

# SUNY COLLEGE AT OLD WESTBURY COLLEGE COUNCIL

## MEETING MINUTES

**Meeting Date:** Friday, April 13, 2018  
**Location:** Student Union, Multipurpose Room C

**Attendance:** **Appointed Members of the College Council**  
Ms. Melissa Archbold  
Dr. Debra Handel  
Mr. William Hohausser  
Dr. Mario Mignone  
Mr. Scott Reich

**Representatives of the College**  
Dr. Calvin O. Butts, III  
Mr. Len Davis  
Dr. Raj Devasagayam  
Dr. Wayne Edwards  
Dr. Barbara Hillery  
Mr. William Kimmins  
Mr. Michael Kinane  
Ms. Mary Marquez Bell  
Mr. Andrew Mattson  
Dr. Patrick O'Sullivan  
Ms. Mona Rankin  
Mr. Usama Shaikh

### **I. Welcome and Meeting Opening**

- Dr. Mario Mignone, Designated Chairman, opened the meeting. He mentioned that he had attended an Italian Poetry Contest on campus earlier that morning, which 200 students from Long Island had attended. He thinks it is the type of event that we should encourage in the future. Dr. Mignone also attended the Alumni Dinner that week and found it refreshing to see the success of Old Westbury alumni and also to see recognition given to faculty members as well at the dinner.

Dr. Mignone asked for a motion to approve the minutes of the meeting of February 23, 2018. A motion was made and seconded, and the minutes were approved without dissent.

There being no old business, Dr. Mignone requested that Dr. Butts give his report.

### **II. President's Report on the College**

- Dr. Butts began his report by mentioning that two Old Westbury students, Ms. Brianna Levy and Mr. Joshua Stickell, were recipients of the Chancellor's Award for Student Excellence, and hoped to see members of the College Council at Honors Convocation on Thursday, March 26 from 3:00 – 5:00 pm, where our best and brightest students would be honored.
- He also mentioned that the women's basketball team won the Skyline Conference Championship for the second time in three years. While they lost in the first round of the NCAA Division III Tournament, we celebrate their Skyline Conference win.
- Dr. Butts then asked Mr. Len Davis, Senior Vice President for Business & Finance and CFO, for an update on the state budget. Mr. Davis said that the 2018-19 enacted budget is essentially the same for SUNY as it had been the prior year. We received the same amount of state tax support as we had last year, primarily because the maintenance of effort provision, which stipulates that we will not receive less than the prior year, is still in effect. We also have the continuation of the rational tuition program. This year we will have a \$200 tuition increase in the residential undergraduate rate, similar to last year, therefore the monies provided to the state included approximately \$21 million to cover that increase in tuition. Regarding the capital plan, our allocation this year is approximately \$5 million. We still have not had a settlement of the UUP

contract. When that happens it will certainly have an impact on the budget. Funding was restored for the previous EOP (Educational Opportunity Program) cuts.

