

SUNY COLLEGE AT OLD WESTBURY COLLEGE COUNCIL

MEETING MINUTES

Meeting Date: Friday, February 7, 2020
Location: Student Union, Multipurpose Room C

Attendance: **Members of the College Council**

Ms. Mili Makhijani, Esq., Chair	Ms. Cania Infante
Ms. Melissa Archbold	Ms. Martha Maffei
Dr. Phillip Elliott	Mr. Kalief Metellus
Hon. William Hohausser	Ms. Theresa Regnante

Representatives of the College

Dr. Calvin O. Butts, III, President	Ms. Claudia Marin Andrade
Mr. Len Davis	Mr. Andrew Mattson
Dr. Raj Devasagayam	Dr. Duncan Quarless
Dr. Wayne Edwards	Ms. Mona Rankin (by phone)
Dr. Amanda Frisken	Mr. Usama Shaikh
Mr. William Kimmins	Dr. Diana Sukhram
Mr. Michael Kinane	

Invited Guest

Mr. Paul Patton, Sr. Vice Chancellor & Chief Human Resources Officer – SUNY

I. President's Greeting

- Prior to the official start of the meeting, Dr. Butts introduced Ms. Mili Makhijani to those who had not yet met her, and said he was delighted to inform everyone that according to the Chairman of the Board of Trustees of SUNY, he would be President for at least the next semester. Dr. Butts went on to introduce Mr. Paul Patton from SUNY as one of the nicest and most dedicated people he has ever met, and said that Mr. Patton would be able to opine and lead us in some of these discussions. Dr. Butts then turned the meeting over to Ms. Makhijani.

II. Chair's Welcome

- Ms. Makhijani thanked Dr. Butts for agreeing to stay on out of his love for the institution and to see everyone through this transition period. It has allowed her the opportunity to devote her attention exclusively to launching the search. It is very important to the College. While she is aware that it's bittersweet, she will try to move the process along as quickly and expeditiously as possible, while maintaining the utmost integrity. She then went on to welcome Mr. Paul Patton, Senior Vice Chancellor and Chief Human Resources Officer who is here from the Chancellor's Office. Ms. Makhijani said that she asked that he be present to show extra support during this time. He has agreed to be here in person, and she appreciates that.
- Ms. Makhijani called the meeting to order at 10:43 am, and asked the Council members to review the minutes of the December 13, 2019 College Council meeting. She acknowledged that the minutes were lengthy, as it was a long meeting. Mr. Andrew Mattson, Chair of the Faculty Senate asked if in the future minutes can be e-mailed in advance. Ms. Makhijani said that would happen moving forward, and she apologized for them not being available this time, as some corrections needed to be made. She then asked for a motion and second to approve the minutes. Judge Hohausser moved to accept and Mr. Kalief Metellus seconded. The minutes were approved. Ms. Makhijani then turned the meeting over to Dr. Butts for his report.

III. President's Report

- Dr. Butts began his report by reiterating the fact that he would be at the College for at least the next semester, and was pleased to announce that Ms. Mona Rankin, Chief of Staff who was on the phone, has agreed to continue to work with him through this next semester. He is here encouraging everyone in their search for a new President, and remarked how very serious this is. This is one of the most important things he has ever been involved in because the leadership of this institution is very important, and he has been delighted to serve it. He is happy to spend this extra semester here, and some if necessary, to see that this process goes smoothly, and he is convinced that with the help and participation of the faculty, staff and College Council, the State University of New York will choose the right leader.
- In December, we announced that Dr. O'Sullivan, who was our Provost and Senior Vice President for Academic Affairs would be retiring, as would the School of Education Dean Nancy Brown. They both retired in January, completing their service to the College, and he wanted to thank them publicly for all that they have done for Old Westbury. Dean Brown had not been here long, but she had made some good contributions, and everyone knows of the tremendous contribution that Dr. Patrick O'Sullivan made to the College. Dr. Butts asked for a round of applause for them.
- With the departure of Dr. O'Sullivan and Dean Brown, some leadership changes have been made, particularly in Academic Affairs. Dr. Duncan Quarless has been promoted from Acting Associate Provost to Acting Provost and Senior Vice President for Academic Affairs. He has been an outstanding faculty member since Dr. Butts' arrival at approximately the same time. He has been an advocate for students, many of whom have gone on to get medical degrees or pursue research positions, having been tutored and nurtured by him.
- Dr. Butts then went on to congratulate Dr. Barbara Hillery, who did an outstanding job as Dean of the School of Arts and Sciences and will now be serving as Acting Associate Provost.
- He is happy that Dr. Amanda Frisken will be serving as Acting Dean of the School of Arts and Sciences. She is another faculty member who has been actively involved in the day-to-day operations of the College and has demonstrated her service in many, many ways.
- Dr. Butts then announced that Dr. Diana Sukhram has agreed to serve as Acting Dean of the School of Education. He said that he has no reservation whatsoever about this appointment, as Dr. Sukhram has demonstrated leadership in the School of Education, a commitment to students and given great service to the College.
- Dr. Butts is very happy with these changes, that these men and women are serving, and that they are going to do an outstanding job for this institution. He congratulates and thanks them for their support and love throughout many years.
- Dr. Butts went on to announce that the portfolio responsibilities of Dr. Jacob Heller have increased resulting in a modification to his title to Assistant Vice President for Institutional Effectiveness and Administration. Dr. Heller is an outstanding faculty member who has served the College well, has challenged the President, pushed the administration on certain issues, and then stepped in by giving tremendous service as an outstanding and highly respected sociologist.
- In closing this section of his report, Dr. Butts said that each of these women and men have a long-standing track record of service to our campus and our students, and he is confident they will excel in their new roles. He congratulates them!
- The next topic in the President's Report was the state budget process. Dr. Butts said that much has been reported in the past month about the \$6 - \$8 billion deficit facing New York State in its next fiscal year, and the Governor's recently announced Executive Budget Proposal. Dr. Butts recalled that when he first started at Old Westbury, the Governor at that time included the College in his Executive Budget and helped us to dig out of a hole, but this Governor is facing a real deep crisis at the moment. Despite the fiscal constraints faced by the Governor's proposed budget, SUNY does have several items to be grateful for, including: continuation and extension of the Maintenance of Effort (MOE) and the Predictable Tuition Plan through 2024-25. This helps SUNY schools immensely and we are happy that the Governor made this possible. We salute him for that effort. The Maintenance of Effort means that current SUNY funding is guaranteed as a sort of "floor". The Predictable Tuition Policy gives the SUNY Board of Trustees the ability to increase tuition \$200 annually if it deems it necessary. Raising tuition results in a push back, but that money is needed in order to keep pace with increasing costs.

