSTEE O'CONNOR: Second.

6 CHAIR MURRAY: All those in

7 favor, say aye.

8 COLLECTIVE RESPONSE: Aye.

9 CHAIR MURRAY: Any opposed?

10 (No response.)

11 CHAIR MURRAY: Hearing that, the

12 motion then passes.

13 [WHEREUPON THE MOTION MADE AND

14 SECONDED WAS VOTED ON AND CARRIED.]

15 CHAIR MURRAY: And now I'd like

16 to request a motion to adjourn the Board

17 of Directors meeting and call the Board

18 of Trustees meeting to order. Is there

19 a motion?

20 TRUSTEE MORGO: So moved.

21 TRUSTEE SANDERS: Second.

22 CHAIR MURRAY: All those in

23 favor?

24 COLLECTIVE RESPONSE: Aye.

25 CHAIR MURRAY: Any opposed?

1 BOARD OF TRUSTEES 3/16/2023

2 (No response.)

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

8 CHAIR MURRAY: So right now we're
9 back into the Board of Trustees
10 meeting -- it's a lot of motions here.
11 And now I'd like to request a motion for
12 the approval of the minutes of the
13 February 16, 2023 Board of Trustees
14 meeting.

15 TRUSTEE COVERDALE: Motion.

16 TRUSTEE PAGDANGANAN: Second.

17 CHAIR MURRAY: All those in
18 favor?

19 COLLECTIVE RESPONSE: Aye.

20 CHAIR MURRAY: Any opposed?

21 (No response.)

22 [WHEREUPON THE MOTION MADE AND
23 SECONDED WAS VOTED ON AND CARRIED.]

24 CHAIR MURRAY: The minutes are
25 approved. And at this point I'd like to

1 BOARD OF TRUSTEES 3/16/2023

2 introduce Vice President for business
3 and financial affairs, Dr. Mark Harris,
4 to present the college board and college
5 financial reports.

6 DR. HARRIS: Thank you,
7 Mr. Chair, members of the board. First,
8 as promised, I will be presenting the
9 fiscal '22 year-end financial audit. I
10 do have one of the principals from the
11 Bonadio Group with us for any additional
12 questions, Ms. Heather Briggs. So after
13 the summary of the financial audit, if
14 there are any questions, she'd be more
15 than happy to help answer some of those
16 questions. So let's go through the
17 report, specifically in terms of just
18 some high-level summary.

19 So when we look at internal
20 control over the financial reporting,
21 based on the audit, there were no
22 material weaknesses, there were no
23 significant deficiencies and also, they
24 found that the college was in compliance
25 with the financial reporting. In terms

1 BOARD OF TRUSTEES 3/16/2023

2 of the financial awards component of the
3 audit, again there were no internal
4 control weaknesses, there were no
5 significant deficiencies reported, and
6 the auditors provided us with an
7 unmodified audit and as an auditee, we
8 were classified as a low-risk auditee.
9 And then in terms of the financial
10 statement findings themselves, there are
11 no instances of significant deficiencies,
12 material weaknesses or noncompliance
13 that required to be reported to the
14 government auditing standard.

15 Just some quick financial
16 highlights; so when we look at the
17 college's net position for that period,
18 there was an increase from the prior
19 year of our net position to \$226,812,564
20 from a prior balance of \$232,917,153,
21 and the change primarily was due to the
22 proceeds that we had recaptured in loss
23 revenue through HEERF. As we talked
24 about over a period of time, HEERF
25 really has provided a backstop with the

1 BOARD OF TRUSTEES 3/16/2023

2 college in really assisting us to relook
3 at how we operate, but at the same time,
4 how we provide our services to our
5 students. In terms of the net capital
6 asset, there was a positive change of
7 about \$3.469 billion dollars, that
8 represented about 1.6%. so when we go
9 to the County and we get approval for
10 building renovations and also support
11 from the State, we're able to do
12 improvements to the facilities that we
13 have, which really drives the student
14 experience as well, so we are very
15 appreciative for the continued support.

16 There were changes to tuition and
17 fees based on FTE, the decrease the FTE.
18 And as we have talked about, we have
19 seen, especially since Covid, where our
20 FTE numbers have changed, and as a
21 result of that, we have seen a negative
22 impact to the revenue itself. And then,
23 when we look at the State and County
24 appropriation, there have been steady
25 increases, especially from the County.

1 BOARD OF TRUSTEES 3/16/2023

2 Each year the County has given us an
3 average of about 1.5% each year, and in
4 some cases the County has given us
5 additional resources on top of that, so
6 we have seen changes in our sponsored
7 services from the County.

8 So at the end of the day, when we
9 look at what the financial audit
10 assessed or analyzed, there was a change
11 in our ending fund balance relative to
12 2021. So the fiscal fund balance for
13 fiscal '21 was \$41,435,479. So, there
14 was a change of approximately \$2,549,000
15 and I'll walk through real quickly what
16 contributed to that change. So when we
17 did our fiscal '22 budget, we included a
18 projection that we would use about
19 \$4,954,803, so that's one component. In
20 that same fiscal '22 budget, we also
21 included the assumption that for HEERF,
22 we will be eligible to draw down
23 \$9,820,976. I will say, because of how
24 good we are, we drew down \$14,683,558,
25 so that was a change of \$4.862 million.

1 BOARD OF TRUSTEES 3/16/2023

2 So when we look at how much more we were
3 able to draw down from HEERF, and then
4 overlay that to what we projected the
5 fund balance used, we were short about
6 \$92,225. And so all things being equal,
7 we would have only used about \$92,000
8 from fund balance because of the excess
9 of HEERF that we were able to draw down.

10 If you recall last year, we had a
11 discussion and the board directed us to
12 work with the County to remove that bond
13 liability from our balance sheet, which
14 we did. The County then came back and
15 indicated that after they did their
16 reconciliation, the college had a
17 liability to them for an amount, at
18 which time we disagreed, so we forced
19 the County to go and then reconcile the
20 interest -- or the interest expended
21 from the bond for about ten years. So
22 the County then came back, and in our
23 favor there was a positive of about
24 \$2.6 million net. So when we net that
25 \$2.6 million against \$92,000, we had a

1 BOARD OF TRUSTEES 3/16/2023

2 positive increase to the fund balance of
3 \$2,549,408. So, again, the fund balance
4 improved.

5 The one thing that we have
6 stressed over the discussions that we
7 have had, when we look at fund balance,
8 fund balance really is not a savings
9 account where the funds are sitting, but
10 really it's a position in time where if
11 we look at what that compounded affect
12 of our income statement over years,
13 that's what it would represent. Or
14 simply put, it would be almost as if
15 we're saying this is our shareholders
16 equity, if we were a private
17 organization or our excess when we look
18 at our assets and the difference with
19 our liabilities. Included in that fund
20 balance is our cash, but also accounts
21 receivable. So we do have our students
22 who are enrolled in classes, and for
23 years, either they are on payment plans
24 that they have not yet met their
25 obligation in terms of the tuition, so

1 BOARD OF TRUSTEES 3/16/2023

2 we carry that. So when we look at the
3 \$43 million in fund balance, about forty
4 plus percent is really our accounts
5 receivables. So if you subtract the
6 accounts receivables from the fund
7 balance, we are saying that our cash
8 position, as of that date, in our fund
9 balance would be about \$24 million, I
10 just wanted to put that in perspective.

11 So that's a quick summary of our
12 fiscal '22 year-end audit, the report,
13 once the board receives approves is
14 available to anyone who wants it. So at
15 this point, before I continue with the
16 fiscal '23 update, I want to see if
17 there are any questions.

18 CHAIR MURRAY: I have more of a
19 comment than a question. You know, both
20 the association and the school's audits
21 were extremely clean, as I guess the
22 phrase is, that there were no material
23 problems or issues, that everything was
24 being accounted for correctly, and it's
25 really a testament to both the entities

1 BOARD OF TRUSTEES 3/16/2023

2 of how well they're being managed and
3 how careful we are with our finances,
4 and so I don't think that should go
5 without saying.

6 TRUSTEE SANDERS: With the
7 account receivables, is there a certain
8 percentage that you usually project for
9 that might not be collectable?

10 DR. HARRIS: So what we have done
11 -- so in audit sphere, what they would
12 look at, they would probably just ladder
13 it, right? So anything six months and
14 older, the possibility of getting it
15 would be slim. But for us what we have
16 done, we have looked at our receivables
17 over a three-year period, and then work
18 with the student and/or an outside agent
19 to try and collect. So we look at those
20 receivables that are anything over three
21 years we make the assumption that it's
22 unlikely that we're going to get it. In
23 some cases, we do get pennies on the
24 dollars, but our goal really especially
25 since we implemented the tuition payment

1 BOARD OF TRUSTEES 3/16/2023

2 plan, through Nelnet is to work with
3 some students, especially students in
4 earlier semesters. So that percent
5 changes depending on what we have
6 outstanding year over year. One of the
7 good things with HEERF III, it allows
8 the college to work with students in
9 doing balance discharge. So we have
10 been looking at some of those balances
11 that students have, understanding that
12 the effects for students who have been
13 with us, say spring of 2020, and then
14 write some of those balances off. So we
15 should see a reduction in our -- either
16 down from account in the next year or
17 two years, because we have been looking
18 at some of those balance discharge
19 through HEERF.

20 TRUSTEE COVERDALE: Thank you.

21 CHAIR MURRAY: Any other
22 questions? You can go on.

23 DR. HARRIS: So I'll just move
24 onto fiscal '23 updates, and at this
25 point, there are no real significant

1 BOARD OF TRUSTEES 3/16/2023

2 updates in the projection. We're really
3 holding to the initial number of about
4 \$13.6 million, but when we look at the
5 six months that have passed for fiscal
6 '23, our revenue in general is down
7 about \$1.3 million. Good news, our
8 full-time student number is up about
9 \$140,000 above budget. Bad news, our
10 part-time number is down about \$1
11 million. We have seen some increases in
12 the noncredit AESL of approximately
13 \$400,000, and then the noncredit,
14 without State aid of about \$236,000, so
15 there are some -- so there are some
16 switches in terms of where we're seeing
17 the increases. So when we look overall
18 at our net tuition, we are down about
19 \$350,000 compared to budget, but we have
20 seen significant decreases in the fee
21 component of about \$1 million. And
22 another good news is, and based on some
23 of the initiatives we have taken and
24 continue to take, especially through the
25 central facilities department and the

1 BOARD OF TRUSTEES 3/16/2023

2 plant operations on the campuses, where
3 through our light or energy savings, we
4 have gotten a rebate check for about
5 \$125,000 this year, which was not
6 included as part of the budget, so
7 that's some good news for us right
8 there.

9 Then in terms of the cost
10 analysis, looking at some variances, our
11 personal services cost is down about
12 \$1.2 million, and or net contractual
13 expenses, which also include utilities,
14 et cetera, is about \$800,000 plus above
15 budget. And then one piece that we will
16 continue to talk about is really the
17 unforeseen increase in the EMHP for our
18 fiscal '23 for about \$3 million, and we
19 stress the fact that this is a prorated
20 number, because as we prepare for our
21 fiscal '24, that number becomes
22 \$4.2 million that the college has to
23 then absorb. So based on the changes in
24 revenue as well as cost, and because we
25 still have six months within the fiscal

1 BOARD OF TRUSTEES 3/16/2023

2 year and there are so many unknowns, for
3 now we're going to just hold a
4 conservative position of saying that our
5 fund balance used will remain as
6 budgeted at about \$13.6. As we get
7 closer to the end of the year, as we go
8 through the summer months and see what
9 the revenue from tuition will be, we
10 will then be able to adjust those
11 numbers to reflect what we truly believe
12 the fiscal '23 year-end will look like.

13 And then for the fiscal '24, just
14 one update on the preparation, we do
15 have another meeting with the budget and
16 finance subcommittee on the 21st, and at
17 that point, we do have some items that
18 we just need to revisit and finalize,
19 keeping in mind that there are still
20 some uncertainties in the State budget.
21 The last time we checked we knew that
22 there was going to be floor funding,
23 there are still discussions whether or
24 not there are going to be any cost of
25 living adjustment based on some

1 BOARD OF TRUSTEES 3/16/2023

2 proposals that we have seen. So within
3 the next couple of weeks or so, we'll be
4 in a much better position. But a month
5 from now, we will be presenting the
6 fiscal '24 budget for this, so we should
7 have everything wrapped up by then.

8 So, any questions based on
9 fiscal '23 and also just discussion on
10 fiscal '24 budget?

11 TRUSTEE MORGO: Yes, Mark, I know
12 things are still influx and we won't
13 have any definitive look until next
14 month, but the fund balance, currently
15 volume one million and you're talking
16 about a decrease of 13.6 million, right?

17 DR. HARRIS: Yes.

18 TRUSTEE MORGO: So, whatever that
19 result is, that's going to look like
20 that's what you think the fund balance
21 will be coming up, correct?

22 DR. HARRIS: Correct. So if we
23 look at where we are, based on
24 fiscal '22, and if we hold the
25 conservative position of 13.6, so we're

1 BOARD OF TRUSTEES 3/16/2023

2 saying that we will start our budget
3 discussion for fiscal '24 at about
4 \$30 million. And I will tell you one of
5 the big components that I think has
6 really given us heartburn is for
7 fiscal '23, this year we have \$5 million
8 of HEERF funding, included in this
9 year's budget, that goes away mid-May
10 this year, so we have to think about
11 that \$5 million gap that is
12 automatically created because of the
13 loss of HEERF, and then factor in other
14 things such as the CPI, just our
15 operations, and then also enrollment
16 itself. So there is a convergence of
17 cost and loss of money that we have to
18 then factor into the fund balance.

19 TRUSTEE MORGO: Say what you will
20 though, but HEERF got us through
21 difficult times and our fund balance
22 looks like it's going to be close to
23 \$30 million, I can remember days when
24 our fund balance was under \$10 million,
25 so it's not so terrible. I said this at

1 BOARD OF TRUSTEES 3/16/2023

2 the executive committee -- of course I
3 like to hear myself talk -- but I want
4 to --

5 CHAIR MURRAY: You do.

6 TRUSTEE MORGO: You should talk.
7 What I want to repeat is that some good
8 things happened, and those should be out
9 there, and you list them here.

10 As far as EMHP, I didn't realize
11 it was prorated, so do we have any idea
12 from the County when this spike is going
13 to end? The County's health plan, and
14 I -- as a County retiree, I'm not going
15 to knock it, it is very, very expensive.
16 Really something does have to be done.
17 Has the County said we're going to get a
18 spike every year, or the assessment is
19 going to be changed?

20 DR. HARRIS: So the County really
21 has not said that. So just to give some
22 context of the EMHP, so, yes, typically
23 the change in rate takes place January
24 of each year, so for us it would be from
25 January to August. And then for the

1 BOARD OF TRUSTEES 3/16/2023

2 full cycle for us then it will be the
3 4.2. In previous months or previous
4 quarters, one of the things that the
5 college did benefit from, and we could
6 say it's because of Covid, is that we
7 did see a reduction in our quarterly
8 rates. So they went in, they looked at
9 our rates and they made the adjustment.
10 The assumption is, because there are
11 some negative impacts of Covid, some of
12 these expenses through the medical
13 really have increased. So the -- the
14 thought process is that the savings that
15 we benefitted from due to lack of use of
16 some of the benefits during Covid, now
17 we're seeing the opposite end of it.

18 So to answer the question, no,
19 there are no indications whether or not
20 the spike will continue in prior years.

21 TRUSTEE MORGO: They didn't give
22 that explanation before though, they
23 told you that after the fact that that
24 was the reason for the spike, the
25 benefit is not used?