- Dr. Butts went on to mention that he had presented the 2018-2023 Strategic Plan at a Town Hall Meeting. The plan was put together by a committee headed by Mr. Anthony Barbera, Assistant Vice President for Academic Affairs, Dr. Kathleen Greenberg, Faculty Senate Chair, 2016-17, Mr. Andrew Mattson, current Faculty Senate Chair and Dr. Duncan Quarless, Interim Assistant Vice President for Academic Affairs. Dr. Butts encouraged all to review the plan, a copy of which was included in everyone's information package, as it will guide the expansion of the College over the next five years. It is a document that comes out of sensitivity to shared governance...the administration, faculty, staff and students working closely together...and it is a process for implementation that Dr. Butts, as a leader of the administration, pledges to follow. He will be working very closely with faculty governance. Two of the most important steps to be taken are the establishment of a task force that will then form a committee that will determine how resources will be used to implement the plan. College Council members had been asked for their input to the Strategic Plan, and Dr. Butts mentioned that he had seen comments from Dr. Mignone, Mr. Ihne and Ms. Infante.
- Mr. Mattson stated that the President's Office should receive high praise from the faculty, and, in fact, Professor Minna Barrett, at the close of the Town Hall Meeting, said that this Strategic Plan process is a great example of consultation and transparency. Mr. Mattson thinks we are embarking on a moment where the Office of the President, the faculty and the administration are working together. This implementation plan will be difficult, but the lines of communication are open and there is a lot of potential. This is a positive moment for Old Westbury and faculty, administration and staff relations.
- Dr. Butts asked Dr. Patrick O'Sullivan, Provost and Senior Vice President for Academic Affairs to update the group on our Middle States accreditation. Dr. O'Sullivan said that we had recently submitted an update to Middle States with regard to their recommendation that in addition to our academic assessment, which met the standards, we needed to have a more robust non-academic or institutional assessment process. There are 52 units on campus, including Faculty Senate, EOP etc., which submitted reports on assessment that became part of the appendix to the report that was submitted. Middle States now requires an annual update from all institutions it has accredited. We met the goal, submitted the plan and should hear back from Middle States within the next couple of months.
- Dr. Butts remarked that enrollment for the fall continues at a robust pace. Applications from prospective first-time-to-college students are up 33 percent, and acceptances are up 41 percent. With this influx we are considering closing freshman admissions to some of our programs by May 1<sup>st</sup>. He asked Ms. Mary Marquez Bell, Vice President for Enrollment Services to comment. Ms. Marquez Bell said that she is seeking more data, but there's a possibility that we may be closing freshman admissions for all programs. We've already accepted more students for fall than we did last year. Dr. O'Sullivan remarked that in the fall of 2015 he looked at the five year average freshman enrollment, and it was approximately 400 students. In the fall of 2016 it was over 500. In 2017 it was 670. Ms. Marquez Bell said that we hope to remain flat this semester. Dr. Mignone asked to what extent the Excelsior Program impacted the enrollment increase. Ms. Marquez Bell said several things account for the increase which occurred at Old Westbury, throughout SUNY and at private colleges on Long Island. Last year marked the first time that the previous year's income could be used for financial aid. Many students received their financial aid awards in the fall of their senior year of high school rather than in the spring, as is the traditional outcome. Therefore, they were able to make decisions much earlier and apply to additional colleges should acceptances fall through, thus increasing the applicant pool. In addition, there was the hope that they could take advantage of the Excelsior Scholarship program. Last fall, per Mr. Davis, there were 246 Excelsior Scholarship students. We are at approximately 250 currently. Therefore, there are not that many students receiving the award. Also, the state implemented a massive marketing campaign by promoting the Excelsior Scholarship and public

education in general. Also, students' concerns about whether or not they would easily find employment after having obtained a Bachelor's degree made them very conscious of minimizing student loan debt. Also, the Excelsior Scholarship applies to the private sector as well. The discount rate, nationally, is almost 60%. Rumor on Long Island is that the private schools are attempting to make their costs comparable to SUNY, thus the difference is not that great. Mr. Michael Kinane, Acting Vice President of Communications, remarked that since the advent of the Common App, students are applying to more schools. Now, instead of applying to 5 to 7 schools they are applying to 10 or 12. It leads to the question of the students' ultimate choice. If they are looking for housing, that is one of the variables we have to consider when we think about closing admissions. Dr. Butts mentioned that housing selection for current students offers evidence of enrollment success. For the first time we used an online application process, and based on the nearly 450 students who signed up, it was a big success. The strategic plan makes reference to increasing housing opportunities and developing a more residential campus. There is a lot of work needed for that.