- Dr. Butts went on to report that we have full support of State-operated campus employee benefits and previously bonded capital costs.
- Another positive is the expanded implementation of the Excelsior Scholarship Program; with annual family taxable income eligibility increasing to \$135,000 in 2020-21 and \$150,000 in 2021-22.
- There will be funding to support retroactive salary payments for contracts negotiated by the Governor with the union representing our University Police Department.
- In addition, the State looks to invest in and protect students by maintaining 2019-20 funding levels in the opportunity programs. This is especially important for us because those opportunity programs provide many of our students a great chance to go to and finish college.
- We will be working with the Chancellor and the Office of State Relations to try to secure funding to cover salary increases negotiated by the Governor with the United University Professions, the union representing our faculty and many of our staff. Dr. Butts said he holds it very closely to his heart that our faculty members are not paid enough. We have been working to make sure that we improve the salaries of the faculty on our campus and for all of SUNY. The high cost of living on the north shore of Long Island has resulted in our losing excellent faculty. We need advocacy in this area.
- Dr. Butts asked Mr. Len Davis, Senior Vice President for Business & Finance and CFO for any comments regarding the budget.
- Mr. Davis said that Dr. Butts had mentioned all of the impacts, especially to Old Westbury. We will be all right if the measures the Governor put in place actually close the huge gap in Albany, but we have to be careful with our spending. The thing that will help us is the predictable tuition increase, because that is \$100 per semester for students, and we are going to use that money for faculty and Student Success initiatives, which will help the school in the long run.
- The capital budget has basically remained the same. We asked for a lot of funds, but didn't get as much as we requested. Our capital budget increased approximately 2 percent as far as allocations. What we have done successfully, in the last couple of years, is tap into what is called the "lump sum fund", wherein the budget is approximately \$396 million for all the state schools. We have been able to garner approximately \$10 million from that fund over the last two years which helped us put forth other projects that are on the schedule. We are still trying, and our big ask is the Natural Science Building. The SUNY Construction Fund understands the need for the Natural Science Building, but with the need comes some funding, however we haven't reached that point.
- Mr. Davis went on to say that the Executive Budget has just passed. There is still a lot of discussion going on. Currently there is a 30-day comment period underway. There still could be some changes once the one-house bills are passed and the Assembly and Senate have passed those things they themselves are seeking. Advocacy from everyone, both at the College and at SUNY, is needed for the projects that are necessary for the College.
- Ms. Theresa Regnante asked whether the recent faculty and dean appointments are the purview of the College President, or whether SUNY has to approve the appointments as well. Dr. Butts responded that it is within the College President's purview. Ms. Regnante then asked about the length of time a Dean could be designated as acting. Dr. Butts said that someone would serve in an acting capacity until we make a decision whether we want to conduct a vigorous search or want to appoint the person to the position.
- Ms. Regnante went on to say that she is usually in Albany weekly, advocating for the United Way, and would be happy to tag our financial needs onto her organization's needs when talking with her elected officials. Dr. Butts reiterated that our big ask is the Natural Science Building for which we need \$70 million. This was the first thing he asked Chancellor Kristina Johnson for when he met her. Right now, we are doing tremendous work out of nothing, because our facilities are in bad shape. We got our New Academic Building when the then Chancellor visited our campus and the faculty confronted him on his way off campus. A few weeks later we had approval for a new academic building because the old Academic Village was in bad shape.
- Ms. Regnante further asked whether the Council would have access to the budget.
- Ms. Makhijani said that in the education law one of the duties and powers of the Council is to actually review any proposed budget and be involved and work hand-in-hand with the President

in proposing what we are asking for from the Governor. As far as she knows the final approval date is supposed to be April 1. She thinks that even though those powers and duties may have not been exercised in the past, we now have a majority (nine out of ten) Council seats filled, and the Council should get involved in that process and help Dr. Butts and the institution get that ask.