1 BOARD OF TRUSTEES 3/16/2023

2 DR. HARRIS: Yes, so the County
3 typically doesn't reach out to us and
4 give us an explanation for the changes,
5 either up or down.

6 TRUSTEE CANARY: One other point,
7 Mark too, I think another area of
8 concern that we really have to watch
9 carefully is energy costs, because you
10 know I'm reading natural gas supplies
11 are all over the chart and it's wreaking
12 havoc on the marketplace, not only for
13 heating purposes, but a lot of natural
14 gas is used to produce electricity, so
15 again this board and the administration,
16 the same, we need to do energy audits,
17 we need to look at our energy usage, and
18 we really need to cut back now because I
19 only see that getting worse over the
20 next couple of years.

21 DR. HARRIS: Yes, I would agree
22 with you. One of the things that the
23 plant operations group within the
24 college has been looking at are some of
25 those audits. We have met with

1 BOARD OF TRUSTEES 3/16/2023

2 Dr. Bonahue and central facilities to
3 really see what options we have.
4 Especially in the summer, looking at
5 those high-peak months to see how we
6 could conserve. Those are discussions
7 we have had before with the campus
8 executive deans in terms of building
9 utilization and consolidation so that we
10 could try and maximize some energy
11 savings.

12 TRUSTEE CANARY: Thank you.

13 DR. HARRIS: Any other questions?

14 CHAIR MURRAY: Okay, thank you.

15 DR. HARRIS: Just one other
16 point; in terms of the resolutions here,
17 there are new resolutions for EMHP and
18 this is the second one, we still are
19 having issues getting the data from the
20 County so we're still working with them,
21 so potentially next month when we come,
22 we may have three months of EMHP bills
23 to present, so I don't want that to
24 surprise anyone.

25 And then the only resolution I

1 BOARD OF TRUSTEES 3/16/2023

2 have, Mr. Chair, is Item Number 5, which
3 really presents to this board the
4 independent auditor's s report for
5 fiscal year ending August 31st.

6 CHAIR MURRAY: Thank you.

7 At this point in time, I would
8 request a motion for the approval of
9 college resolution numbers 2023.15
10 through 2023.19.

11 TRUSTEE MORGO: So moved.

12 TRUSTEE O'CONNOR: Second.

13 CHAIR MURRAY: All those in
14 favor, say aye.

15 COLLECTIVE RESPONSE: Aye.

16 CHAIR MURRAY: Any opposed?

17 (No response.)

18 [WHEREUPON THE MOTION MADE AND
19 SECONDED WAS VOTED ON AND CARRIED.]

20 CHAIR MURRAY: The resolutions
21 are adopted.

22 At this point I'd like to go
23 through the committee reports. I know
24 budget and finance is meeting --

25 TRUSTEE MORGO: The 21st.

1 BOARD OF TRUSTEES 3/16/2023

2 CHAIR MURRAY: Do you have
3 anything?

4 TRUSTEE O'CONNOR: No.

5 CHAIR MURRAY: Student success?

6 TRUSTEE PAGDANGANAN: Thank you,
7 Mr. Chair. The student success
8 committee met on Tuesday, March 7th.
9 The committee will continue to work with
10 topics related to student success, and
11 carry out the goals from Dr. Bonahue's
12 support and the board of trustees. One
13 of the important topics identified is
14 mental health. During our meeting Dr.
15 Patty Munsch arranged for interim
16 college director for mental health
17 services, Dr. Julia Kyle, to give the
18 committee a presentation on the work and
19 responsibilities of our mental health
20 team. And I'd like to call in Dr. Kyle
21 to give a very brief presentation on
22 mental health.

23 DR. KYLE: Thank you, so it was a
24 pleasure presenting to the student
25 success committee. So, at mental health

1 BOARD OF TRUSTEES 3/16/2023

2 and wellness services, we provide free
3 and confidential short-term therapy for
4 students. We provide group counseling,
5 crisis and emergency assessment and
6 intervention, referral services, and we
7 do outreach and prevention programming
8 around mental health and wellness
9 services. We also provide consultations
10 to faculty and staff, if they have
11 concerns about a student's mental health
12 and wellbeing.

13 So during the fall of 2022, we
14 provided individual services to 230
15 students, we conducted 1,125 individual
16 therapy appointments, offered 70
17 programs and consulted with 45 faculty
18 and staff members across the three
19 campuses. For fall 2022, the most
20 prevalent diagnoses we saw were anxiety,
21 at 28%, depression at 24%, posttraumatic
22 stress at 14% and ADHD at 7%. So, we
23 and our students are grateful for the
24 support of the college and the Board, so
25 that we can continue to do this work to

1 BOARD OF TRUSTEES 3/16/2023

2 support student success. Thank you.

3 CHAIR MURRAY: Thank you, does
4 anybody have any questions?

5 TRUSTEE FROST: It's not really a
6 question, but I had the pleasure of
7 being on that conference call, and I
8 also just wanted to recognize the
9 faculty for being the boots on the
10 ground. You had said that a lot of your
11 leads came from faculty, so the faculty,
12 they contribute a lot to our student
13 success, so just to recognize them and
14 thank them for helping out my fellow
15 students, and being there for them.

16 TRUSTEE CANARY: Hear, hear.

17 On a percentage basis, how many
18 of the students had to be referred to
19 further services, off-campus services,
20 encouraging them to seek psychiatric
21 help?

22 DR. KYLE: I don't know that
23 percentage, I will say we are seeing
24 that a lot of our students are actually
25 coming to us already connected with

1 BOARD OF TRUSTEES 3/16/2023

2 treatment, but actually needing more and
3 looking to us as ancillary on-campus
4 support in conjunction with their
5 off-campus providers. We do do lots of
6 referrals, that being said, we have
7 challenges. Just like I think many
8 folks have heard and read, the practices
9 and the clinics out there are packed
10 solid, so we often end up holding
11 students a little longer than maybe we
12 would have in the past to sort of
13 support them until they're able to go
14 off to a provider.

15 TRUSTEE CANARY: Thank you, and
16 thank you for those efforts. And just
17 to echo Zach's comments to our excellent
18 faculty, thank you to all you guys and
19 gals for really being there as boots on
20 ground and looking out for students and
21 making referrals and encouraging them,
22 that's really, critically important.
23 So, thank you for that.

24 CHAIR MURRAY: Anybody else? No,
25 thank you so much.

1 BOARD OF TRUSTEES 3/16/2023

2 DR. KYLE: Thank you.

3 CHAIR MURRAY: Governance, I
4 don't believe met?

5 TRUSTEE CANARY: No, we did not
6 meet. One of the few times we haven't
7 met. But the effort to create the new
8 board of directors for the association
9 is ongoing and moving smoothly, thank
10 you, Patty. We hope to see something in
11 the next few weeks, so we really had no
12 need to meet. Nothing further to
13 discuss on that point. We have nothing
14 new, so.

15 CHAIR MURRAY: Great, I don't
16 believe the personnel committee has met.
17 We had been moving forward with the
18 process of doing the valuation for this
19 year, including renewing the Scantrons,
20 so, there was work being done but we did
21 not actually have a personnel meeting
22 this month.

23 Advocacy, I don't --

24 MR. ZWIRN: Mr. Chair, there was
25 no meeting of advocacy, but if I can

1 BOARD OF TRUSTEES 3/16/2023

2 just add one second about the one house
3 bills that came out of Albany on the
4 senate assembly side are trending very
5 well. Our trip to Albany really paid
6 dividends this time since we had a long
7 conversation with the speaker, and Carl
8 Hastings, who said he would not raise
9 tuition in State universities and he is
10 going to keep the cost down. And as a
11 result, as we heard earlier, they're
12 going to give us -- the assembly has
13 given us a 4% bump on top of the
14 \$50 million that we usually asked for,
15 it goes a long way. It's in both bills,
16 and the MTA tax has been held flat,
17 we're not going to be -- one house bill
18 does not increase the MTA tax, which is
19 a savings to the college of two hundred
20 some odd thousand dollars. We had some
21 really good things.

22 The holdback division of 20% has
23 been eliminated, so those are really --
24 it's tending more positive governance
25 budget wasn't awful, but one house bills

1 BOARD OF TRUSTEES 3/16/2023

2 are really home runs if we can get them.
3 So we'll watch, in two weeks we'll bang
4 this out, we'll cancel one house bill
5 today and in the next two weeks we'll
6 negotiate, and hopefully we'll come out
7 with some good numbers.

8 PRESIDENT BONAHE: Thank you.

9 CHAIR MURRAY: Facilities?

10 TRUSTEE MORGO: Once again, we
11 haven't. But the change order will be
12 passed.

13 CHAIR MURRAY: Foundation?

14 TRUSTEE PAGDANGANAN: Thank you,
15 Mr. Chair. The foundation hosted the
16 SUNY Suffolk scholarship seminar on
17 Wednesday, March 8th in the Babylon
18 Student Center. Over thirty students
19 attended the session, where they learned
20 about the various scholarship
21 opportunities available at the college.
22 Students were able to ask questions
23 related to applications, selection
24 criteria, deadlines and the dispersement
25 process. At the conclusion of the

1 BOARD OF TRUSTEES 3/16/2023

2 seminar, students were encouraged to
3 spend some time on the online
4 scholarship program.

5 Through its partnership with the
6 New York Cancer and Blood Specialists,
7 the foundation held two virtual student
8 information sessions to launch the
9 newly-established fellowship program.
10 Through this program, students from all
11 disciplines are able to apply for an
12 opportunity to shadow members of the
13 professional staff of the New York
14 Cancer and Blood Specialist. At this
15 time two of the fellowships have been
16 awarded to students in the LIT program.
17 The students will complete one hundred
18 hours on an NYCBS location, receiving a
19 \$1,500 fellowship award and some
20 terrific on-the-job experience. Our
21 nursing students were particularly
22 interested in the opportunity, and NYCBS
23 looks forward to hiring our students
24 after completion of the fellowship
25 program.

1 BOARD OF TRUSTEES 3/16/2023

2 And also the foundation is happy
3 to announce that this year's golf outing
4 will take place Monday, June 5th at the
5 Port Jefferson Country Club. That's our
6 report.

7 CHAIR MURRAY: Thank you. Any
8 questions? Now we'll just move on to
9 the student trustee.

10 TRUSTEE FROST: Good evening,
11 everyone, I'll start off with tonight at
12 6:30 p.m. at Captree, legal studies club
13 will be hosting a seminar in making and
14 understanding legal arguments, hosted by
15 Suffolk's very own professor, Tom
16 Flesher. Additionally, on April 29th,
17 Suffolk County Community College
18 veterans and the college's mental health
19 and wellness team will be joining forces
20 and hosting a push-up and exercise
21 competition to raise awareness for
22 suicide prevention.

23 Additionally, I have been
24 speaking with Dr. Munsch about the new
25 student trustee, applications were due

1 BOARD OF TRUSTEES 3/16/2023

2 yesterday. I believe they're down to
3 two potential candidates, I'm looking
4 forward to meeting my successor and
5 planning a smooth handoff just as
6 Kaitlyn did for myself. I also wanted
7 to recognize a fellow student, Jose,
8 from the Ammerman student government
9 association. Thank you for being here
10 with us today, and being a fantastic
11 advocate for our fellow students.

12 And I'll finish up with an
13 article that was sent to my grandmother,
14 a little alumni recognition out of
15 Portsmouth, Maine, she made the front
16 cover for a small town, but. They found
17 a black lab -- her name is Officer
18 Kristin Kirby, she was a student here at
19 Suffolk County Community College in
20 2018, she went on to go and get her
21 bachelors at FIT after that, and then
22 she made -- then she joined the NYPD.
23 She was made officer of the month three
24 times within a year, she just recently
25 left to move to Maine, and like I said,

1 BOARD OF TRUSTEES 3/16/2023

2 she made the front of their newspaper
3 for finding this woman's black lab. A
4 little alumni recognition, I doubt she
5 even know's we're talking about her.

6 TRUSTEE CANARY: Sharks doing
7 well.

8 CHAIR MURRAY: Any questions for
9 Zach? Thank you. Moving on to the
10 Chair's report. A few things -- and I
11 don't want to steal the thunder from Ed
12 and his report, but I do want to
13 highlight some very good news.

14 The census report yesterday that
15 was sent to the State will show an
16 increase in enrollment in the spring
17 semester, which may actually go up even
18 further. And then I believe this is the
19 first time in five years that we've had
20 an enrollment increase. And I can't
21 tell you, you know, from my perspective
22 and the trustees' perspective, how
23 important that is. You know, we have
24 certain big issues that we have to deal
25 with; the finances of the college --

1 BOARD OF TRUSTEES 3/16/2023

2 which I'll talk about in a few minutes
3 -- enrollment, and the school fulfilling
4 its mission. And I think on all three
5 of the large, important issues facing
6 the college, I think we've done an
7 outstanding job. And I also give a lot
8 of credit to Ed and the administration,
9 for example on the enrollment; every
10 school in the country, every community
11 college, almost every community college
12 in the country is having a decrease in
13 enrollment, and has had decreases in
14 enrollment. And for some schools
15 Upstate, it's been devastating. I think
16 there's a school that has less than a
17 thousand students now, and they're
18 looking at possibly consolidating some
19 of these schools. But Suffolk, through
20 innovative programs, through the
21 micromester program, to shifting some
22 resources to certificate programs, to
23 following up with students that have
24 enrolled and a lot of students leave
25 after -- shortly after enrolling, to

1 BOARD OF TRUSTEES 3/16/2023

2 making sure that they continue to be
3 students at the school, every aspect
4 Suffolk Community College has been a
5 leader in working to increase enrollment
6 and to maintain enrollment, and it is
7 now that effort, that effort has been
8 going around for a while, but that
9 effort is now going to fruition. I -- I
10 can't -- I'll brag for myself about it,
11 and for the trustees, but the
12 administration and Ed and his work in
13 that regard, which is absolutely
14 critical -- if we don't have students,
15 what are we doing? You know, so the
16 fact that we have -- enrollment has gone
17 up is just absolutely critical to the
18 school, and I applaud their hard work
19 that they have done. And when you're
20 looking at the big picture of what's
21 important to the school, it's just -- I
22 can't express how important it is.

23 The last -- yesterday -- time
24 flies by, but yesterday there was a
25 meeting with the new chancellor, he came

1 BOARD OF TRUSTEES 3/16/2023

2 to the college and met with Ed and with
3 some of the trustees and did other
4 actives or meetings with the school,
5 with the faculty, and he seems like a
6 very impressive guy and I think he was
7 impressed by the school and the quality
8 of our programs, and I think that's
9 what's going to be a great relationship
10 with its new chancellor.

11 We have some fiscal challenges,
12 we got some good news in the last day or
13 so from Ben with regard to the State
14 budget. You know, we have the budget
15 proposed by the governor that basically
16 had our funding flat, also was going to
17 impose an increase in our commuter
18 taxes, it was proposing a pullback, it
19 was a really -- and it's not done yet.
20 But it was a really difficult budget
21 that would have created problems for us.

22 But the friends on the
23 legislator, the State Legislator, have
24 stepped up. And I understand that both
25 the Senate and the assembly had

1 BOARD OF TRUSTEES 3/16/2023

2 proposals. I believe the assembly, I'm
3 not sure if the senate has the same
4 thing, but a 4% increase, that will be
5 huge to us. The idea of Ben just
6 mentioned the idea of the holdback seems
7 to be dead in the water. And the
8 increase in the MTA tax seems to be
9 scaled back, or eliminated. So, for all
10 people that love Suffolk Community
11 College, talk to your legislature, tell
12 them how important the school is and how
13 important the changes in the State
14 budget by the legislature is beneficial
15 and is critical to the school. So I
16 urge people, I know Ben and I know we
17 all do our outreach, but we also need
18 students and parents, everybody, because
19 the more money we get from the State,
20 the more money the school has, the more
21 it can be conservative with regard to
22 tuition and so on.