- Dr. Butts asked Mr. Usama Shaikh, Acting Vice President for Student Affairs and Chief Diversity Officer for any input re residential students. Mr. Shaikh agreed with the success of the online housing application process, and they are following up with more than 70 students who had shown interest, but then didn't follow through. There is a concern that because of the robust incoming class we will be at capacity with just our incoming transfer and new students. In that case, current students who may have missed the housing cycle in March and April, may have to be wait-listed, which could impact enrollment as some students can't attend Old Westbury without housing. Fire code issues prevent expanding space within the Woodlands halls themselves.
- Judge Hohausser asked Mr. Shaikh about the number of disciplinary incidents we have had on campus, as he's had some Old Westbury students come before him. Mr. Shaikh responded that this is the fifth college at which he's worked and had involvement in residential life and conduct. We are below average in terms of conduct violations in the residence halls. There are incidents, but overall our students tend to work in concert with our staff.
- Dr. Butts mentioned that the new parking lot project is on schedule. \$2.4 million has been allocated for the project, and 150 new spaces are planned for use before the start of the fall 2018 semester. A connector road and additional spaces are to follow during 2019 – 2022. Work will begin with the Student Union parking lot behind the University Police Building, which will be expanded southward in the direction of the Clark Athletic Center. A Short Environmental Assessment Form (SEAF) was submitted by the Construction Fund consultant in compliance with the New York State Environmental Quality Review Act (SEQRA). The initial study resulted in finding a negative declaration which meant that upon completion of the study there was no substantial evidence that the project would have a significant effect on the environment. The SEAF was sent to the Department of Environmental Conservation, the Village of Old Westbury, the State University Construction Fund, and to the College's administration and the Faculty Senate for review and comments. The comment period ended March 29, 2018. All comments were reviewed by the consultant and on April 5 the Construction Fund responded to all involved parties, including the Faculty Senate, that there was no basis for reconsidering the negative declaration. The parking lot construction contract is being finalized, and work on the site is to be scheduled shortly thereafter. In answer to Mr. Reich's question about what the \$2.4 million covers, Mr. Davis replied that it covers the first phase only. Every year capital funds have to be re-appropriated, re-requested, and plans submitted, which we will continue to do for the second phase. Mr. Kinane mentioned that every part of our public budget gets renegotiated every March.
- Dr. Butts went on to mention a project underway by *Horseability*, the not-for-profit therapeutic riding organization that operates from our stables. *Horseability* has built a new indoor riding facility next to the Clark family stables to allow them to better serve their clientele year-round. They are awaiting installation of a fire suppression system as one of the last steps they need to take before seeking a certificate of occupancy. Mr. Kimmins mentioned that there was an event

that evening celebrating the newly built ring. It's a project that cost approximately \$1 million. It now belongs to us, but did not cost us anything out of pocket.

- Dr. Butts remarked that we had a new SGA President, Evan Rufrano, and a new slate of officers. Evan is an outstanding student...attentive, focused, and aware of what is going on. He then asked Mr. Shaikh to comment. Mr. Shaikh said that Evan was a member of the SUNY Assembly last year, is very familiar with the inner workings of student government, and is part of the Honors College, where he has done some wonderful things as well. He's looking forward to having an exciting year with Evan at the helm of the SGA.
- Dr. Butts then went on to mention that he has agreed that we will renovate a computer lab in the Student Union to become the College's Interfaith Center. It will welcome students, staff and faculty of all faiths, and will be a place for quiet meditation and reflection. We hope that it will open in the fall.
- Dr. Butts announced the dates and locations of a number of upcoming events including the Executive Leadership Forum, featuring Mr. Kenneth Chenault, former Chairman and CEO of American Express and currently Chairman, General Catalyst; Honors Convocation; the Annual Alumni Reunion and Networking Reception; the President's Reception for Outstanding Students, and the College's Fifty-second Commencement to be held at Nassau Veterans Memorial Coliseum.