- Ms. Regnante said that for her it is a point of knowledge versus decision. It would be interesting to see, because she is sure that the university system is not treated like the hospital system in that if there is a surplus it is shared, as opposed to every institution being on its own. It is interesting that the state has not matriculated to another model for wholeness in terms of education in the State System.
- Dr. Butts expressed his thanks and said we will take any help the Council can give.
- Dr. Butts ended his report by mentioning some dates to keep in mind:
 - Tuesday, April 21 – the Old Westbury College Foundation will hold its second annual Leadership Awards at the Crest Hollow Country Club. Dr. Butts asked Dr. Wayne Edwards, Vice President of Institutional Advancement and Executive Director of the College Foundation for his input.
- Dr. Edwards said that the Leadership Awards Dinner is our opportunity to recognize people in our community, so this year we are honoring more faculty and some staff, and that two of those honorees, Mr. Len Davis and Dr. Diana Sukhram, were sitting at the table. Also being honored and in attendance today is Ms. Cania Infante, Council Member, who is being celebrated for her work at her job.
 - Dr. Butts went on to announce the SUNY/CUNY Undergraduate Research Conference 2020 on Friday, April 24. The conference brings together undergraduate students and faculty members from across SUNY and CUNY for a full day of activities. The keynote speaker will be Dr. Robert Musil, President and CEO of the Rachel Carson Council, which is a national environmental organization. This conference is very important to our students, and their research is very impressive. The conference will be in various locations. More information will be forthcoming.
 - Thursday, April 30 marks Old Westbury's Convocation to Honor Academic Excellence, the annual celebration of the College's most accomplished students.
 - Dr. Butts then remarked that Sunday, May 17 marked the 2020 Commencement at Nassau Veterans Memorial Coliseum.
- Ms. Infante raised the question of whether an open discussion had taken place with the faculty regarding the changes in the administration.
- Ms. Makhijani asked if there was anything anyone wanted to raise or discuss at this time regarding that subject.
- Mr. Mattson, Chair of the Faculty Senate said that during this period of transition the faculty was concerned about the disruption of the Presidential Search and the sudden retirements of several very important people, but the appointment of acting positions by the administration was carried out very well, and Dr. Butts sent out an email this Monday officially announcing these changes. Every one of these acting appointments are people who have a lot of experience at Old Westbury, both as faculty members and within the administration. Recently, when there have been vacancies in the administration, people have needed to be appointed because there are things that need to get done, but faculty does want to reaffirm the importance of searches for permanent members. As we go through this period of transition and have a new Administration and a new President, we need to get back to having quality open searches that can include those from the outside who might be the best suited in some ways. While he loves the fact that the current Administration includes people who are former faculty members, and therefore speak the same language, in the long run he thinks it is dangerous to just hire from within.

IV. Chair's Report

- Ms. Makhijani said that she was going to talk a bit about the search process, the general overview of the timeline, what was happening today on campus, and then open the meeting to questions.

- Since her first meeting in December 2019, she has been working tirelessly with Lillian Colella and several others to get the Presidential Search launched. She met with the Chancellor in Albany and has had close consultation with the Chancellor's Office concerning certain changes that needed to be made to the members of the search committee. Because of some of the appointments made to faculty in different positions within the institution, a couple of those people also needed to be changed. Any faculty changes were made in consultation with the Faculty Senate Chair, always with an eye towards and reliance upon the vote and those faculty representatives that were elected. There was only one situation where the first choice was no longer eligible, therefore, they then went with the first runner-up. All other elected faculty representatives remain in place albeit they might have moved to a different position on the search committee. Thus, the search committee has been finalized.
- Len Davis kept his word, continued and finalized the negotiations with the search firm which was contracted in early January. Soon after that Ms. Makhijani had several phone conferences with the search firm. She was happy to report that they have been on campus since 8:00 am today, meeting with various constituency groups until 4:45 pm. None of this could be done without Lillian Colella who arranged all of it via a big Excel spreadsheet. The importance of the search firm speaking to all, whether one-on-one or in a group, is that they need to hear honest opinions and feedback about what you're looking for in your next President. Ms. Makhijani went on to stress that participation and forthrightness during these discussions is critical and vital because the search firm will create its prospectus and advertisement based on all of the feedback they get from Council members, faculty and administration. Any concerns can be raised with her, and she is always available. If there are any questions about particular meetings, what is said, whether or not it's anonymous, she is here to help, but she would like participants to spend all of their time with the search firm about their feedback when they meet. On campus today are Dana Cohick and Amanda O'Donnell from the search firm.
- Later this afternoon there is an orientation type meeting between the search committee and the search firm. It is not an official first meeting because the Chancellor has not yet given her charge. She will be on campus on February 28 to do that. Within a few days of that the search will be launched. The advertisement and prospectus will be created, and Ms. Makhijani is very excited about that.
- Addressing the topic of the timeline, Ms. Makhijani said she wanted to provide a general timeline, which is pending approval by the search committee, the Chancellor's Office and the Chancellor's liaison, Mr. Patton. The plan would be that from today through the spring of 2020 is the campus assessment. That is the part of the process which started today where the search firm collects data and information. After they leave, they will distribute a survey to all, and she encourages all to complete the survey.
- The next step is for the search firm to develop advertising material and draft the prospectus, and in the spring networking and recruiting of candidates begins.
- In early to mid-summer of this year the search committee will evaluate and select a limited candidate pool...our initial candidate pool. The search committee will do further evaluations and the search firm will collect additional information and then the search committee will begin its interviews.
- In late summer/early fall the search committee is expected to meet again to conduct further evaluations and to select the semi-finalists. Probably the most critical and important part occurs after the semi-finalists are selected. The entire Council and the search committee are encouraged to work together to agree upon the final three (it is usually three) candidates who get forwarded to Chancellor Johnson for her consideration. She will select the one who will be presented to the Board of Trustees. The goal is for that to occur in the fall of this year.
- Ms. Makhijani then addressed the issue of confidentiality. The search is confidential. There comes a point, once the semi-finalists are selected, where some searches are open public searches, while some are deemed by the Chancellor's Office to be representational searches. This particular search will be a representational search. The identities of prospective candidates will remain confidential, and there are very good reasons for that. Ms. Makhijani said that she is not involved in that decision. That decision is made by SUNY and the Chancellor, herself, and it is based upon prior experience. It is to ensure that we get the most qualified, talented candidate