23 It's going to be, you know, and I
24 think you said the last of the days with
25 wine and roses is over, the federal

1 BOARD OF TRUSTEES 3/16/2023

2 government has stepped in over the last
3 few years and provided us with
4 substantial financial resources to help
5 us get through the Covid and the
6 difficulties in Covid. Those are, as
7 expected, they're coming to an end we're
8 going to have to go back and do the hard
9 work. And again, just not to blow our
10 own horns, or blow Ed's horn, the school
11 has taken tremendous steps to cut costs,
12 to look at personnel, I believe it's
13 \$1.3 million was saved in personnel
14 costs this year through Mark and through
15 Ed's leadership. That helps a lot. You
16 know, we have some -- everybody knows
17 we're going through inflation, so our
18 utility bills are going up, you know,
19 everything is going up, but probably
20 more critical, our contributions to the
21 County's health system, our employees,
22 they're talking about a \$3 million
23 increase, that's huge and so, we are --

24 TRUSTEE MORGO: More.

25 CHAIR MURRAY: -- is it more?

1 BOARD OF TRUSTEES 3/16/2023

2 TRUSTEE MORGO: Yes, because
3 it's --

4 CHAIR MURRAY: Oh, because it's
5 prorated, correct.

6 These present challenges, we have
7 no control over this. All we can do is
8 manage our -- do our fiscal management,
9 which we've been doing very well. We
10 will deal with the problems, we will
11 address them in the most appropriate
12 ways, we will continue to be fiscally
13 responsible, we have always been
14 fiscally responsible in the sense of
15 keeping the school doing well in the
16 sense that it's not an emergency. It's
17 difficult, it's hard work, but the
18 school is thriving and regardless of
19 what you may hear about whatever, the
20 school is thriving and that's done in
21 great part to the leadership by Lou,
22 which I guess Ed will talk about a
23 little later, during leading us through
24 a really difficult time in Covid and now
25 with Ed and having good leadership going

1 BOARD OF TRUSTEES 3/16/2023

2 forward. Having a steady state of
3 affairs, I always say boring is good, in
4 a sense that there is no scandals or
5 whatever going on, but we're just doing
6 the business that we're supposed to be
7 doing. So and, you know, we want to
8 continue to work with the County and
9 with the County primarily, they've been
10 a big supporter of the school, we wanted
11 to continue that effort, and that
12 relationship is very important to us.
13 And I think, you know, some of the
14 things that we're doing with the County
15 in the sense of job training, and
16 economic development, we're in a unique
17 position to do that. And, you know,
18 some of these programs may not help the
19 bottom line of the college to a great
20 degree, but it helps our economy, it
21 helps the County grow economically.

22 So, anyway, I wanted to say that.
23 You know if anybody in good faith will
24 see the reality of what we're doing, you
25 can't help but be impressed. And I'm

1 BOARD OF TRUSTEES 3/16/2023

2 impressed, I know I'm biased, but I
3 think anybody objectively would look at
4 this and say the school is in great
5 shape and good job.

6 TRUSTEE MORGO: You practice what
7 you preach. Boring is good.

8 A quick point, we talked at this
9 in email, and we talked about it in the
10 executive committee, if a tree grows in
11 the forest and nobody sees it but the
12 river, as you said, with that enrollment
13 we have to get the word out really,
14 throwing it as far as our local
15 partners, have we got the call from the
16 County executive yet?

17 CHAIR MURRAY: I don't know that
18 we've received it yet.

19 PRESIDENT BONAHEUE: No to my
20 knowledge.

21 TRUSTEE CANARY: This is the time
22 that we usually get it, right?

23 CHAIR MURRAY: I think we'll be
24 getting it shortly.

25 Any other comments?

1 BOARD OF TRUSTEES 3/16/2023

2 TRUSTEE CANARY: I just want to
3 say, thank you for all your words and I
4 couldn't agree with you more on all of
5 that. And I think again, the chancellor
6 yesterday probably left this campus with
7 a lot of those same thoughts in his head
8 like, this is a well-oiled machine.
9 Again, as you said before this college
10 is a leader, we do cutting edge. Other
11 schools follow our lead, we do
12 innovative things, and I think that the
13 chancellor probably went away knowing
14 that and realizing that, so.

15 CHAIR MURRAY: One last thing
16 just to mention, and I know Ed is going
17 to talk about it, today will be Lou's
18 last board meeting, and Alicia's also,
19 who has been a long-serving assistant
20 counsel will be leaving. I just want to
21 express our gratitude, and I'm not sure
22 Lou isn't back yet, but --

23 PRESIDENT BONAHEUE: I think he's
24 not coming, he knew I was going to do
25 this, so I think he was not planning to

1 BOARD OF TRUSTEES 3/16/2023

2 come back.

3 CHAIR MURRAY: But I would like
4 to thank Alicia for her service to the
5 college, and I know Ed is going to
6 probably do something a little more. So
7 with that, that's my chairman's report.

8 TRUSTEE MORGO: Good job.

9 PRESIDENT BONAHOUE: Thank you,
10 Mr. Chairman, and thank you for your
11 words about the college. It was great
12 to have Chancellor King here yesterday.
13 I especially want to thank everyone who
14 was involved with his visit, we had
15 Carol, Patty, Donna, Liesl, Sandy, Mary
16 Lou, everyone who helped plan that
17 visit, the day went off really well. He
18 got to meet with faculty, he got to meet
19 with students, and it was very inspiring
20 hearing the students' stories and
21 everything that they had to say for
22 themselves and why they were at Suffolk,
23 so it was a good visit.

24 Mr. Chairman, I did want to start
25 by recognizing two colleagues who have

1 BOARD OF TRUSTEES 3/16/2023

2 given so much to the college through
3 their personal commitment to the
4 college, even though Lou stepped away, I
5 want to acknowledge his more than
6 twelve years at the college, which you
7 will know better than I, first as
8 general counsel and then as executive
9 vice president. He provided leadership
10 for a number of projects and ushered the
11 college through a broad and expansive
12 capital projects plan, enhancing the
13 operations of human resources, he has
14 been leading our public safety in
15 compliance-oriented areas, and he sets
16 the tone for the legal affairs
17 department. This is a legal team that
18 you want on your side, when something
19 comes up, they are also looking out for
20 the best interest of the college and its
21 students, and we count on the legal
22 office to make things happen and keep
23 our college always moving forward. In
24 2019, trustees, you all named Lou as
25 administrator in charge, followed

1 BOARD OF TRUSTEES 3/16/2023

2 shortly thereafter by appointing him as
3 interim president. And Lou then led the
4 college through the uncertainty of the
5 Covid pandemic, and he ensured the
6 health and safety of our students and
7 staff. He led the shift of college
8 operations to remote modalities and
9 helped establish all the policies that
10 supported that kind of instruction.

11 So upon my arrival at a time when
12 all of higher education was thrown
13 topsy-turvy, the state of the college
14 was strong, and I have been fortunate to
15 work closely with Lou, and I valued his
16 guidance and insight with respect to
17 institutional history and culture. I'm
18 grateful that he is willing -- he's
19 going to remain on call for the college
20 on an ongoing basis so that we'll be
21 able to call on him when we need some
22 consultation about institutional history
23 or history relating to legal matters.
24 Also, he has continued to play a
25 leadership role in National Offshore

1 BOARD OF TRUSTEES 3/16/2023

2 Wind Training Center, and so I'm very
3 grateful that he is going to remain on
4 call for all of us, that will do a lot
5 to support institutional continuity and
6 ensure that we meet all college needs.

7 I also want to express
8 congratulations and best wishes to
9 Alicia O'Connor, right behind me, as she
10 prepares to leave the college to a new
11 opportunity at FIT. Alicia has been
12 with the college since 2012, she has
13 been the right-hand person for the
14 Board's governance committee, and has
15 been our chief attorney for contracts,
16 agreements and leases. She's developed
17 numerous policies and has advanced our
18 institution's employee compliance
19 training. Alicia, thank you for
20 everything that you've done for the
21 college.

22 MS. O'CONNOR: Thank you.

23 PRESIDENT BONAHEUE: So, we've had
24 an amazing legal team, and thank you
25 Ala, Ala will remain, and thank you so

1 BOARD OF TRUSTEES 3/16/2023

2 much for stepping up to the plate. I
3 know that the trustees join me and the
4 college in thanking Lou and Alicia for
5 their service for their commitment to
6 ensuring that the college is always an
7 exceptional place for our students to
8 learn and for our employees work. Thank
9 you, Lou and Alicia.

10 So, trustees, as always, it's my
11 pleasure to recognize our association
12 and governance leaders with us today, I
13 think I saw Professor Tat Sang So.
14 Thank you, Tat. I see Professor Sean
15 Tvelia here from the guild of
16 administrators. Thank you, Sean. Jose
17 Riquelme from our student government
18 association from the Ammerman campus. I
19 think I saw Josephine McCowski coming
20 in, there she is. So thanks to all of
21 you for your leadership and representing
22 our campuses and associations.

23 Mr. Chairman, you mentioned that
24 yesterday was the census date, and we
25 did report our enrollment to the State,

1 BOARD OF TRUSTEES 3/16/2023

2 trustees, you know that our enrollment
3 had been trending, at first 3%, and then
4 4% and 5% higher. We submitted those
5 numbers to the State yesterday, and the
6 State -- it's an automated process where
7 we submit a file to the State, the State
8 then scrubs some data, the State removed
9 a couple of hundred students from our
10 census, these were students who had just
11 started ten-week late start classes on
12 march 1st, so they were not included,
13 which brought our enrollment increases
14 back down to 3%, but we're going -- we
15 will capture those students, there's
16 another enrollment update at the end of
17 the semester, and I expect that our
18 numbers will continue to go up. Bear in
19 mind also that we continue to enroll
20 students for the second seven-week term,
21 which begins in a couple of weeks at the
22 end of March.

23 Last month, trustees, I was able
24 to present some data on the numbers of
25 -- we had some 30,000 foot numbers of

1 BOARD OF TRUSTEES 3/16/2023

2 Suffolk County students who were
3 attending community colleges elsewhere,
4 we've been able to get that much data
5 from the SUNY business intelligence
6 website, but we didn't have kind of a
7 drill down on where those students were
8 coming from in Suffolk County. Just
9 last week at the end of the week, we got
10 a new file from Comptroller John
11 Kennedy's office, and while the file
12 doesn't have complete addresses for
13 every student, we did get the file that
14 has enough to go, and it at least has a
15 home town for every student. So we will
16 be able to analyze that data, take a
17 look at where those students are coming
18 from, and then see if we see any trends
19 in that data whether they're coming from
20 any particular location. But that was a
21 new development that we just had, and
22 we'll bring you that analysis next
23 month.

24 To update you on the Stony Brook
25 Seawolves at Suffolk program, I shared

1 BOARD OF TRUSTEES 3/16/2023

2 last month that Stony Brook has begun to
3 send their own freshman acceptances and
4 denials, and now, we are beginning to
5 see traffic from Stony Brook redirected
6 back to Suffolk. As of the beginning of
7 this week, we had about eighty prospects
8 so far, and of those, forty have
9 completed their Suffolk applications.
10 One of our department chairs shared with
11 me yesterday a screen shot of one of our
12 high school students who had received
13 the message from Stony Brook, it's a
14 very nice message, congratulating them
15 and inviting them to continue -- they
16 can't offer them a seat in the Freshman
17 class at this time, but we invite you to
18 continue your journey to Stony Brook by
19 enrolling in the Seawolves at Suffolk
20 program. And so, those students are
21 given a portal so they can indicate
22 their interest, and Stony Brook shares
23 that data with us. As I said, at the
24 moment we have about forty applications
25 completed, and I'm delighted that Stony

1 BOARD OF TRUSTEES 3/16/2023

2 Brook is endorsing us at Suffolk and
3 continuing to help us market to the
4 families who have students graduating
5 from high school.

6 In academic affairs, trustees,
7 I've shared with you the summary details
8 related to the college's conversations
9 with Tesla, I've shared that same
10 information with leadership in the
11 County Legislature and the education and
12 labor committee, and in turn the
13 committee has asked for some additional
14 backup and we will, of course, provide
15 it. And trustees, the college is
16 obviously disappointed to lose the Tesla
17 partnership, even though we're proud to
18 have partnerships with multiple
19 corporate brands, the Tesla brand being
20 part of that national is partnership at
21 the public perception are a loss for the
22 college, though -- and I want to
23 emphasize this -- we will overcome that,
24 and we are already planning the next
25 steps to increase enrollment and to --

1 BOARD OF TRUSTEES 3/16/2023

2 to fill the vacancy. I've sent you that
3 summary, but I want to underscore just a
4 few details. Just to confirm everyone's
5 understanding, the Tesla Start Training
6 Program was run by the company, and not
7 by the college. Tesla supplied its own
8 instructor, it's own curriculum, and
9 they selected trainees for the program,
10 they selected eight students per
11 semester. So their departure had
12 nothing to do with -- it doesn't reflect
13 anything about the performance of any
14 faculty or staff in the automotive
15 programs department. Because Tesla was
16 growing quickly, as you know, they had
17 always been part of the planned
18 automotive expansion on the Grant
19 Campus. But in spring of '22, Tesla
20 asked the college for help doubling
21 their existing space in order to expand
22 the number of students trained. College
23 staff proposed a couple options that
24 would do some innovative things with
25 scheduling and allow Tesla to have

1 BOARD OF TRUSTEES 3/16/2023

2 quicker enrollment growth, but these
3 were declined. We looked for
4 opportunities to expand or convert
5 existing facilities, but the combination
6 of time for a capital construction
7 project and the cost of engineering to
8 retrofit an appropriate facility still
9 wouldn't have allowed for growth in the
10 timeline that Tesla was looking for. In
11 retrospect, a lease on additional space
12 could have been viable, but Tesla had
13 shared with us that they would not
14 support that additional lease, they
15 wanted that expense to be on the
16 college, and given the calls for
17 financial sustainability, you know that
18 we -- given what we've been discussing
19 here today about the college finances,
20 the cost of an additional lease just
21 didn't seem like a feasible option at
22 the time.

23 Trustees, Dave Macholz reports
24 that interest in the automotive program
25 is as strong as ever, and thankfully,

1 BOARD OF TRUSTEES 3/16/2023

2 this is a program where there is a
3 strong alignment between student
4 interest and employer demand for the
5 fall '22 semester, the college received
6 over 350 applications to fill
7 approximately 124 seats. And Dave
8 reports that in the fall semester, we
9 will likely establish a new high in
10 enrollment. For the fall, we will
11 likely not only be able to expand
12 enrollment, but also create a
13 partnership with an additional luxury
14 brand. And so we are already looking
15 forward to the next steps in the
16 automotive program.

17 CHAIR MURRAY: And I just want to
18 make one comment too, I think you have
19 to see the situation in the context of
20 what's going on with the company. Tesla
21 is -- everybody knows this about Elon
22 Musk acquiring Twitter and backing out
23 and then a lawsuit and then he blamed
24 Twitter for his problems, it had a
25 severe financial impact on Tesla. Tesla

1 BOARD OF TRUSTEES 3/16/2023

2 has been losing market share just
3 because everybody else is now competing
4 in the luxury EV market; Ford and GM are
5 all coming out, so their market share
6 has been declining over the last year,
7 its financial situation is in a very
8 tough spot, it's lost 60% of its stock,
9 its lost 60% of its value in the last
10 year. So, I -- I look at this, and I
11 know there was a news report about it,
12 but I think you've got to look at Tesla
13 with a little scepticism in how its
14 operating. And I don't know how much of
15 -- and I think you've got to just look
16 at the context of how it happened and
17 the loss of eight, nine students.