### III. **New Business** – Reports from College Representatives

- Dr. Wayne Edwards, Acting Vice President for Institutional Advancement, remarked that at this point we are doing well with regard to the Leadership Forum, and have sold 282 tickets.
- Ms. Mona Rankin, Chief of Staff, reported that Chancellor Johnson would be coming to Old Westbury on the morning of Thursday, May 10<sup>th</sup>, 9 -11:30 am. She is interested in meeting with faculty, staff, administration and other leaders of the College. It hasn't been officially announced and we are waiting to hear particulars, but will keep College Council and Foundation members informed. We have planned for her to see the Science Building and the condition of our labs because that's one of the biggest projects for which we're advocating for funding. It's also the second day of a Commencement celebration at which students pick up their caps and gowns, therefore she'll be able to see that.
- Dr. Butts asked Cabinet members to add anything they wanted to report at this time. Dr. Edwards said he would like to encourage everyone to purchase a ticket to the Leadership Forum. Doing so would go a long way to providing scholarships for our students. We are looking to have a few events in the fall; perhaps a Polo match which is normally held at Hickox Field but may be moved to Bethpage. We are considering having a President's Reception at the President's House, whereby our Foundation trustees will invite prospective trustees. We are also looking at an event...the working title of which is "Old Westbury Goes to the City" which will be a cultivation event at Lincoln Center with a performance by Wynton Marsalis. This event will be for cultivating "big names" in Manhattan that don't normally come here. We'd like to invite people to bring into the fold and give them a sense of what Old Westbury is all about.
- Dr. Butts asked Ms. Marquez Bell to comment on international education. Ms. Marquez Bell said that we have had an increase of 10 applications from international students. We continue to encourage international student enrollment even though it's a small segment of our population, and is a bit more difficult now in the current political environment. We have had a lot of success in Vietnam, where our concentration has been. Our focus has been on continuing efforts in China, India, and Vietnam. We are also working on increasing study abroad opportunities for our students. We had a very successful program in Cuba last January and an extremely successful program in Nicaragua during spring break, when Professor Hartmann took a Public Health class

to visit several healthcare sites there. There is growing interest in study abroad. We already have a number of participants for our Spain program and our China program for the summer. We are also working on two new programs. A biology professor is hoping to develop an environmental research program in Greece, and we have faculty working on a new program in Italy involving service learning, on which Dr. Mignone has been giving advice. Ms. Archbold asked about the qualifications needed by a country for a potential exchange program or study abroad. Ms. Marquez Bell said there are many models used. The program in Nicaragua did not involve university participation. It was a faculty led program where the faculty member was familiar with healthcare facilities in three cities. The benefit of this kind of program is that faculty can work independently in a country. A drawback, however, is that there is less cross-cultural content or exposure than we would like. Another model involves a program where we already have a partnership established with a university. Sometimes programs develop because of a faculty connection with a university overseas, and sometimes faculty members know that foreign universities want a program, but don't have one, and therefore reach out to us. We have several vehicles by which we seek out partners throughout the world. Our study abroad programs are usually faculty led and emanate from the faculty's expertise.