pool without any concerns about breaching confidentiality or the identities of these prospective candidates being disclosed, which could affect their want and willingness to proceed with the process. Ms. Makhijani does support this and hopes that she has everyone's support.

- She further said that Mr. Mattson had advised that there was a very big turnout for the election process and the vote to elect representatives of the various constituency groups to serve on the search committee. She asks that all put their trust and confidence in those elected representatives, and trust that they will represent their constituency's interests and be their voice and spokesperson accurately and with integrity. She cannot stress enough the importance of confidentiality. All of the business of the search committee will be confidential. Confidentiality agreements will be signed. This is of utmost importance, as she has seen and heard that when that is breached things go awry.
- With that said, Ms. Makhijani opened the floor to questions.
- Ms. Melissa Archbold said that prior to the December meeting there was a list received from the search committee noting College Council members, elected faculty, the student representative, alumni representative, foundation representative and academic dean. She said that she knew it was mentioned that the search committee would be meeting with the firms and although all members of the Council will be able to partake in these decisions, she needed to know if the list originally sent out on May 8 of last year was still intact.
- Ms. Makhijani thanked Ms. Archbold, and said that there were changes made to the members of the search committee. There were about six changes made. They were made in accordance with the SUNY Guidelines for Presidential Searches by state operated schools, and with the blessing of the Chancellor's Office. The final list of the search committee is not publicized at this point, however there were changes made and the prior configuration of the search committee changed upon Ms. Makhijani's arrival. She then asked for any other questions.
- Judge Hohausser asked about the status of the Chancellor's appointment of an Officer-in-Charge, and how that dovetails with Dr. Butts' expected departure at the end of this semester.
- Ms. Makhijani replied that she knew that the individuals that were looked at for that position did not work out, and that is why Dr. Butts was approached to stay on, and graciously agreed to do so. As far as the timeline, that is not something she can speak to because the decision is not made by her. If the search goes as planned and the schedule that she is trying to get finalized and put in place is adhered to, that decision would need to be made by the end of summer. As the Chancellor's appointed liaison, Mr. Patton will be fully aware of this.
- Ms. Regnante commented that she thinks the timeline was understandable for an internal candidate. However, for an external candidate she thinks it is long because the job market is quite fluid, and she questions the idea of a solid candidate waiting in a holding pattern for six months, which is a long time in today's market. There are also the roles played by salary and housing concerns to be considered.
- Ms. Makhijani responded that she had the same reaction. She was presented with a couple of different timelines and asked for a shorter one and was told that that was unrealistic and that it would be very ambitious to try to go with a shorter timeline. This is a process, and in order for the search firm to conduct appropriate recruitment and vetting of a large number of prospective candidates, it needs to play out.
- From the time that the selection starts...from the initial 20-25 candidates which then get narrowed down, it takes approximately three to four months. However, the data collecting takes time, the drafting of the prospectus and advertisement, and then the recruitment process takes a couple of months, so if you take that out of the equation, it's more along the lines of three to four months.
- The timeline of which Ms. Makhijani is speaking would call for a September appointment, which would mean, hopefully, that the Chancellor would make her recommendation to the Board of Trustees and that the Board of Trustees could vote at the September Board meeting. In the event that doesn't work out, the next board meeting would be November. The Chancellor said that she has seen candidates be selected in September and start in November, or selected in November and start in January.
- Ms. Makhijani asked if there were any more questions concerning the search process, the search timeline or the search firm, and put on the record that the name of the search firm is RPA Inc.