18 PRESIDENT BONAHEUE: Thank you,
19 Mr. Chair.

20 Just briefly then, trustees, in
21 budget planning I want to share with you
22 that all divisions, all campuses have
23 now submitted their budget plans for
24 2023/'24, and the campuses and divisions
25 have identified at this point,

1 BOARD OF TRUSTEES 3/16/2023

2 \$3.4 million in savings from costs that
3 would be outside personnel services.
4 This would be savings on contracts that
5 we no longer need, contracts for
6 anything other than personnel services,
7 the largest single component
8 contributing to that is in technology,
9 where we can stretch our replacement
10 plans in terms of refreshing IT, we
11 can't stretch it out forever, but we can
12 get some immediate savings from
13 extending the plan refresh period upon
14 IT.

15 In addition, as you've heard, we
16 have not been getting the return on
17 investment the college may have
18 anticipated from our lease at the old
19 Sayville High School, and so we had
20 found a win-win-win for the Sayville
21 School District, for the college and for
22 a new tenant that allows the college to
23 terminate that lease early, which you
24 approved in your resolutions this
25 afternoon. And the school district will

1 BOARD OF TRUSTEES 3/16/2023

2 continue with the new tenant, and that's
3 a savings of another quarter million
4 dollars for the college.

5 In additional, we're looking at
6 every personnel line that comes over,
7 every personnel line, if it's a
8 retirement, if it's a separation of
9 service from the college, we're looking
10 at every personnel line, and we're being
11 very cautious about filling the lines
12 that we may not be able to sustain over
13 the long-term, and I look forward to
14 having more conversations with the
15 budget and finance committee next week
16 about that.

17 Finally, I want to brief you on
18 our involvement with the National
19 Offshore Wind Training Center, because
20 there's a new opportunity there. You
21 all remember that Governor Hochul
22 visited the campus in the fall to
23 memorialize the transfer of the property
24 on Crooked Hill Road from the State to
25 the County. The County will use it as

1 BOARD OF TRUSTEES 3/16/2023

2 the home for the National Offshore Wind
3 Training Center and for other purposes.
4 The County has engaged an architect on
5 the remodeling on that facility, which
6 will be home to Nowtech, that's what
7 we're calling National Offshore Wind
8 Training Center; Nowtech, but it will
9 take months to complete that work, and
10 until its done, the training center
11 cannot start its operations in terms of
12 training folks associated with offshore
13 wind. So as Nowtech was looking for an
14 alternate site, their biggest priority
15 was the initial offering of training
16 that's called GUS, GUS stands for Get Up
17 Safely. The idea that if you're going
18 to be working in offshore wind, one of
19 the first things you have to do is
20 safety, understanding that you might be
21 working at an elevation servicing a
22 turbine or whatever it may be. In
23 walking on our campus a couple of weeks
24 ago, Nowtech noticed that we have two
25 disused tennis courts, not open to the

1 BOARD OF TRUSTEES 3/16/2023

2 public, and the requirements for an
3 appropriate spot for GUS training is
4 that it needs to be a hard surface with
5 access to power and water. And so we
6 have an ask from them, which is that if
7 the college will allow Nowtech to use
8 that flat hard top surface, that we're
9 not getting any use of right now,
10 because they're not usable as tennis
11 courts, Nowtech will install its
12 portable GUS system, initiate the
13 training, insure the college and
14 indemnify the college, and at the end,
15 commit to refurbishing those tennis
16 courts. They would cover the costs of
17 refurbishing those tennis courts to our
18 satisfaction, that has been estimated at
19 a cost of about a half million dollars,
20 and if we were able to do that, then of
21 course that brings immediate value to
22 our students and to the public who may
23 be using the health center and so forth.
24 So I do think that would be a win-win,
25 but something like this is obviously

1 BOARD OF TRUSTEES 3/16/2023

2 complicated. Ala, thank you very much,
3 I know you're already looking at some
4 options for a contract and that may be
5 something that we bring to the Board in
6 the near future.

7 Finally, trustees, by tomorrow,
8 we will submit our request for federal
9 support to expand our programming in
10 welding and machining and advanced
11 manufacturing that will allow us to
12 continue our role in expanding Suffolk
13 County's workforce, especially for
14 companies related to manufacturing in
15 the defense sector. We've been
16 communicating with the Department of
17 Defense Naval Division, its tasked with
18 increasing regional skilled workforce in
19 welding and CNC machining and they know
20 that we work hand in glove with a
21 variety of major employers in defense
22 manufacturing. So we have a request
23 supported by the County, supported by
24 manufacturers, supported HIA-LIA and so
25 forth and if funded, it will allow for

1 BOARD OF TRUSTEES 3/16/2023

2 the expansion of existing programing at
3 the Grant Campus as well as expansion to
4 the Eastern and Ammerman campuses as
5 well. Again, there are opportunities --
6 Ammerman and Eastern have indicated that
7 they would like some opportunities to
8 participate in welding and manufacturing
9 and kind of these industrial programs,
10 because we don't have that capacity now.

11 So, trustees, just to wrap up, I
12 began this morning with Trustee Zarate,
13 offering a greeting on behalf of the
14 college to NYSABE, the New York State
15 Association For Bilingual Educators,
16 we've discussed the demographic change
17 that's happening on Long Island, you
18 know how important that work is. I
19 fully expect that Trustee Zarate is at
20 that conference today. But I'm pleased
21 that she was able to offer me an
22 opportunity and, Jose, I know that you
23 led some student volunteers and so,
24 thank you for participating.

25 This Saturday, trustees, I'll

1 BOARD OF TRUSTEES 3/16/2023

2 have the honor of representing the
3 college as Grand Marshal at the
4 Brentwood Saint Patrick's Day parade,
5 and I thank Trustee Pagdanganan and
6 Mr. Michael Grant and everyone who has
7 had a hand on organizing that event and
8 inviting me to participate.

9 Mr. Chairman, that concludes my
10 lengthy report, and I'll be glad to have
11 questions, comments and observations.

12 CHAIR MURRAY: Any questions?

13 TRUSTEE SANDERS: So, with the
14 Seawolves at Suffolk, is there a plan to
15 do similar partnerships with other
16 four-year colleges?

17 PRESIDENT BONAHEUE: Each time
18 we've gone through a round of joint
19 admissions agreements with a university,
20 we've asked that question, and Stony
21 Brook was the first to really give us
22 this bite of the apple, I think because
23 they use the same CRM that we do, and so
24 the files could talk to each other. We
25 have heard from other universities that

1 BOARD OF TRUSTEES 3/16/2023

2 they're not ready for that, they don't
3 have a way of sorting the data in a way
4 that would allow them to easily refer
5 students back to us. But, I believe
6 that as -- I believe this program is
7 going to take off, and it will be a
8 template for the way that we to interact
9 with all of our baccalaureate partners.

10 TRUSTEE CANARY: Yes, the good
11 news, the interesting news about the
12 offshore wind training, I think that's
13 great utilization of the space, but we
14 don't have a timeframe, we don't know
15 really?

16 PRESIDENT BONAHEUE: In talking to
17 Matty Aracich from the Building and
18 Trades Council, one of the other
19 organizations leading this effort, my
20 sense is that they would be ready to
21 move as soon as the college is ready,
22 they would love to begin offering some
23 training this summer.

24 MS. BRODSKY: Actually, just
25 today, they wanted to utilize the

1 BOARD OF TRUSTEES 3/16/2023

2 classroom in advance of the platform
3 being ready starting in April, very
4 soon.

5 PRESIDENT BONAHEUE: Okay, so
6 putting that on even more of a fast
7 track.

8 TRUSTEE CANARY: So you said the
9 training device is a portable unit that
10 can be easily brought in?

11 PRESIDENT BONAHEUE: My
12 understanding is that its some type of
13 stanchion or platform that would be
14 anchored, and that's why it needs a
15 hardtop surface; it needs to be stable,
16 it needs to be anchored for safety
17 reasons. And, yes, it's portable enough
18 that they could set it up, use it for a
19 year and then take it down and move it
20 to the Crooked Hill property.

21 TRUSTEE CANARY: Good, thanks.

22 TRUSTEE MORGO: Yes, I asked for
23 this in the talking points that you
24 presented yesterday to the chancellor, I
25 really recommend that those go to

1 BOARD OF TRUSTEES 3/16/2023

2 everybody. And, again, the idea of
3 getting out good news, Chris and I talk
4 about that a lot. As far as the down
5 enrollment in our students, where
6 they're from, we also talked about one
7 of cutoffs of that, the baseline, to
8 establish a task force with the County
9 legislature to try to do something, so I
10 want to know if there's any follow-up on
11 that?

12 PRESIDENT BONAHE: You're on
13 record. We look at that data, we don't
14 have an analysis yet, but I do think --
15 I think it's likely to show that we
16 probably have proportionately more
17 students from western Suffolk that are
18 heading to --

19 TRUSTEE MORGO: Yeah.

20 PRESIDENT BONAHE: -- heading to
21 Nassau and towards the City, and so I
22 think especially we would want to reach
23 out to legislators from those areas as
24 well as any others where we can say look
25 if there's something drawing students to

1 BOARD OF TRUSTEES 3/16/2023

2 other destinations.

3 TRUSTEE MORGO: And finally,
4 Chris eluded to innovative methods to
5 increase enrollment and the Seawolves at
6 Suffolk is one of those innovative
7 methods.

8 PRESIDENT BONAHEUE: Sure,
9 absolutely.

10 TRUSTEE CANARY: One other point
11 on the subject of good news, the
12 information we got from the Chancellor
13 yesterday on vaccination, mandatory
14 vaccination.

15 PRESIDENT BONAHEUE: Yes.

16 TRUSTEE CANARY: Really positive
17 to our campus deans. If you guys don't
18 know this, we are waiting for the relief
19 of federal emergency COVID situation
20 requiring vaccines, which opens the
21 doors for all the individual states to
22 do the same, so we get out from under
23 that, I think it's going to be very
24 helpful for our future.

25 PRESIDENT BONAHEUE: Absolutely.

1 BOARD OF TRUSTEES 3/16/2023

2 Just on behalf of the college, I shared
3 with the chancellor we think even the
4 presence of the requirement is a
5 deterrent to students, and so, we need a
6 really visible kind of discontinuation
7 of that vaccination requirement. It has
8 an effect on our workforce programs, as
9 well as on student access for any of our
10 on-campus programs.

11 CHAIR MURRAY: Any other
12 questions? No. So, at this point I
13 would move to round table, anything
14 anybody wants to share?

15 With that, we are going to go
16 into another executive session --

17 TRUSTEE CANARY: Before we break,
18 I have to take this opportunity to talk
19 about our two departing employees, one
20 retiring, one parting. Lou Petrizzo and
21 I go back way back, way back, way back.
22 In the County Legislature, in the Town
23 attorney in the Town of Babylon when I
24 was the chief of staff and deputy
25 supervisor, post Town of Babylon when I

1 BOARD OF TRUSTEES 3/16/2023

2 was working with Senator Owen Johnson,
3 and Lou was one of our part-time staff
4 counsels who we were constantly
5 badgering for opinions and research,
6 legal research, and he did a fantastic
7 job in all of those realms. And then,
8 again, I'm into my eighth year on this
9 board, so for seven years, I've had the
10 honor of working with Lou and Alicia in
11 their capacities. The terms
12 professional, professionalism, great
13 knowledge, legal knowledge,
14 even-tempered, are just some of things
15 that pop out to me when I think of Lou
16 and Alicia. The governance committee is
17 the most effective committee on this
18 board, because of Alicia and her
19 expertise and her help, working with me
20 as the chairman.

21 TRUSTEE MORGO: What do you
22 devise your opinion on?

23 TRUSTEE CANARY: But seriously,
24 again, it's been an honor and privilege
25 working with these two individuals, we

1 BOARD OF TRUSTEES 3/16/2023

2 wish Alicia the absolute best in her new
3 position at FIT, as we continue the
4 fight to get FIT no longer considered a
5 community college. I don't want Alicia
6 to take that as personal fight in any
7 way, shape or form.

8 PRESIDENT BONAHEUE: I said that
9 to the chancellor yesterday, I said I'm
10 looking at their glossy brochure for
11 FIT, no community college has a brochure
12 that looks like an art catalog.

13 TRUSTEE CANARY: But again, Lou's
14 great help getting us through those very
15 difficult years, COVID years, so great,
16 so effective, we're going to miss you
17 guys, and again, I know I speak for
18 everybody around this table when I say
19 thank you, and I wish you all the best.

20 MS. O'CONNOR: Thank you so much,
21 I'm most grateful for that.

22 CHAIR MURRAY: At this point,
23 we're going to be going into executive
24 session, there will not be any business
25 afterwards, so no reason to stick

1 BOARD OF TRUSTEES 3/16/2023

2 around. So, I'd like to request a
3 motion to enter into executive session
4 to discuss medical, financial and credit
5 for employment history of our college
6 administration.

7 TRUSTEE CANARY: Motion.

8 TRUSTEE COVERDALE: Second.

9 CHAIR MURRAY: All those in
10 favor, say aye.

11 COLLECTIVE RESPONSE: Aye.

12 CHAIR MURRAY: Thank you.

13 [WHEREUPON THE MEETING OF THE
14 BOARD OF TRUSTEES WAS CLOSED BY THE
15 CHAIRMAN, E. CHRISTOPHER MURRAY AT
16 5:34 p.m.]

BOARD OF TRUSTEES 3/16/2023

CERTIFICATION

STATE OF NEW YORK)

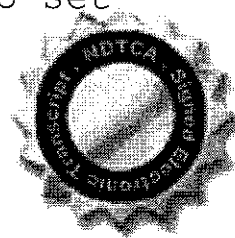
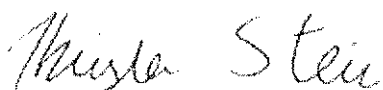
) ss

COUNTY OF SUFFOLK)

I, KRISTEN STEIN, a Shorthand Reporter
and Notary Public within and for the State of
New York, do hereby certify:

THAT the foregoing transcript is a true
and accurate transcript of my original
stenographic notes.

IN WITNESS WHEREOF, I have hereunto set
my hand this 16th day of March, 2023.