- Mr. Mattson remarked that confidentiality is important, but we should distinguish between confidentiality about the applicants versus the process. The process is not confidential. He commended Ms. Makhijani for being transparent and communicative, but feels as much as possible that things such as a list of members or minutes of the search committee, as well as notification of scheduled meetings should be published. This would go a long way towards reassuring the campus community if the process is open and communicated as much as possible.
- Mr. Mattson went on to say that in the SUNY Guidelines there is a description of the search and then an alternate version, which is a representational search. SUNY Guidelines give a choice, and he understands that the Chancellor has a very firm position. He assumes that Mr. Patton can advise if all of the ongoing searches, at the moment, are being conducted as representational searches. From email conversations he has had with other campus governance leaders, there were campuses that wanted to have, what they called, an open search versus a closed search. He and the faculty want to understand the very specific language of the SUNY Guidelines. He understands the Chancellor's position that a representational search produces much better candidates, and it's a much smoother process. The search committee and the Council need to accept the Chancellor's position, perhaps, but under the guidelines there is a choice. It is not the Chancellor's choice. It is the SUNY Guidelines' choice, and the Council and the search committee should be aware that the guidelines need to be read closely and that the Chancellor has to follow those guidelines as well. The executive is not above the law. As sympathetic as he is to everything the Chancellor is saying, those guidelines need to be looked at by the Council, by the search committee, and the Chancellor needs to be held to those guidelines as much as she needs to hold others to them.
- Mr. Mattson expressed some concern as to whether the one-day visit by the search firm, including 45 minutes for the faculty forum, would allow sufficient time to gather the information necessary to create the prospectus. He thinks we should be ready to ask them for more consultation if necessary, in addition to the electronic survey.
- Ms. Makhijani said that she appreciated Mr. Mattson's raising these concerns and addressed them as follows:
- Insofar as the search process not being confidential, Mr. Mattson is correct. The timeline, schedule of meetings and disclosure of search committee members can be made public. Ms. Makhijani will be publishing, after today, the names of the final members of the search committee, and to the extent that the faculty or anyone in the institution wants more detail, than what she is providing, as far as when meetings are occurring, she will be happy to provide it so that we can be as transparent as possible but still adhere to guidelines.
- Regarding Mr. Mattson's second inquiry, Ms. Makhijani said that if she didn't respond sufficiently, she would turn this over to Mr. Patton. She noted that everyone had a copy of the SUNY Guidelines for Presidential Searches in their information packets. She wanted all to have a full copy as she believed her predecessor had distributed only a single page. She directed everyone to Page 10 of the Guidelines (it's a 17-page document). Under Subdivision C titled "Representational Searches", the final bullet point under Subdivision C on page 10, right before Subdivision D begins is the decision whether to hold campus visits will be discussed with the College Council and search committee, but it is in the sole discretion of the Chancellor and Board of Trustees of the State University of New York. That's discussing whether or not it is going to be a representational search. So, while she understands and appreciates that there might be some view that we could either accept it or not accept it, it is actually up to the Chancellor and it is something we must accept. When you look at it from a broad perspective...see the forest through the trees...what is best for the College, not any individual faculty member, not any individual administrator...for the College as a whole...it is always a balancing test. There are always competing interests. When you weigh the advantages and disadvantages of a representational search as opposed to a public search, and what it could do as far as the possible candidate pool and the quality of the candidates, the advantages of a representational search, in her opinion, far outweigh the disadvantages when we perform a balancing test. She was happy to hear that there was a big turnout for the election process, so that faculty could feel comfortable in the representatives that they have elected. Ms. Makhijani said she would do everything in her power to make sure the institution was comfortable with the process.