KRISTEN STEIN

A					
able 8:19 13:11 15:3,9 22:10 33:13 36:22 37:11 52:21 55:23 56:4 56:16 61:11 64:12 66:20 68:21 absolute 76:2 absolutely 3:21 42:13,17 73:9,25 absorb 21:23 academic 58:6 acceptances 57:3 access 66:5 74:9 account 16:9 18:7 19:16 accounted 17:24 accounts 7:15 16:20 17:4,6 accurate 78:11 acknowledge 3:22 3:25 51:5 acquiring 61:22 actives 43:4 add 35:2 addition 63:15 additional 11:11 14:5 58:13 60:11 60:14,20 61:13 64:5 Additionally 38:16 38:23 address 46:11 addresses 56:12 ADHD 31:22 adjourn 4:24 9:16 ADJOURNED 3:13 5:16 10:7 adjust 22:10 adjustment 22:25 26:9 administration 27:15 41:8 42:12 77:6 administrator 51:25 administrators 54:16	admissions 69:19 adopted 29:21 advance 71:2 advanced 53:17 67:10 advocacy 34:23,25 advocate 39:11 AESL 20:12 affairs 6:7 11:3 47:3 51:16 58:6 affect 16:11 afternoon 2:2,6,7 6:10 63:25 agent 18:18 ago 65:24 agree 27:21 49:4 agreements 53:16 69:19 agrees 2:13 aid 20:14 Aide 4:5 Ala 53:25,25 67:2 Albany 35:3,5 Alicia 50:4 53:9,11 53:19 54:4,9 75:10,16,18 76:2 76:5 Alicia's 49:18 alignment 61:3 ALLEGIANCE 2:20 allow 59:25 66:7 67:11,25 70:4 allowed 60:9 allows 19:7 63:22 alternate 65:14 alumni 39:14 40:4 amazing 53:24 Ammerman 39:8 54:18 68:4,6 amount 15:17 analysis 21:10 56:22 72:14 analyze 56:16 analyzed 14:10 anchored 71:14,16 ancillary 33:3 and/or 18:18	announce 38:3 announcements 3:20 answer 11:15 26:18 anticipated 6:19 7:21 63:18 anxiety 31:20 anybody 32:4 33:24 47:23 48:3 74:14 anyway 47:22 applaud 42:18 apple 69:22 applications 36:23 38:25 57:9,24 61:6 apply 37:11 appointing 52:2 appointments 31:16 appreciative 13:15 appropriate 46:11 60:8 66:3 appropriately 6:23 appropriation 13:24 approval 5:20 9:2 10:12 13:9 29:8 approved 10:25 63:24 approves 17:13 approximately 14:14 20:12 61:7 April 38:16 71:3 Aracich 70:17 architect 65:4 area 2:11 27:7 areas 6:19 51:15 72:23 arguments 38:14 arranged 30:15 arrival 52:11 art 76:12 article 39:13 asked 35:14 58:13 59:20 69:20 71:22 aspect 42:3 assembly 35:4,12	43:25 44:2 assessed 14:10 assessment 25:18 31:5 asset 13:6 assets 16:18 assistant 49:19 assisting 13:2 associated 65:12 association 6:12,23 7:8 8:8 17:20 34:8 39:9 54:11,18 68:15 association's 6:8,25 associations 54:22 assumption 14:21 18:21 26:10 attended 36:19 attending 56:3 attorney 53:15 74:23 audit 7:10,11 8:4,6 11:9,13,21 12:3,7 14:9 17:12 18:11 auditee 12:7,8 auditing 4:6 12:14 auditor's 29:4 auditors 12:6 audits 17:20 27:16 27:25 August 7:10 25:25 29:5 automated 55:6 automatically 24:12 automotive 59:14 automotive 59:18 60:24 61:16 available 17:14 36:21 average 14:3 award 37:19 awarded 37:16 awards 12:2 awareness 38:21 awful 35:25 aye 5:7,8 6:2 9:7,8 9:24 10:19 29:14	29:15 77:10,11 <th data-bbox="1226 210 1502 252">B</th> Babylon 36:17 74:23,25 baccalaureate 70:9 bachelors 39:21 back 4:20 7:23,25 8:14,15 10:9 15:14,22 27:18 44:9 45:8 49:22 50:2 55:14 57:6 70:5 74:21,21,21 74:21 backing 61:22 backstop 12:25 backup 58:14 Bad 20:9 badgering 75:5 balance 7:14 8:7,20 12:20 14:11,12 15:5,8,13 16:2,3,7 16:8,20 17:3,7,9 19:9,18 22:5 23:14,20 24:18,21 24:24 balances 19:10,14 bang 36:3 based 7:16,21 11:21 13:17 20:22 21:23 22:25 23:8 23:23 baseline 72:7 basically 43:15 basis 32:17 52:20 Bear 55:18 began 68:12 beginning 57:4,6 begins 55:21 begun 6:16 57:2 behalf 68:13 74:2 believe 22:11 34:4 34:16 39:2 40:18 44:2 45:12 70:5,6 BELINDA 1:19 Ben 43:13 44:5,16 beneficial 44:14 benefit 26:5,25	B

benefits 26:16	77:14 78:1	call 4:25 9:17 30:20	64:19 65:3,8,10	44:13
benefitted 26:15	Board's 53:14	32:7 48:15 52:19	66:23	charge 51:25
best 51:20 53:8	Bonadio 4:7 11:11	52:21 53:4	central 20:25 28:2	chart 27:11
76:2,19	Bonahue 1:11 3:21	called 2:22 65:16	certain 18:7 40:24	check 21:4
better 23:4 51:7	4:8 28:2 36:8	calling 65:7	certificate 41:22	checked 22:21
biased 48:2	48:19 49:23 50:9	calls 60:16	CERTIFICATION	chief 53:15 74:24
big 24:5 40:24	53:23 62:18 69:17	campus 2:9,10 8:11	78:2	child 7:16
42:20 47:10	70:16 71:5,11	28:7 49:6 54:18	certify 78:9	Chris 2:23 72:3
biggest 65:14	72:12,20 73:8,15	59:19 64:22 65:23	cetera 21:14	73:4
Bilingual 68:15	73:25 76:8	68:3 73:17	Chair 2:2,7,24 3:16	CHRISTOPHER
bill 35:17 36:4	Bonahue's 30:11	campuses 7:24 21:2	4:23 5:6,9,11,17	1:12 3:15 77:15
billion 13:7	bond 15:12,21	31:19 54:22 62:22	5:25 6:3,5,11 7:3	City 72:21
bills 28:22 35:3,15	boots 32:9 33:19	62:24 68:4	7:6 8:5,22,25 9:6	class 57:17
35:25 45:18	boring 47:3 48:7	CANARY 1:16	9:9,11,15,22,25	classes 16:22 55:11
bit 2:13	bottom 47:19	2:17 9:4 27:6	10:8,17,20,24	classified 12:8
bite 69:22	brag 42:10	28:12 32:16 33:15	11:7 17:18 19:21	classroom 71:2
black 39:17 40:3	brand 58:19 61:14	34:5 40:6 48:21	25:5 28:14 29:2,6	clean 7:12 8:6
blamed 61:23	brands 58:19	49:2 70:10 71:8	29:13,16,20 30:2	17:21
Blood 37:6,14	break 8:12 74:17	71:21 73:10,16	30:5,7 32:3 33:24	clinics 33:9
blow 45:9,10	Brentwood 69:4	74:17 75:23 76:13	34:3,15,24 36:9	close 24:22
board 1:2,4 2:1,20	brief 30:21 64:17	77:7	36:13,15 38:7	CLOSED 77:14
3:1,13 4:1,24,25	briefly 62:20	cancel 36:4	40:8 45:25 46:4	closely 52:15
5:1,14,18,21 6:1	Briggs 4:6 11:12	Cancer 37:6,14	48:17,23 49:15	closer 22:7
7:1 8:1 9:1,16,17	bring 56:22 67:5	candidates 39:3	50:3 61:17 62:19	club 38:5,12
10:1,5,9,13 11:1,4	brings 66:21	capacities 75:11	69:12 74:11 76:22	CNC 67:19
11:7 12:1 13:1	broad 51:11	capacity 68:10	77:9,12	coffee 3:4
14:1 15:1,11 16:1	brochure 76:10,11	capital 13:5 51:12	Chair's 40:10	colleagues 4:15
17:1,13 18:1 19:1	BRODSKY 70:24	60:6	chairman 2:23 3:14	50:25
20:1 21:1 22:1	Brook 56:24 57:2,5	Captree 38:12	3:22 4:9,19 50:10	collect 18:19
23:1 24:1 25:1	57:13,18,22 58:2	capture 55:15	50:24 54:23 69:9	collectable 18:9
26:1 27:1,15 28:1	69:21	care 7:17	75:20 77:15	COLLECTIVE 5:8
29:1,3 30:1,12	brought 55:13	careful 18:3	chairman's 50:7	6:2 9:8,24 10:19
31:1,24 32:1 33:1	71:10	carefully 27:9	Chairperson 1:12	29:15 77:11
34:1,8 35:1 36:1	budget 6:23,25	Carl 35:7	1:13,15	college 1:5 2:22
37:1 38:1 39:1	14:17,20 20:9,19	Carol 3:23 4:3,9	chairs 57:10	4:17 5:15 10:6
40:1 41:1 42:1	21:6,15 22:15,20	50:15	challenges 33:7	11:4,4,24 13:2
43:1 44:1 45:1	23:6,10 24:2,9	CARRIED 3:11	43:11 46:6	15:16 19:8 21:22
46:1 47:1 48:1	29:24 35:25 43:14	5:13 9:14 10:4,23	chancellor 42:25	26:5 27:24 29:9
49:1,18 50:1 51:1	43:14,20 44:14	29:19	43:10 49:5,13	30:16 31:24 35:19
52:1 53:1 54:1	62:21,23 64:15	carry 17:2 30:11	50:12 71:24 73:12	36:21 38:17 39:19
55:1 56:1 57:1	budgeted 22:6	cases 14:4 18:23	74:3 76:9	40:25 41:6,11,11
58:1 59:1 60:1	building 13:10 28:8	cash 7:14 16:20	change 12:21 13:6	42:4 43:2 44:11
61:1 62:1 63:1	70:17	17:7	14:10,14,16,25	47:19 49:9 50:5
64:1 65:1 66:1	bump 35:13	catalog 76:12	25:23 36:11 68:16	50:11 51:2,4,6,11
67:1,5 68:1 69:1	business 11:2 47:6	cautious 64:11	changed 13:20	51:20,23 52:4,7
70:1 71:1 72:1	56:5 76:24	census 40:14 54:24	25:19	52:13,19 53:6,10
73:1 74:1 75:1,9		55:10	changes 13:16 14:6	53:12,21 54:4,6
75:18 76:1 77:1		center 36:18 53:2	19:5 21:23 27:4	58:15,22 59:7,20

C

59:22 60:16,19 61:5 63:17,21,22 64:4,9 66:7,13,14 68:14 69:3 70:21 74:2 76:5,11 77:5 college's 12:17 38:18 58:8 colleges 56:3 69:16 combination 60:5 come 28:21 36:6 50:2 comes 51:19 64:6 coming 7:17 8:10 23:21 32:25 45:7 49:24 54:19 56:8 56:17,19 62:5 comment 17:19 61:18 comments 33:17 48:25 69:11 commit 66:15 commitment 4:16 51:3 54:5 committee 25:2 29:23 30:8,9,18 30:25 34:16 48:10 53:14 58:12,13 64:15 75:16,17 common 7:12 communicating 67:16 community 1:5 2:22 5:15 10:6 38:17 39:19 41:10 41:11 42:4 44:10 56:3 76:5,11 commuter 43:17 companies 67:14 company 59:6 61:20 compared 20:19 competing 62:3 competition 38:21 complete 37:17 56:12 65:9 completed 57:9,25 ompletion 37:24 compliance 11:24	53:18 compliance-orien... 51:15 complicated 67:2 component 12:2 14:19 20:21 63:7 components 24:5 compounded 16:11 Comptroller 56:10 concern 27:8 concerns 31:11 concludes 69:9 conclusion 36:25 conducted 31:15 conference 32:7 68:20 confidential 31:3 confirm 59:4 congratulating 57:14 congratulations 53:8 conjunction 33:4 connect 4:10,14 connected 32:25 conservative 22:4 23:25 44:21 conserve 28:6 considered 76:4 consolidating 41:18 consolidation 28:9 constantly 75:4 construction 60:6 consultation 52:22 consultations 31:9 consulted 31:17 context 25:22 61:19 62:16 continue 6:22 17:15 20:24 21:16 26:20 30:9 31:25 42:2 46:12 47:8,11 55:18,19 57:15,18 64:2 67:12 76:3 continued 13:15 52:24 continuing 58:3 continuity 53:5	contract 67:4 contracts 53:15 63:4,5 contractual 21:12 contribute 32:12 contributed 14:16 contributing 63:8 contributions 45:20 control 11:20 12:4 46:7 convergence 24:16 conversation 35:7 conversations 58:8 64:14 convert 60:4 corporate 58:19 correct 23:21,22 46:5 correctly 17:24 cost 21:9,11,24 22:24 24:17 35:10 60:7,20 66:19 costs 27:9 45:11,14 63:2 66:16 Council 70:18 counsel 49:20 51:8 counseling 31:4 counsels 75:4 count 51:21 country 38:5 41:10 41:12 County 1:5 2:21 5:15 10:6 13:9,23 13:25 14:2,4,7 15:12,14,19,22 25:12,14,17,20 27:2 28:20 38:17 39:19 47:8,9,14 47:21 48:16 56:2 56:8 58:11 64:25 64:25 65:4 67:23 72:8 74:22 78:5 County's 25:13 45:21 67:13 couple 23:3 27:20 55:9,21 59:23 65:23	course 25:2 58:14 66:21 courts 65:25 66:11 66:16,17 cover 39:16 66:16 COVERDALE 1:14 5:4 10:15 19:20 77:8 Covid 8:9,19 13:19 26:6,11,16 45:5,6 46:24 52:5 73:19 76:15 CPI 24:14 create 34:7 61:12 created 24:12 43:21 credit 41:8 77:4 crisis 31:5 criteria 36:24 critical 42:14,17 44:15 45:20 critically 33:22 CRM 69:23 Crooked 64:24 71:20 culture 52:17 currently 23:14 curriculum 59:8 cut 27:18 45:11 cutoffs 72:7 cutting 49:10 cycle 26:2	decrease 13:17 23:16 41:12 decreased 7:18 decreases 20:20 41:13 defense 67:15,17,21 deficiencies 11:23 12:5 deficients 12:11 deficit 7:12 definitive 23:13 degree 47:20 delighted 57:25 demand 61:4 demographic 68:16 denials 57:4 departing 74:19 department 20:25 51:17 57:10 59:15 67:16 departure 59:11 depending 19:5 depression 31:21 deputy 74:24 destinations 73:2 details 58:7 59:4 deterrent 74:5 devastating 41:15 developed 53:16 development 47:16 56:21 device 71:9 devise 75:22 diagnoses 31:20 difference 16:18 difficult 24:21 43:20 46:17,24 76:15 difficulties 45:6 directed 15:11 director 30:16 directors 5:2,18,21 9:17 10:5 34:8 disagreed 15:18 disappointed 58:16 discharge 19:9,18 disciplines 37:11 discontinuation
---	---	---	--	--

74:6	eastern 2:9 68:4,6	endorsing 58:2	executive 3:2,6	far 25:10 48:14
discuss 3:6 34:13	echo 33:17	energy 21:3 27:9,16	25:2 28:8 48:10	57:8 72:4
77:4	economic 47:16	27:17 28:10	48:16 51:8 74:16	fast 71:6
discussed 68:16	economically 47:21	engaged 65:4	76:23 77:3	favor 5:7,25 9:7,23
discussing 60:18	economy 47:20	engineering 60:7	exercise 38:20	10:18 15:23 29:14
discussion 15:11	Ed 40:11 41:8	enhancing 51:12	existing 59:21 60:5	77:10
23:9 24:3	42:12 43:2 46:22	enroll 55:19	68:2	feasible 60:21
discussions 1:3	46:25 49:16 50:5	enrolled 16:22	expand 59:21 60:4	February 5:21
16:6 22:23 28:6	Ed's 45:10,15	41:24	61:11 67:9	10:13
dispersement 36:24	edge 49:10	enrolling 41:25	expanding 67:12	federal 44:25 67:8
district 63:21,25	education 52:12	57:19	expansion 59:18	73:19
disused 65:25	58:11	enrollment 24:15	68:2,3	fee 6:14,16 20:20
dividends 35:6	Educators 68:15	40:16,20 41:3,9	expansive 51:11	fees 8:10,13 13:17
division 35:22	EDWARD 1:11	41:13,14 42:5,6	expect 6:14 55:17	fellow 32:14 39:7
67:17	effect 74:8	42:16 48:12 54:25	68:19	39:11
divisions 62:22,24	effective 75:17	55:2,13,16 58:25	expected 45:7	fellowship 37:9,19
doing 19:9 34:18	76:16	60:2 61:10,12	expended 15:20	37:24
40:6 42:15 46:9	effects 19:12	72:5 73:5	expense 60:15	fellowships 37:15
46:15 47:5,7,14	effort 34:7 42:7,7,9	ensure 53:6	expenses 7:19	fight 76:4,6
47:24	47:11 70:19	ensured 52:5	21:13 26:12	file 55:7 56:10,11
dollars 13:7 18:24	efforts 33:16	ensuring 54:6	expensive 25:15	56:13
35:20 64:4 66:19	eight 59:10 62:17	enter 3:5 77:3	experience 13:14	files 69:24
Donna 50:15	eighth 75:8	entities 17:25	37:20	fill 59:2 61:6
doors 73:21	eighty 57:7	environment 7:22	expertise 75:19	filling 64:11
double 59:20	either 16:23 19:15	8:2,16	explanation 26:22	finalize 22:18
doubt 40:4	27:5	equal 15:6	27:4	finally 64:17 67:7
downloads 6:21	electricity 27:14	equity 16:16	express 42:22 49:21	73:3
Dr 6:7,10 7:4,7	elevation 65:21	especially 13:19,25	53:7	finance 22:16 29:24
8:21,24 11:3,6	eligible 14:22	18:24 19:3 20:24	extending 63:13	64:15
18:10 19:23 23:17	eliminated 35:23	28:4 50:13 67:13	extremely 17:21	finances 18:3 40:25
23:22 25:20 27:2	44:9	72:22		60:19
27:21 28:2,13,15	Elon 61:21	establish 52:9 61:9	F	financial 6:8,12,18
30:11,14,17,20,23	eluded 73:4	72:8	facilities 13:12	11:3,5,9,13,20,25
32:22 34:2 38:24	email 48:9	estimated 66:18	20:25 28:2 36:9	12:2,9,15 14:9
draw 14:22 15:3,9	emergency 31:5	et 21:14	60:5	45:4 60:17 61:25
drawing 72:25	46:16 73:19	EV 62:4	facility 60:8 65:5	62:7 77:4
drew 14:24	EMHP 21:17 25:10	even-tempered	facing 41:5	finding 40:3
drill 56:7	25:22 28:17,22	75:14	fact 21:19 26:23	findings 12:10
drives 13:13	emphasize 58:23	evening 38:10	42:16	finish 39:12
due 12:21 26:15	employee 53:18	event 69:7	factor 24:13,18	firm 4:7
38:25	employees 4:12	everybody 2:5	faculty 31:10,17	first 6:13 11:7
E	45:21 54:8 74:19	44:18 45:16 61:21	32:9,11,11 33:18	40:19 51:7 55:3
E 1:12,14 3:14	employer 61:4	62:3 72:2 76:18	43:5 50:18 59:14	65:19 69:21
77:15	employers 67:21	everyone's 59:4	faith 47:23	fiscal 7:9 11:9
earlier 19:4 35:11	employment 77:5	example 41:9	fall 31:13,19 61:5,8	14:12,13,17,20
early 63:23	encouraged 37:2	excellent 33:17	61:10 64:22	17:12,16 19:24
easily 70:4 71:10	encouraging 32:20	exceptional 54:7	families 58:4	20:5 21:18,21,25
	33:21	excess 15:8 16:17	fantastic 39:10 75:6	22:12,13 23:6,9

29:5 43:11 46:8	functioning 8:17	23:19 24:22 25:12	growth 60:2,9	help 6:20,22 11:15
scally 46:12,14	fund 8:7,20 14:11	25:14,17,19 35:10	guess 17:21 46:22	32:21 45:4 47:18
IT 39:21 53:11	14:12 15:5,8 16:2	35:12,17 42:8,9	guidance 52:16	47:25 58:3 59:20
76:3,4,11	16:3,7,8,19 17:3,6	43:9,16 44:23	guild 54:15	75:19 76:14
five 40:19	17:8 22:5 23:14	45:8,17,18,19	GUS 65:16,16 66:3	helped 8:8 50:16
flat 35:16 43:16	23:20 24:18,21,24	46:25 47:5 49:16	66:12	52:9
66:8	funded 67:25	49:24 50:5 52:19	guy 43:6	helpful 73:24
Flesher 38:16	funding 22:22 24:8	53:3 55:14 61:20	guys 33:18 73:17	helping 32:14
flies 42:24	43:16	65:17 70:7 73:23	76:17	helps 45:15 47:20
floor 22:22	funds 6:20,21 16:9	74:15 76:16,23,23		47:21
folks 33:8 65:12	further 32:19 34:12	golf 38:3	H	hereunto 78:13
follow 49:11	40:18	good 2:2,4,6,7 6:10	half 66:19	Hi 4:3
follow-up 72:10	future 67:6 73:24	14:24 19:7 20:7	hand 67:20 69:7	HIA-LIA 67:24
followed 51:25		20:22 21:7 25:7	78:14	high 57:12 58:5
following 41:23	G	35:21 36:7 38:10	handoff 39:5	61:9 63:19
foot 55:25	gals 33:19	40:13 43:12 46:25	happen 51:22	high-level 11:18
force 72:8	gap 24:11	47:3,23 48:5,7	happened 25:8	high-peak 28:5
forced 15:18	gas 27:10,14	50:8,23 70:10	62:16	higher 52:12 55:4
forces 38:19	general 7:13 20:6	71:21 72:3 73:11	happening 68:17	highlight 40:13
Ford 62:4	51:8	Gordon 1:16 2:16	happy 11:15 38:2	highlights 12:16
foregoing 78:10	gentlemen 4:17	gotten 21:4	hard 42:18 45:8	Hill 64:24 71:20
forest 48:11	getting 8:15 18:14	governance 34:3	46:17 66:4,8	hiring 37:23
forever 63:11	27:19 28:19 48:24	35:24 53:14 54:12	hardtop 71:15	history 52:17,22,23
form 76:7	63:16 66:9 72:3	75:16	Harris 11:3,6 18:10	77:5
orth 66:23 67:25	76:14	government 12:14	19:23 23:17,22	Hochul 64:21
fortunate 52:14	give 8:12 25:21	39:8 45:2 54:17	25:20 27:2,21	hold 22:3 23:24
forty 17:3 57:8,24	26:21 27:4 30:17	governor 43:15	28:13,15	holdback 35:22
forward 34:17	30:21 35:12 41:7	64:21	Hastings 35:8	44:6
37:23 39:4 47:2	69:21	graduating 58:4	havoc 27:12	holding 20:3 33:10
51:23 61:15 64:13	given 4:15 14:2,4	Grand 69:3	head 49:7	home 36:2 56:15
found 11:24 39:16	24:6 35:13 51:2	grandmother 39:13	heading 72:18,20	65:2,6
63:20	57:21 60:16,18	Grant 59:18 68:3	health 25:13 30:14	honor 69:2 75:10
foundation 36:13	glad 2:8 69:10	69:6	30:16,19,22,25	75:24
36:15 37:7 38:2	glossy 76:10	grants 7:17	31:8,11 38:18	hope 34:10
four-year 69:16	glove 67:20	grateful 31:23	45:21 52:6 66:23	hopefully 36:6
free 31:2	GM 62:4	52:18 53:3 76:21	healthy 8:7,20	horn 45:10
freshman 57:3,16	go 11:16 13:8 15:19	gratitude 49:21	hear 25:3 32:16,16	horns 45:10
friends 43:22	18:4 19:22 22:7	great 8:18 34:15	46:19	hosted 36:15 38:14
front 39:15 40:2	29:22 33:13 39:20	43:9 46:21 47:19	heard 33:8 35:11	hosting 38:13,20
FROST 1:17 5:5	40:17 45:8 55:18	48:4 50:11 70:13	63:15 69:25	hours 37:18
32:5 38:10	56:14 71:25 74:15	75:12 76:14,15	hearing 9:11 50:20	house 35:2,17,25
fruition 42:9	74:21	greeting 68:13	heartburn 24:6	36:4
FTE 13:17,17,20	goal 18:24	ground 32:10 33:20	Heather 4:6 11:12	huge 44:5 45:23
fulfilling 41:3	goals 30:11	group 4:7 11:11	heating 27:13	human 51:13
full 7:23 8:15 26:2	goes 24:9 35:15	27:23 31:4	HEERF 12:23,24	hundred 35:19
full-time 20:8	going 2:3,9,25 3:2	grow 47:21	14:21 15:3,9 19:7	37:17 55:9
ully 68:19	3:18 4:23 8:13	growing 59:16	19:19 24:8,13,20	
functional 7:23	18:22 22:3,22,24	grows 48:10	held 35:16 37:7	I

idea 25:11 44:5,6 65:17 72:2 identified 30:13 62:25 III 19:7 immediate 63:12 66:21 impact 13:22 61:25 impacts 26:11 implemented 18:25 important 30:13 33:22 40:23 41:5 42:21,22 44:12,13 47:12 68:18 impose 43:17 impressed 43:7 47:25 48:2 impressive 43:6 improved 16:4 improvements 13:12 IN-PERSON 1:6 include 21:13 included 14:17,21 16:19 21:6 24:8 55:12 including 34:19 income 16:12 increase 12:18 16:2 21:17 35:18 40:16 40:20 42:5 43:17 44:4,8 45:23 58:25 73:5 increased 7:20 26:13 increases 13:25 20:11,17 55:13 increasing 67:18 indemnify 66:14 independent 29:4 indicate 57:21 indicated 15:15 68:6 indications 26:19 individual 31:14,15 73:21 individuals 75:25 industrial 68:9	inflation 45:17 influx 23:12 information 37:8 58:10 73:12 initial 20:3 65:15 initiate 66:12 initiatives 20:23 innovative 41:20 49:12 59:24 73:4 73:6 insight 52:16 inspiring 50:19 install 66:11 installment 6:13,15 instances 12:11 institution's 53:18 institutional 52:17 52:22 53:5 instruction 52:10 instructor 59:8 insure 66:13 intelligence 56:5 interact 70:8 interest 15:20,20 51:20 57:22 60:24 61:4 interested 37:22 interesting 70:11 interim 30:15 52:3 internal 11:19 12:3 intervention 31:6 introduce 6:6 11:2 investment 63:17 invite 57:17 inviting 57:15 69:8 involved 50:14 involvement 64:18 Island 68:17 issues 17:23 28:19 40:24 41:5 Item 29:2 items 22:17	Jim 4:5 job 8:18 41:7 47:15 48:5 50:8 75:7 John 56:10 Johnson 75:2 join 54:3 joined 39:22 joining 4:2 38:19 joint 69:18 Jose 39:7 54:16 68:22 Josephine 54:19 journey 57:18 Julia 30:17 June 38:4	Kristin 39:18 Kyle 30:17,20,23 32:22 34:2	light 21:3 line 47:19 64:6,7,10 lines 64:11 list 3:24 25:9 LIT 37:16 litigation 3:7 little 2:13 33:11 39:14 40:4 46:23 50:6 62:13 living 22:25 local 48:14 location 37:18 56:20 long 35:6,15 68:17 long-serving 49:19 long-term 64:13 longer 33:11 63:5 76:4 look 11:19 12:16 13:23 14:9 15:2 16:7,11,17 17:2 18:12,19 20:4,17 22:12 23:13,19,23 27:17 45:12 48:3 56:17 62:10,12,15 64:13 72:13,24 looked 18:16 26:8 60:3 looking 8:13 19:10 19:17 21:10 27:24 28:4 33:3,20 39:3 41:18 42:20 51:19 60:10 61:14 64:5 64:9 65:13 67:3 76:10 looks 24:22 37:23 76:12 lose 58:16 losing 62:2 loss 12:22 24:13,17 58:21 62:17 lost 62:8,9 lot 10:10 27:13 32:10,12,24 41:7 41:24 45:15 49:7 53:4 72:4 lots 33:5 Lou 4:17 46:21
L				
lab 39:17 40:3 labor 58:12 lack 26:15 ladder 18:12 Ladies 4:17 large 41:5 largest 63:7 late 55:11 launch 37:8 lawsuit 61:23 lead 49:11 leader 42:5 49:10 leaders 54:12 leadership 45:15 46:21,25 51:9 52:25 54:21 58:10 leading 46:23 51:14 70:19 leads 32:11 learn 54:8 learned 36:19 lease 60:11,14,20 63:18,23 leases 53:16 leave 3:2 41:24 53:10 leaving 49:20 led 52:3,7 68:23 left 39:25 49:6 legal 38:12,14 51:16,17,21 52:23 53:24 75:6,13 Legislative 4:5 legislator 43:23,23 legislators 72:23 legislature 44:11,14 58:11 72:9 74:22 lengthy 69:10 let's 11:16 liabilities 16:19 liability 15:13,17 Liesl 50:15 life 7:24	K			
Kaitlyn 39:6 keep 35:10 51:22 keeping 22:19 46:15 Kennedy's 56:11 KEVIN 1:18 kind 4:10 52:10 56:6 68:9 74:6 King 50:12 Kirby 39:18 knew 22:21 49:24 knock 25:15 know 2:12 8:10 17:19 23:11 27:10 29:23 32:22 40:21 40:23 42:15 43:14 44:16,16,23 45:16 45:18 47:7,13,17 47:23 48:2,17 49:16 50:5 51:7 54:3 55:2 59:16 60:17 62:11,14 67:3,19 68:18,22 70:14 72:10 73:18 76:17 know's 40:5 knowing 49:13 knowledge 48:20 75:13,13 knows 45:16 61:21 KRISTEN 78:7,18	J			
J 1:11 JAMES 1:13 January 25:23,25 Jefferson 38:5				