- Addressing Mr. Mattson's third inquiry, concerning the length of time that the search firm has been meeting with the different constituency groups, Ms. Makhijani wants to assure everyone that the process that RPA is undertaking here is no different than any other search that they have conducted. Generally, these constituency group meetings run anywhere from 30 – 45 minutes to an hour. This concern was raised to her prior to today. She took that concern seriously and spoke to the search firm about it. The way they are responding to it, which Ms. Makhijani is comfortable with and thinks is appropriate, is that Dana Cohick is telling those he speaks to that if they want to talk to him further, this is not the only opportunity, and he is providing his contact information for those that may not feel comfortable speaking in a group and may want to speak privately. He is also offering to come back to campus on a different day. She thinks the best day would be the day the Chancellor is here. We could arrange for another sit-down with whichever constituency groups feel as though they would like another meeting, if they feel as though the time today was not enough. She does not want anyone to feel short-shrifted. Everyone will be heard.
- Mr. Usama Shaikh, Vice President for Student Affairs and Chief Diversity Officer said in a meeting with the search firm earlier that day, the search firm mentioned that they will be sending out an anonymous survey about a week after meeting which will allow the entire campus community to share their thoughts and any follow up that they need to have in an anonymous setting as well. That would be a place where those who may feel like they didn't have enough time to speak can also share their comments so that can be added to the prospectus and the job description.
- Ms. Makhijani thanked Mr. Shaikh and said she thought Mr. Mattson had mentioned that. She thinks that he was more concerned about the faculty wanting that in-person face-to-face time, which she understands. This administration has not been through a search, and she understands that it may take a little more TLC in the beginning. If it takes more time, that is what the search firm is being paid for. They will come back and they will have more meetings.
- Mr. Mattson had a question related to the timeline, asking if the Chancellor gives the charge before the first meeting. Ms. Makhijani responded that the Chancellor gives the charge at the first official search committee meeting on February 28.
- Mr. Mattson then asked when the search firm is expected to provide the prospectus. Ms. Makhijani said there would be a draft by February 28. The search committee has to approve the final prospectus and advertisement, but in the event anything is said by the Chancellor or any further meetings that day warrant any further amendments or revisions, it will be done in the following three to four days. This is why we are targeting the first week of March for the prospectus to go out.
- Mr. Mattson directed all to Page 6, bottom bullet point of the guidelines, and remarked that efficiency is important, but the guidelines have a process. The bottom bullet point says, "[i]n consultation with the Chancellor's representative and the search consultant, the committee should assess the needs of the institution and the type and style of leadership desired in a new president." He then stated, "So the committee is having a meeting and talking about that."
- Ms. Makhijani replied that Mr. Mattson was correct. Based on the results of what they are doing today and that survey, we are going to have to meet and assess it.
- Mr. Mattson continued reading, "[c]ombining the results of this assessment and the required criteria set forth by the Chancellor, the search committee shall develop, and submit to the Chancellor (or the Chancellor's representative) for approval, the material to be used in the advertisement of the vacancy." Mr. Mattson then asked whether the advertisement and the prospectus are one in the same.
- Both Ms. Makhijani and Mr. Patton said they were different.
- Mr. Mattson then said, "So there's a step that requires the search committee to submit something to the Chancellor's Office. That material is going to be used for the writing of the advertisement?" Ms. Makhijani said that she didn't read it that way. The materials are drafted by the search firm after consultation. They have to first give feedback to the search committee. They are going to summarize all of today's discussions and the survey and provide the search committee with that information. The search committee consults with the search firm.

- Mr. Mattson replied that that was the next bullet point and that the bullet point before says the search committee assembles materials that are going to be used in the drafting, and that goes to the Chancellor's Office. His assumption is that based on the next bullet, that would then go to the search firm. Perhaps he is mis-reading, but there seems to be a process that involves the search committee being actively involved in the gathering of materials that can be used for the writing, at least of the advertisement, if not the description and the prospectus mentioned in the next bullet point.
- Ms. Makhijani stated that the search committee is actively involved in the decisions. The drafting is done by the search firm, but if we don't like it, we send them back to the drawing board. Yes, the search committee and the search firm work closely together, but the committee is not preparing its own materials. Once the search firm submits their final draft to the committee, the committee has to review, edit and revise it...whatever is necessary... and upon the committee's approval it gets submitted to either Mr. Patton or Dr. Johnson for approval.
- Mr. Mattson inquired as to whether the Chancellor's Office would be okay with the search committee not submitting materials as specified in the guidelines.
- Mr. Patton said that he did not believe that Mr. Mattson was interpreting this section of the guidelines correctly. What generally happens in these searches is that we will get a draft prospectus, which we are going to use to recruit the next President. The prospectus is drafted by the input that is being gathered by the search committee and the search firm. For instance, the search committee received a document which they did not feel visually represented the College as well, so they suggested adding some additional photographs. It is not necessarily a step-by-step process. The purpose of talking to the search firm is so they can understand what it is you are looking for in the next President and condense that in writing...hence a prospectus...from which they can recruit.
- Ms. Archbold referred to the first bullet point on Page 6 of the search guidelines which states, "[o]nly approved members of the search committee and those staffing the committee are allowed to participate in the confidential work of the committee." Ms. Archbold went on to say, this being said, Ms. Makhijani has mentioned that when she had anything to table pertaining to making a decision as a search committee that all Council members would be able to partake in this decision. She asked Ms. Makhijani to explain this.
- Ms. Makhijani said that bullet point is accurate, and what she is speaking to is that from day one in the timeline until late summer/early fall, until the semi-finalists are chosen, the process is entirely confidential. At that time, when we have the semi-finalists (eight to ten or so candidates)...during that process, the interview of those people, the discussion of those eight to ten to narrow them down to three...that decision is made by the entire Council and the Search Committee. The rules provide that all of Council is encouraged to participate, and the Chancellor's Office would prefer that the search committee and the Council agree on who those final three are. It is those interviews in which the entire Council is involved...not the whole process. This bullet point is not talking about that end of the process. This has nothing to do with that portion of the process where the entire Council is involved. There is another part of the rules that addresses when the entire Council is to get involved.
- Vice President for Institutional Advancement, Dr. Wayne Edwards, pointed out that we had started the conversation with Dr. Butts having been asked to stay on for this semester, and his agreeing to do that. From the timeline Ms. Makhijani has laid out, the candidate could possibly go before the SUNY Board of Trustees in September. Dr. Edwards thought this sounded a little ambitious ...but said, maybe...who knows? Dr. Edwards pointed out that unless at the end of this semester Dr. Butts is asked to stay on indefinitely, we already know that a gap will occur. He asked if that gap is being addressed now, in terms of an Officer-in-Charge or whatever that position is being called.
- Ms. Makhijani said that gap is not being addressed now because there is a lot of work to do. When the search is fully underway, and if things are moving along as planned and according to the timeline, she thinks a better time to address that issue would be at the start of summer, because the search committee will have a better idea. Right now, the search has not even been launched, and it's not yet known whether the timeline will be approved, so it's a little premature to address that at this point. She is happy, and she's sure everyone else is happy, too, that the best

Officer-in-Charge to have is the Officer-in-Charge we've had for the last 20 years. He did buy us at least until the end of the semester, so she will look at this issue and talk to the Chancellor or Mr. Patton about that once we are fully underway and have a firm timeline in place.