Page 2

49:22 50:16 51:4 51:24 52:3,15 54:4,9 74:20 75:3 75:10,15 Lou's 49:17 76:13 love 44:10 70:22 low-risk 12:8 luxury 61:13 62:4	meeting 1:2 2:20 3:12,18 4:25 5:2 5:14,18,22 9:17 9:18 10:5,10,14 22:15 29:24 30:14 34:21,25 39:4 42:25 49:18 77:13 meetings 43:4 members 11:7 31:18 37:12 memorialize 64:23 mental 30:14,16,19 30:22,25 31:8,11 38:18 mention 49:16 mentioned 44:6 54:23 message 57:13,14 met 16:24 27:25 30:8 34:4,7,16 43:2 methods 73:4,7 Michael 69:6 micromester 41:21 mid-May 24:9 million 14:25 15:24 15:25 17:3,9 20:4 20:7,11,21 21:12 21:18,22 23:15,16 24:4,7,11,23,24 35:14 45:13,22 63:2 64:3 66:19 mind 22:19 55:19 minute 4:22 minutes 1:2 5:20 10:12,24 41:2 mission 4:11,14 41:4 modalities 52:8 moment 57:24 Monday 38:4 money 6:14,16 24:17 44:19,20 month 23:4,14 28:21 34:22 39:23 55:23 56:23 57:2 months 18:13 20:5 21:25 22:8 26:3	28:5,22 65:9 MORGO 1:13 2:6 3:8 9:20 23:11,18 24:19 25:6 26:21 29:11,25 36:10 45:24 46:2 48:6 50:8 71:22 72:19 73:3 75:21 morning 2:4 68:12 motion 3:5,10 4:24 5:3,12,19,23 9:2,3 9:4,12,13,16,19 10:3,11,15,22 29:8,18 77:3,7 motions 10:10 move 7:5 19:23 38:8 39:25 70:21 71:19 74:13 moved 3:8 5:4 9:20 29:11 moving 6:19 34:9 34:17 40:9 51:23 MTA 35:16,18 44:8 multiple 58:18 Munsch 6:7,10 7:4 7:7 8:21,24 30:15 38:24 Murray 1:12 2:2,7 2:23,24 3:15,16 4:23 5:6,9,11,17 5:25 6:3,5,11 7:3 7:6 8:5,22,25 9:6 9:9,11,15,22,25 10:8,17,20,24 17:18 19:21 25:5 28:14 29:6,13,16 29:20 30:2,5 32:3 33:24 34:3,15 36:9,13 38:7 40:8 45:25 46:4 48:17 48:23 49:15 50:3 61:17 69:12 74:11 76:22 77:9,12,15 Musk 61:22	Nassau 72:21 national 52:25 58:20 64:18 65:2 65:7 natural 27:10,13 Naval 67:17 near 67:6 need 2:15 22:18 27:16,17,18 34:12 44:17 52:21 63:5 74:5 needing 33:2 needs 53:6 66:4 71:14,15,16 negative 13:21 26:11 negotiate 36:6 Nelnet 19:2 net 12:17,19 13:5 15:24,24 20:18 21:12 new 28:17 34:7,14 37:6,13 38:24 42:25 43:10 53:10 56:10,21 61:9 63:22 64:2,20 68:14 76:2 78:4,9 newly-established 37:9 news 20:7,9,22 21:7 40:13 43:12 62:11 70:11,11 72:3 73:11 newspaper 40:2 nice 2:14 57:14 nine 62:17 noncompliance 12:12 noncredit 20:12,13 normal 8:14,14 Notary 78:8 notes 78:12 noticed 65:24 Nowtech 65:6,8,13 65:24 66:7,11 number 9:3 20:3,8 20:10 21:20,21 29:2 51:10 59:22	numbers 13:20 22:11 29:9 36:7 55:5,18,24,25 numerous 53:17 nursing 37:21 NYCBS 37:18,22 NYPD 39:22 NYSABE 68:14
M M 1:18 machine 49:8 machining 67:10 67:19 Macholz 60:23 Maine 39:15,25 maintain 42:6 major 67:21 making 33:21 38:13 42:2 manage 6:22 46:8 managed 18:2 management 46:8 mandatory 73:13 manufacturers 67:24 manufacturing 67:11,14,22 68:8 march 1:6 30:8 36:17 55:12,22 78:14 Mark 11:3 23:11 27:7 45:14 market 58:3 62:2,4 62:5 marketplace 27:12 Marshal 69:3 Mary 50:15 material 11:22 12:12 17:22 matters 52:23 Matty 70:17 maximize 28:10 Mazzarella 4:5 McCowski 54:19 medical 26:12 77:4 meet 34:6,12 50:18 50:18 53:6	M M 1:18 machine 49:8 machining 67:10 67:19 Macholz 60:23 Maine 39:15,25 maintain 42:6 major 67:21 making 33:21 38:13 42:2 manage 6:22 46:8 managed 18:2 management 46:8 mandatory 73:13 manufacturers 67:24 manufacturing 67:11,14,22 68:8 march 1:6 30:8 36:17 55:12,22 78:14 Mark 11:3 23:11 27:7 45:14 market 58:3 62:2,4 62:5 marketplace 27:12 Marshal 69:3 Mary 50:15 material 11:22 12:12 17:22 matters 52:23 Matty 70:17 maximize 28:10 Mazzarella 4:5 McCowski 54:19 medical 26:12 77:4 meet 34:6,12 50:18 50:18 53:6	N N 1:18 name 39:17 named 51:24	O O'Connor 1:18 9:5 29:12 30:4 53:9 53:22 76:20 objectively 48:3 obligation 16:25 observations 69:11 obviously 58:16 66:25 odd 35:20 off-campus 32:19 33:5 offer 57:16 68:21 offered 31:16 offering 65:15 68:13 70:22 office 51:22 56:11 officer 39:17,23 OFFICIAL 1:2 offshore 52:25 64:19 65:2,7,12 65:18 70:12 Oh 46:4 Okay 28:14 71:5 old 63:18 older 18:14 on-campus 33:3 74:10 on-the-job 37:20 once 17:13 36:10 ongoing 34:9 52:20 online 37:3 open 65:25 opens 73:20 operate 13:3 operating 7:23 62:14 operations 21:2 24:15 27:23 51:13	

<p>52:8 65:11 pinion 75:22 pinions 75:5 opportunities 36:21 60:4 68:5,7 opportunity 37:12 37:22 53:11 64:20 68:22 74:18 opposed 5:9 6:3 9:9 9:25 10:20 29:16 opposite 26:17 option 60:21 options 28:3 59:23 67:4 order 2:22 5:2 9:18 36:11 59:21 organization 16:17 organizations 70:19 organizing 69:7 original 78:11 outing 38:3 outreach 31:7 44:17 outside 18:18 63:3 outstanding 19:6 41:7 overall 20:17 overcome 58:23 overlay 15:4 overviews 7:13 Owen 75:2</p>	<p>participate 68:8 69:8 participating 68:24 particular 56:20 particularly 37:21 parting 74:20 partners 48:15 70:9 partnership 37:5 58:17,20 61:13 partnerships 58:18 69:15 passed 20:5 36:12 passes 9:12 patience 3:17 Patricia 6:7 Patrick's 69:4 Patty 30:15 34:10 50:15 payment 16:23 18:25 pending 3:7 pennies 18:23 people 44:10,16 percent 17:4 19:4 percentage 18:8 32:17,23 perception 58:21 performance 59:13 period 8:9 12:17,24 18:17 63:13 person 53:13 personal 4:16 21:11 51:3 76:6 personnel 34:16,21 45:12,13 63:3,6 64:6,7,10 perspective 17:10 40:21,22 Petrizzo 4:18 74:20 phrase 17:22 picture 42:20 piece 21:15 place 25:23 38:4 54:7 places 2:4 plan 19:2 25:13 50:16 51:12 63:13 69:14</p>	<p>planned 59:17 planning 39:5 49:25 58:24 62:21 plans 16:23 62:23 63:10 plant 21:2 27:23 plate 54:2 platform 71:2,13 play 52:24 please 2:18 pleased 68:20 pleasure 30:24 32:6 54:11 pledge 2:16,19 plus 17:4 21:14 point 2:15,24 3:4 3:16,19 5:19 10:25 17:15 19:25 22:17 27:6 28:16 29:7,22 34:13 48:8 62:25 73:10 74:12 76:22 points 71:23 policies 52:9 53:17 pop 75:15 Port 38:5 portable 66:12 71:9 71:17 portal 57:21 Portsmouth 39:15 position 12:17,19 16:10 17:8 22:4 23:4,25 47:17 76:3 positive 13:6 15:23 16:2 35:24 73:16 possibility 18:14 possibly 41:18 post 74:25 post-Covid 7:22 posttraumatic 31:21 potential 39:3 potentially 28:21 power 66:5 practice 48:6 practices 33:8 pre-Covid 7:21 8:2</p>	<p>8:16 preach 48:7 preparation 22:14 prepare 21:20 prepares 53:10 presence 74:4 present 1:10 6:8 11:4 28:23 46:6 55:24 presentation 4:11 4:13 30:18,21 presented 71:24 presenting 11:8 23:5 30:24 presents 7:8 29:3 president 1:11 3:21 4:8 6:6 11:2 36:8 48:19 49:23 50:9 51:9 52:3 53:23 62:18 69:17 70:16 71:5,11 72:12,20 73:8,15,25 76:8 pretty 2:10,11 prevalent 31:20 prevention 31:7 38:22 previous 26:3,3 primarily 12:21 47:9 principals 11:10 prior 12:18,20 26:20 priority 65:14 private 16:16 privilege 75:24 probably 18:12 45:19 49:6,13 50:6 72:16 problems 17:23 43:21 46:10 61:24 PROCEEDINGS 1:3 proceeds 12:22 process 26:14 34:18 36:25 55:6 produce 27:14 professional 37:13 75:12</p>	<p>professionalism 75:12 professor 38:15 54:13,14 program 4:12 7:19 37:4,9,10,16,25 41:21 56:25 57:20 59:6,9 60:24 61:2 61:16 70:6 programming 68:2 programming 31:7 67:9 programs 31:17 41:20,22 43:8 47:18 59:15 68:9 74:8,10 project 18:8 60:7 projected 15:4 projection 14:18 20:2 projects 51:10,12 promised 11:8 property 64:23 71:20 proportionately 72:16 proposals 23:2 44:2 proposed 43:15 59:23 proposing 43:18 prorated 21:19 25:11 46:5 prospects 57:7 proud 58:17 provide 13:4 31:2,4 31:9 58:14 provided 12:6,25 31:14 45:3 51:9 provider 33:14 providers 33:5 psychiatric 32:20 public 3:18 51:14 58:21 66:2,22 78:8 pullback 43:18 purposes 27:13 65:3 push-up 38:20</p>
<p>P p.m 1:22 3:14 38:12 77:16 packed 33:9 Pagdanganan 1:19 3:9 5:23 10:16 30:6 36:14 69:5 paid 35:5 pandemic 52:5 parade 69:4 parents 44:18 part 6:17 21:6 46:21 58:20 59:17 part-time 20:10 75:3</p>				

put 16:14 17:10
putting 71:6

Q

quality 43:7
quarter 64:3
quarterly 26:7
quarters 26:4
question 17:19
 26:18 32:6 69:20
questions 6:24 8:3
 8:23 11:12,14,16
 17:17 19:22 23:8
 28:13 32:4 36:22
 38:8 40:8 69:11
 69:12 74:12
quick 12:15 17:11
 48:8
quicker 60:2
quickly 14:15
 59:16

R

raise 35:8 38:21
ate 25:23
rates 26:8,9
reach 27:3 72:22
read 33:8
reading 27:10
ready 70:2,20,21
 71:3
real 14:15 19:25
reality 47:24
realize 25:10
realizing 49:14
really 7:23 8:8
 12:25 13:2,13
 16:8,10 17:4,25
 18:24 20:2 21:16
 24:6 25:16,20
 26:13 27:8,18
 28:3 29:3 32:5
 33:19,22 34:11
 35:5,21,23 36:2
 43:19,20 46:24
 48:13 50:17 69:21
 70:15 71:25 73:16
 74:6

realms 75:7
reason 26:24 76:25
reasons 71:17
rebate 21:4
recall 15:10
recaptured 12:22
receivable 7:15
 16:21
receivables 17:5,6
 18:7,16,20
received 48:18
 57:12 61:5
receives 17:13
receiving 37:18
RECITATION
 2:19
recognition 39:14
 40:4
recognize 4:4 32:8
 32:13 39:7 54:11
recognizing 4:14
 50:25
recommend 71:25
reconcile 15:19
reconciliation
 15:16
record 72:13
redirected 57:5
reducing 8:12
reduction 19:15
 26:7
refer 70:4
referral 31:6
referrals 33:6,21
referred 32:18
reflect 6:12 22:11
 59:12
refresh 63:13
refreshing 63:10
refurbishing 66:15
 66:17
regard 42:13 43:13
 44:21
regarding 6:25 8:3
regardless 46:18
regional 67:18
related 30:10 36:23
 58:8 67:14

relating 52:23
relationship 43:9
 47:12
relative 14:11
relief 73:18
relook 13:2
remain 22:5 52:19
 53:3,25
remember 24:23
 64:21
remodeling 65:5
remote 52:8
remove 15:12
removed 55:8
renewing 34:19
renovations 13:10
reopen 3:18
REOPENED 5:16
 10:7
repeat 25:7
replacement 63:9
report 6:9,18 11:17
 17:12 29:4 38:6
 40:10,12,14 50:7
 54:25 62:11 69:10
reported 12:5,13
Reporter 78:7
reporting 11:20,25
reports 6:12 11:5
 29:23 60:23 61:8
represent 16:13
represented 13:8
representing 54:21
 69:2
request 3:5 5:19
 8:25 9:16 10:11
 29:8 67:8,22 77:2
required 12:13
requirement 74:4,7
requirements 66:2
requiring 73:20
research 75:5,6
reserve 6:20,21
resolution 7:5,9 9:2
 28:25 29:9
resolutions 28:16
 28:17 29:20 63:24
resolved 7:18

resources 14:5
 41:22 45:4 51:13
respect 52:16
response 5:8,10 6:2
 6:4 7:13 9:8,10,24
 10:2,19,21 29:15
 29:17 77:11
responsibilities
 30:19
responsible 46:13
 46:14
result 13:21 23:19
 35:11
retiree 25:14
retirement 64:8
retiring 74:20
retrofit 60:8
retrospect 60:11
return 63:16
revenue 7:18 12:23
 13:22 20:6 21:24
 22:9
revisit 22:18
right 7:5 10:8 18:13
 21:7 23:16 48:22
 53:9 66:9
right-hand 53:13
Riquelme 54:17
rise 2:17
river 48:12
Road 64:24
role 52:25 67:12
room 3:3 4:20
roses 44:25
Rotham 4:4
round 69:18 74:13
run 59:6
runs 36:2

S

s 29:4
Safely 65:17
safety 51:14 52:6
 65:20 71:16
Saint 69:4
SANDERS 1:20
 5:24 9:21 18:6
 69:13

Sandy 50:15
Sang 54:13
satisfaction 66:18
Saturday 68:25
saved 45:13
savings 16:8 21:3
 26:14 28:11 35:19
 63:2,4,12 64:3
saw 31:20 54:13,19
saying 16:15 17:7
 18:5 22:4 24:2
Sayville 63:19,20
scaled 44:9
scandals 47:4
Scantrons 34:19
scepticism 62:13
scheduling 59:25
scholarship 36:16
 36:20 37:4
school 41:3,10,16
 42:3,18,21 43:4,7
 44:12,15,20 45:10
 46:15,18,20 47:10
 48:4 57:12 58:5
 63:19,21,25
school's 17:20
schools 41:14,19
 49:11
screen 57:11
scrubs 55:8
Sean 54:14,16
seat 57:16
seats 61:7
Seawolves 56:25
 57:19 69:14 73:5
second 3:9 5:5,24
 6:15 9:5,21 10:16
 28:18 29:12 35:2
 55:20 77:8
SECONDED 3:11
 5:13 9:14 10:4,23
 29:19
sector 67:15
see 6:18 17:16
 19:15 22:8 26:7
 27:19 28:3,5
 34:10 47:24 54:14
 56:18,18 57:5

61:19 being 20:16 26:17 32:23 seek 32:20 seen 13:19,21 14:6 20:11,20 23:2 sees 48:11 selected 59:9,10 selection 36:23 semester 6:14 40:17 55:17 59:11 61:5,8 semesters 19:4 seminar 36:16 37:2 38:13 senate 35:4 43:25 44:3 Senator 75:2 send 57:3 sense 46:14,16 47:4 47:15 70:20 sent 39:13 40:15 59:2 separation 64:8 serenity 2:14 seriously 75:23 service 50:4 54:5 64:9 services 13:4 14:7 21:11 30:17 31:2 31:6,9,14 32:19 32:19 63:3,6 servicing 65:21 session 3:2,6 36:19 74:16 76:24 77:3 sessions 37:8 set 71:18 78:13 sets 51:15 settlement 3:7 seven 75:9 seven-week 55:20 severe 61:25 shadow 37:12 shape 48:5 76:7 share 62:2,5,21 74:14 shared 56:25 57:10 58:7,9 60:13 74:2	shareholders 16:15 shares 57:22 Sharks 40:6 she'd 11:14 sheet 15:13 shift 52:7 shifting 41:21 Shirley 1:14 2:12 short 2:25 15:5 short-term 31:3 Shorthand 78:7 shortly 6:16 41:25 48:24 52:2 shot 57:11 show 40:15 72:15 shows 7:11 side 35:4 51:18 significant 11:23 12:5,11 19:25 20:20 similar 69:15 simply 16:14 single 63:7 site 65:14 sitting 16:9 situation 61:19 62:7 73:19 six 18:13 20:5 21:25 skilled 67:18 slim 18:15 small 39:16 smooth 39:5 smoothly 34:9 solid 33:10 soon 70:21 71:4 sort 33:12 sorting 70:3 space 59:21 60:11 70:13 speak 76:17 speaker 35:7 speaking 38:24 special 4:12 Specialist 37:14 Specialists 37:6 specifically 11:17 spend 6:21 37:3	spending 7:25 sphere 18:11 spike 25:12,18 26:20,24 sponsored 14:6 spot 62:8 66:3 spring 6:13 19:13 40:16 59:19 ss 78:4 stable 71:15 staff 31:10,18 37:13 52:7 59:14,23 74:24 75:3 stanchion 71:13 standard 12:14 stands 65:16 start 1:22 2:3 6:19 24:2 38:11 50:24 55:11 59:5 65:11 started 55:11 starting 71:3 state 13:11,23 20:14 22:20 35:9 40:15 43:13,23 44:13,19 47:2 52:13 54:25 55:5 55:6,7,7,8 64:24 68:14 78:4,8 statement 12:10 16:12 states 73:21 stay 3:3 steady 13:24 47:2 steal 40:11 STEIN 78:7,18 stenographic 78:12 stepped 43:24 45:2 51:4 stepping 54:2 steps 45:11 58:25 61:15 stick 76:25 stock 62:8 Stoney 57:13 Stony 56:24 57:2,5 57:18,22,25 69:20 stories 50:20 storm 8:19	stress 21:19 31:22 stressed 16:6 stretch 63:9,11 strong 52:14 60:25 61:3 student 1:17 6:7,11 6:14,15 7:8,24 13:13 18:18 20:8 30:5,7,10,24 32:2 32:12 36:18 37:7 38:9,25 39:7,8,18 54:17 56:13,15 61:3 68:23 74:9 student's 31:11 students 4:13 8:10 13:5 16:21 19:3,3 19:8,11,12 31:4 31:15,23 32:15,18 32:24 33:11,20 36:18,22 37:2,10 37:16,17,21,23 39:11 41:17,23,24 42:3,14 44:18 50:19 51:21 52:6 54:7 55:9,10,15 55:20 56:2,7,17 57:12,20 58:4 59:10,22 62:17 66:22 70:5 72:5 72:17,25 74:5 students' 50:20 studies 38:12 subcommittee 22:16 subject 73:11 submit 55:7 67:8 submitted 55:4 62:23 substantial 45:4 subtract 17:5 success 30:5,7,10 30:25 32:2,13 successor 39:4 Suffolk 1:4 2:21 5:15 10:6 36:16 38:17 39:19 41:19 42:4 44:10 50:22 56:2,8,25 57:6,9	57:19 58:2 67:12 69:14 72:17 73:6 78:5 Suffolk's 38:15 suicide 38:22 summary 11:13,18 17:11 58:7 59:3 summer 22:8 28:4 70:23 SUNY 7:17 36:16 56:5 supervisor 74:25 supplied 59:7 supplies 27:10 support 13:10,15 30:12 31:24 32:2 33:4,13 53:5 60:14 67:9 supported 52:10 67:23,23,24 supporter 47:10 supposed 47:6 sure 42:2 44:3 49:21 73:8 surface 66:4,8 71:15 surprise 28:24 sustain 64:12 sustainability 60:17 swing 8:15 switches 20:16 system 45:21 66:12
T				
table 74:13 76:18 take 2:4 20:24 38:4 56:16 65:9 70:7 71:19 74:18 76:6 taken 20:23 45:11 takes 25:23 talk 21:16 25:3,6 41:2 44:11 46:22 49:17 69:24 72:3 74:18 talked 12:23 13:18 48:8,9 72:6 talking 23:15 40:5				

45:22 70:16 71:23 ask 72:8 asked 67:17 Tat 54:13,14 tax 35:16,18 44:8 taxes 43:18 team 30:20 38:19 51:17 53:24 technology 63:8 tell 24:4 40:21 44:11 template 70:8 ten 15:21 ten-week 6:17 55:11 tenant 63:22 64:2 tending 35:24 tennis 65:25 66:10 66:15,17 term 6:17 55:20 terminate 63:23 terms 11:17,25 12:9 13:5 16:25 20:16 21:9 28:8,16 63:10 65:11 75:11 terrible 24:25 terrific 37:20 Tesla 58:9,16,19 59:5,7,15,19,25 60:10,12 61:20,25 61:25 62:12 testament 17:25 thank 3:17 4:2,8 5:11 6:5,11 7:4,7 8:17,21,23,24 11:6 19:20 28:12 28:14 29:6 30:6 30:23 32:2,3,14 33:15,16,18,23,25 34:2,9 36:8,14 38:7 39:9 40:9 49:3 50:4,9,10,13 53:19,22,24,25 54:8,14,16 62:18 67:2 68:24 69:5 76:19,20 77:12 thankfully 60:25 thanking 54:4	thanks 54:20 71:21 therapy 31:3,16 THERESA 1:20 thing 16:5 44:4 49:15 things 15:6 19:7 23:12 24:14 25:8 26:4 27:22 35:21 40:10 47:14 49:12 51:22 59:24 65:19 75:14 think 3:19 4:19 8:6 8:18 18:4 23:20 24:5,10 27:7 33:7 41:4,6,15 43:6,8 44:24 47:13 48:3 48:23 49:5,12,23 49:25 54:13,19 61:18 62:12,15 66:24 69:22 70:12 72:14,15,22 73:23 74:3 75:15 thirty 36:18 thought 26:14 thoughts 49:7 thousand 35:20 41:17 three 18:20 28:22 31:18 39:23 41:4 three-year 18:17 thriving 46:18,20 throwing 48:14 thrown 52:12 thunder 40:11 Tim 4:4 time 1:22 4:9 6:22 7:2 8:9 12:24 13:3 15:18 16:10 22:21 29:7 35:6 37:3,15 40:19 42:23 46:24 48:21 52:11 57:17 60:6,22 69:17 timeframe 70:14 timeline 60:10 times 24:21 34:6 39:24 timing 7:16 today 3:23 4:13 7:9	36:5 39:10 49:17 54:12 60:19 68:20 70:25 told 26:23 Tom 38:15 tomorrow 67:7 tone 51:16 tonight 38:11 top 14:5 35:13 66:8 topics 30:10,13 topsy-turvy 52:13 tough 62:8 town 39:16 56:15 74:22,23,25 track 71:7 Trades 70:18 traffic 57:5 trained 59:22 trainees 59:9 training 47:15 53:2 53:19 59:5 64:19 65:3,8,10,12,15 66:3,13 70:12,23 71:9 transcript 78:10,11 transfer 64:23 treatment 33:2 tree 48:10 tremendous 45:11 trending 35:4 55:3 trends 56:18 tried 8:12 trip 35:5 true 2:8 78:10 truly 22:11 trustee 1:16,17,18 1:19,20 2:6,17 3:8 3:9 5:4,5,23,24 9:4,5,20,21 10:15 10:16 18:6 19:20 23:11,18 24:19 25:6 26:21 27:6 28:12 29:11,12,25 30:4,6 32:5,16 33:15 34:5 36:10 36:14 38:9,10,25 40:6 45:24 46:2 48:6,21 49:2 50:8	68:12,19 69:5,13 70:10 71:8,21,22 72:19 73:3,10,16 74:17 75:21,23 76:13 77:7,8 Trustee/Second 1:14 Trustee/Vice 1:13 trustees 1:2,4 2:1 2:21 3:1,13 4:1,25 5:1,14 6:1 7:1 8:1 9:1,18 10:1,9,13 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1,12 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1,11 43:1 43:3 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1,24 52:1 53:1 54:1,3 54:10 55:1,2,23 56:1 57:1 58:1,6 58:15 59:1 60:1 60:23 61:1 62:1 62:20 63:1 64:1 65:1 66:1 67:1,7 68:1,11,25 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1,14 78:1 trustees' 40:22 try 18:19 28:10 72:9 Tuesday 30:8 tuition 13:16 16:25 18:25 20:18 22:9 35:9 44:22 turbine 65:22 turn 58:12 Tvelia 54:15 twelve 51:6	Twitter 61:22,24 two 4:14 19:17 35:19 36:3,5 37:7 37:15 39:3 50:25 65:24 74:19 75:25 type 71:12 typically 25:22 27:3 <hr/> U uncertainties 22:20 uncertainty 52:4 underscore 59:3 understand 43:24 understanding 19:11 38:14 59:5 65:20 71:12 unforeseen 21:17 unique 47:16 unit 71:9 universities 35:9 69:25 university 69:19 unknowns 22:2 unmodified 7:11 12:7 update 17:16 22:14 55:16 56:24 updates 19:24 20:2 upstairs 4:18 Upstate 41:15 urge 44:16 usable 66:10 usage 27:17 use 14:18 26:15 64:25 66:7,9 69:23 71:18 ushered 51:10 usually 4:10 18:8 35:14 48:22 utilities 21:13 utility 45:18 utilization 28:9 70:13 utilize 70:25 <hr/> V vacancy 59:2 vaccination 73:13
--	---	--	---	---

73:14 74:7 accines 73:20 valuation 34:18 value 62:9 66:21 valued 52:15 variances 21:10 variety 67:21 various 36:20 VERBATIM 1:3 veterans 38:18 viable 60:12 vice 1:15 6:6 11:2 51:9 VIDEOCONFE... 1:7 virtual 37:7 visible 74:6 visit 50:14,17,23 visited 64:22 visitors 3:23,25 volume 23:15 volunteers 68:23 VOTED 3:11 5:13 9:14 10:4,23 29:19	we'll 4:19 23:3 36:3 36:3,4,5,6 38:8 48:23 52:20 56:22 we're 2:3,8,25 3:2 3:17 4:23 5:17 7:22,25 8:13 10:8 13:11 16:15 18:22 20:2,16 22:3 23:25 25:17 26:17 28:20 35:17 40:5 45:7,17 47:5,6,14 47:16,24 55:14 58:17 64:5,9,10 65:7 66:8 76:16 76:23 we've 6:16 40:19 41:6 46:9 48:18 53:23 56:4 60:18 67:15 68:16 69:18 69:20 weakness 7:12 weaknesses 11:22 12:4,12 weather 8:19 website 56:6 Wednesday 36:17 week 56:9,9 57:7 64:15 weeks 23:3 34:11 36:3,5 55:21 65:23 welding 67:10,19 68:8 well-oiled 49:8 wellbeing 31:12 wellness 31:2,8 38:19 went 26:8 39:20 49:13 50:17 weren't 8:11 western 72:17 WHEREOF 78:13 Wickliffe-Camp... 3:24 4:3 willing 52:18 win-win 66:24 win-win-win 63:20 wind 53:2 64:19	65:2,7,13,18 70:12 wine 44:25 wish 76:2,19 wishes 53:8 WITNESS 78:13 woman's 40:3 word 48:13 words 49:3 50:11 work 15:12 18:17 19:2,8 30:9,18 31:25 34:20 42:12 42:18 45:9 46:17 47:8 52:15 54:8 65:9 67:20 68:18 workforce 67:13,18 74:8 working 4:21 28:20 42:5 65:18,21 75:2,10,19,25 worse 27:19 wouldn't 60:9 wrap 68:11 wrapped 23:7 wreaking 27:11 write 19:14	40:14 42:23,24 49:6 50:12 54:24 55:5 57:11 71:24 73:13 76:9 York 37:6,13 68:14 78:4,9	2022 7:10 31:13,19 2023 1:6 5:21 10:13 78:14 2023.15 29:9 2023.19 29:10 2023.82 9:3 2023/'24 62:24 21 14:13 21st 22:16 29:25 22 11:9 14:17,20 17:12 23:24 59:19 61:5 226,812,564 12:19 23 17:16 19:24 20:6 21:18 22:12 23:9 24:7 230 31:14 232,917,153 12:20 236,000 20:14 24 17:9 21:21 22:13 23:6,10 24:3 24% 31:21 28% 31:21 29th 38:16
W		X	Z	3
wait 4:20 waiting 73:18 walk 14:15 walking 65:23 want 17:16 25:3,7 28:23 40:11,12 47:7 49:2,20 50:13,24 51:5,18 53:7 58:22 59:3 61:17 62:21 64:17 72:10,22 76:5 wanted 17:10 32:8 39:6 47:10,22 60:15 70:25 wants 17:14 74:14 wasn't 35:25 watch 27:8 36:3 water 44:7 66:5 way 35:15 70:3,3,8 74:21,21,21 76:7 ways 46:12		Y	1	
		Yeah 72:19 year 7:9,20 12:19 14:2,3 15:10 19:6 19:6,16 21:5 22:2 22:7 24:7,10 25:18,24 29:5 34:19 39:24 45:14 62:6,10 71:19 75:8 year's 24:9 38:3 year-end 11:9 17:12 22:12 years 15:21 16:12 16:23 18:21 19:17 26:20 27:20 40:19 45:3 51:6 75:9 76:15,15 yesterday 39:2	120:10,21 1,125 31:15 1,500 37:19 1.2 21:12 1.3 20:7 45:13 1.5 14:3 1.6 13:8 10 24:24 102,000 7:15 124 61:7 125,000 21:5 13.6 20:4 22:6 23:16,25 14% 31:22 14,683,558 14:24 140,000 20:9 16 5:21 10:13 16th 1:5 78:14 1st 55:12	2022 7:10 31:13,19 2023 1:6 5:21 10:13 78:14 2023.15 29:9 2023.19 29:10 2023.82 9:3 2023/'24 62:24 21 14:13 21st 22:16 29:25 22 11:9 14:17,20 17:12 23:24 59:19 61:5 226,812,564 12:19 23 17:16 19:24 20:6 21:18 22:12 23:9 24:7 230 31:14 232,917,153 12:20 236,000 20:14 24 17:9 21:21 22:13 23:6,10 24:3 24% 31:21 28% 31:21 29th 38:16
		2		
		2,549,000 14:14 2,549,408 16:3 2.6 15:24,25 20% 35:22 2012 53:12 2018 39:20 2019 51:24 2020 19:13 2021 14:12		

58:1 59:1 60:1
 61:1 62:1 63:1
 64:1 65:1 66:1
 67:1 68:1 69:1
 70:1 71:1 72:1
 73:1 74:1 75:1
 76:1 77:1 78:1

30 24:4,23

30,000 55:25

31 7:10

31st 29:5

350 61:6

350,000 20:19

4

4% 35:13 44:4 55:4

4,954,803 14:19

4.2 21:22 26:3

4.862 14:25

4:01 1:22

4:03 3:14

400,000 20:13

41,435,479 14:13

43 17:3

5 31:17

478,000 7:14

5

5 24:7,11 29:2

5% 55:4

5:34 77:16

50 35:14

5th 38:4

6

6:30 38:12

60% 62:8,9

670,000 7:19

7

7% 31:22

70 31:16

7th 30:8

8

800,000 21:14

898,000 7:20

th 36:17

9

9,820,976 14:23
 92,000 15:7,25
 92,225 15:6