- Mr. Michael Kinane, Vice President for Communications, noted that the campus had not gone through a search in thirty-five years. Directing his question to Mr. Patton, Mr. Kinane said he is presuming, that in addition to what they were gathering today, the firm was going to need other information if they are writing a 10 or 12 page prospectus that includes history, vision, strategic plan, etc., and is wondering if they will be turning to us for other materials. Mr. Kinane said that thus far he had provided pictures, but is asking if that is part of this information gathering for them also.
- Mr. Patton responded, yes, and the search firm we selected just recently completed SUNY's last Presidential search in Plattsburgh, so they have a history and understanding of how SUNY works, the Board of Trustees and the process. There is familiarity with how to go about selecting the President for SUNY and how to pay unique attention to the individual needs of the campus. They know how to access information. Some of the information is on iPads, some they'll gather. They have very good analytical ability to understand what is necessary and needed for the search process. Mr. Patton also said we shouldn't be surprised if they ask for specifics that are unique, that are used as selling points, that are going to be used to sort of "dangle the carrot" and get someone interested in applying for the position.
- Dr. Elliott requested it be clarified that the search firm works for the committee, and they are not working independently of us. They are working for us and with us.
- Ms. Makhijani said that was 100 percent correct. The contract that was negotiated by Len Davis reflects that we are their client. When she raised that faculty concern to Dana Cohick, he replied that the firm serves at the school's behest. If they want him to come back, we are his client. That's what he's getting paid for. Ms. Makhijani does not want anyone to think that they don't have a voice or can't make requests. Just raise them to her and she will address them.
- Mr. Mattson said...expect the best, but plan for the worst. He applauds Ms. Makhijani's "can do" optimism and is 100 percent supportive of her project. Ms. Makhijani thanked him.
- Mr. Mattson went on to say that we've just gone through a period of uncertainty in transition, not knowing if there was going to be an Officer-in-Charge, not understanding what an Officer-in-Charge is, not knowing who was going to be President, and that took its toll on both the administration and faculty. Searches do fail, searches do take longer than expected. If Dr. Butts had committed to continuing his great leadership through January of 2021 or at least December, that might provide the reassurance necessary, but Mr. Mattson's understanding is that Dr. Butts is committed through the spring semester, which ends in June. That would mean there is this period of at least July and August, if not September, in which we don't have Dr. Butts. Who do we have? If Dr. Butts is retiring, we are no longer looking for an Officer-in-Charge. Mr. Mattson believes we would need either an Acting or an Interim President to fill the gap until the new person is here. While he thought the Chancellor's Office is capable of efficiency, he asked whether or not that decision has to go through the Board of Trustees.
- Ms. Makhijani said that an Officer-in-Charge can be appointed by the Chancellor. Mr. Mattson said that he thought that if Dr. Butts retired, we could not have an Officer-in-Charge.
- Ms. Makhijani said that the Chancellor, may, without the approval of the Board of Trustees, appoint, within a day, an Officer-in-Charge. She has that power. Mr. Mattson responded that he saw that as technically possible, but what it means is that when we get to June and July that creeping uncertainty starts. The sooner we have stability in the period of transition, the better, because it raises the blood pressure on campus.
- Ms. Makhijani then turned it over to Mr. Patton to address Mr. Mattson's question.
- Mr. Patton said that he appreciates the question and wholeheartedly appreciates the concern, and needs to qualify this by giving Dr. Butts tremendous credit for expressing the concerns of the organization and for working through the process. He can unequivocally say that of the 64 campus presidents, he has had more conversations with Dr. Butts than with any others, as a testimony to his commitment and resolve in trying to help work through this issue. Dr. Butts has been extremely professional, gracious, and is the one individual that Mr. Patton said he could

count on to provide solutions instead of problems. He wants publicly to acknowledge and appreciate this.

- Mr. Patton went on to say that we will most likely experience a fluid process, and should not be concerned about the uncertainty that is anticipated. The Board of Trustees, the Chancellor and the administration are 100 percent aligned and committed, so just because there's a Board meeting in September doesn't mean that a special Board meeting couldn't or wouldn't be called to advance this. Just because Dr. Butts has committed to a semester, it doesn't mean that is the only tool in the toolbox. We do have an opportunity for an Officer-in-Charge, Interim President, Acting President, and Mr. Patton's favorite option...making Dr. Butts stay a little longer...including begging him to do so. The process is more fluid than some may think. As to the question of timing, if someone is at a campus currently, and has to give notice, that is one thing. If not, that is another thing. Mr. Patton said he is experiencing the same thing at Stony Brook. Suddenly things start moving very quickly and calendars start opening up because of the ability to attract some really outstanding candidates. For every problem, SUNY will work with Old Westbury on a very effective solution so that the continuity will continue as well as it has in the past.
- Dr. Butts said that he should back up Mr. Patton, not simply because of the kind things he said about him, but because of what Dr. Butts has experienced in working with him. There is no doubt in Dr. Butts' mind that SUNY is trying to pick up the pace of this process and make it fluid. The questions being asked are absolutely appropriate.
- Dr. Butts went on to say that we will continue to try to raise money and to look for academic programs and expand. There will be no abandoning.
- He then remarked that he has interacted with or knows people who the new College Council members have interacted with throughout many years on Long Island. He is confident that a good leader will be found for Old Westbury. There is excellent talent available at the College and we have the force and power to move forward. We have worked hard to build the structure. All we need to do is refine it. He remembers words spoken at a College visit, "You don't have to be sick to get better."
- This is a tribute to Mr. Patton and his work. Dr. Butts is delighted that Mr. Patton is here, as he has been a kind of steadying force. He currently has nine search processes going on across the state, and he is doing the best he can. The Chancellor is equally pressed. While it may seem that Andy is pressing on some issues, he is right to do so, because once we get through this initial jousting, Dr. Butts thinks the process will flow smoothly. The full College Council will have the opportunity to speak on who the next leader of this College will be.
- Dr. Butts also paid tribute to Ms. Makhijani, for her efforts in making sure we follow the rules and regulations. We may not like the rules and regulations as they apply to us individually or collectively, but they are what they are.
- Dr. Butts thanked Mr. Mattson for pressing these issues because they are important and he does want everyone to know how important he thinks the faculty is. Shared Governance is such an important part of this institution.
- Dr. Butts closed by thanking Mr. Patton for being at the meeting and Ms. Makhijani for leading what he considers to have been a very informative and helpful College Council meeting.
- Ms. Makhijani said that she agreed wholeheartedly with everything said by Mr. Patton and by Dr. Butts. She reminded everyone of what she had said earlier...that Mr. Patton would normally have called into the meeting, but she was made aware, thankfully, of the faculty concerns and the trepidation felt by most about this transition, so she asked, and she received...he was more than willing to show his support by coming in person. She again thanked him for being at the meeting – it means a lot and shows a lot and also shows the Chancellor's support for the campus.
- Ms. Makhijani then said that she would skip a couple of agenda items and move forward to any of the Council members that would like to speak.
- Mr. Kalief Metellus, SGA President, reported that in April the SGA would be presenting the SGA Engagement Award in which seven students would each be awarded \$1,300 for being engaged socially or academically. The SGA is also collaborating with the Deans to have library hours and access to computers extended.
- Mr. Metellus also mentioned that the SGA was working on donating meal cards to commuter students. Ms. Regnante mentioned that the campus may be eligible to have a food pantry on

site, and was advised that we have a pantry. She asked if it was meeting the needs of commuter students. Mr. Metellus said that an SGA Resolution had passed to provide \$500 per semester to the food pantry.

- Mr. Usama Shaikh, Vice President for Student Affairs and Chief Diversity Officer said that we were expanding services and looking at multiple pronged approaches so that a single pantry would not be the only available source. We are looking at high impact practices and working with Dining Services. We currently have a meal plan that allows a specified number of meals in the Dining Hall, based on the plan. There are some students who do not use all of the meals so we would allow them to donate them. Most pantries tend to offer food staples rather than hot meals. This would allow hot meals on campus if the need is there.
- Ms. Regnante said that we could also have a food drive card, e.g., a \$10 Stop & Shop card for the commuter who needs it. She then said she would be happy to offer her assistance in determining how to get that incorporated as an option. Ms. Makhijani thanked Ms. Regnante.
- She then said that the policies on free speech and assembly would be tabled, and that she and Mr. Bill Kimmins, Assistant to the President for Administration, would work together to get them finalized and distributed prior to the April 3rd College Council meeting so that members can be prepared, and have them passed at that meeting.
- Mr. Metellus mentioned that at the SGA “State of the Association” event in January, the goals of the SGA were presented and fifteen students each won \$800 book vouchers.
- Ms. Archbold asked who communicates with the military personnel or military students. She had not heard anything about that. Mr. Shaikh replied that as part of our Registrar’s Office we have a Veterans Coordinator who works with our veteran students. Ms. Archbold asked if they were active, engaged and involved in activities on campus. Dr. Duncan Quarless, Acting Provost and Sr. Vice President for Academic Affairs, said that they do have an active outreach to our veteran students, and they connect with Student Affairs as they need to. They are very open and engaged with the students that are veterans. In fact, they were acknowledged not long ago for the level at which they are engaged with veteran students on our campus.
- Ms. Regnante asked how many veteran students there were on campus. Dr. Quarless said he wasn’t sure exactly what the number was. He didn’t think it was a very large number, but did not want to misquote it. Ms. Regnante said she would find out.
- Dr. Elliott moved to adjourn the meeting.
- Ms. Makhijani asked for a second. Ms. Infante seconded the motion, and the meeting was adjourned at 12:15 pm.

Submitted by:

Irene Cotton
Administrative Assistant to the President