- Dr. Mignone expressed his concerns about the need to plan for student housing. The cost of housing in the Old Westbury area being so high, students would not be able to find off-campus housing nearby.
- He also mentioned that while our Foundation cannot be expected to raise money at the level of Stony Brook, he does think that an area such as the naming of buildings should be explored further, especially since this is such an affluent area.
- Mr. Kinane commented on Dr. Mignone's concerns regarding the housing situation, stating it is a political issue. The College must show the demand for housing in order to get the "buy in", needed to get the bonding to build student housing. This is the first year in several that our residence halls have been nearly full. We expect to be full, with a waiting list next year. That is the point at which we can start seeking funds as we will be demonstrating a trend.
- As to the issue of fundraising, Mr. Kinane first mentioned that the format of the Leadership Forum with Mr. Chenault was not typical, in that it would take the form of an interview by Dr. Butts, and should be very interesting. He went on to say that four months ago Dr. Butts reorganized the Cabinet putting Dr. Edwards in a position to focus full time on fundraising, rather than that area being just one of several as it had been. He is glad to see the level of activity and excitement of both the staff and Foundation board members engendered by this change. As to the naming of buildings, it is necessary to find those people with the means to make such a gift who have an attachment or relationship with the College. The "going rate" for the naming of a school of business on Long Island is \$9 million. The relationship at Adelphi leading to the Willumstad School of Business took seven years to develop. Dr. Mignone said that he thinks that the faculty needs to play a part in fundraising. Because of the huge deficit at Stony Brook, faculty has been encouraged to help. Dr. Edwards said that he and Ms. Penny Chin, Director of Alumni Affairs, had spoken at Dean Barbara Hillery's Chairs' Meeting earlier that week regarding faculty involvement, and also would be speaking at Faculty Senate that day. They are being very proactive about getting both faculty and staff involved.
- Further re student housing, Ms. Marquez Bell said that anticipating that there may be a waiting list this fall, she met with the Director of Residential Life, and they are going to look at several options re home stays in the area, to see if it's possible for us to make those referrals for students who want to be closer to the campus. We know, however, that it would be a more expensive option for students.
- Dr. Butts mentioned that Dr. Handel had brought up the importance of faculty housing and said we will continue to explore options for both student and faculty housing.

- Mr. Mattson said that faculty governance has been very engaged in trying to make the Strategic Plan a success. They are moving towards creating the Strategic Planning, Assessment, Analysis and Review (SPAAR) Task Force and Committee which involve cooperation between the Office of the President and faculty governance. This is a key moment in the Strategic Plan. It's important that the SPAAR task force be a success in order to make SPAAR and thus the Strategic Plan a success. A great deal of work by staff, administration and faculty will be required, so the subcommittee is moving towards identifying committed people who are willing to serve going forward...to come to every meeting and do their homework to do what is necessary to make the plan a success.
- Faculty governance is also looking at ways to discuss faculty compensation, to improve transparency and accountability, and to assess compensation inversion, gender equity and compensation. In response to the Middle States non-academic unit report activity, just completed, faculty governance is still working on its performance objectives and assessment instruments to engage faculty in governance and to have performance objectives that can be assessed and measured, so that when Middle States returns, faculty governance will be able to show them an engaged faculty that is participating in the process of shared governance.
- The next person to report was Dr. Barbara Hillery, Dean, School of Arts and Sciences. Dr. Hillery mentioned that the English Honor Society induction ceremony took place on the same night as the Alumni Dinner. The History Honor Society and Sociology Honor Society inductions will take place in the next couple of weeks. Next week the Annual Undergraduate Student Research Day will be held. This year's theme is movement and motion, and the keynote speaker is Dr. Sylvester James Gates, a Ford Foundation Professor at Brown, who spent his career at the University of Maryland, was on President Obama's Science Advisory Council, and was a recipient of the American Association for the Advancement of Science's Award for Public Understanding of Science and Technology. He has also appeared on PBS programs about string theory.
- Dr. Raj Devasagayam, Dean of the School of Business, said he was pleased to report that the Association to Advance Collegiate Schools of Business (AACSB) has approved our application, and he thanks Dr. Butts and Dr. O'Sullivan for their support in making this happen. He also thanked Mr. Kinane's office for creating some of the collateral material included in the meeting folders. They are especially proud to include the success stories of School of Business students. He said that he promised that at every meeting he attended he would mention the mission of the School of Business. The mission principles include, access, support, empowerment, critical thinking, communication, ethics, knowledge, skills and values.
- Mr. Shaikh reported that this year, as part of the SGA election, students were asked to vote on whether the student activities fee should be optional or mandatory. They voted to make it mandatory, which helps continue to fund student programs and the SGA. On April 18<sup>th</sup> the college-wide job fair will be held. Career Planning and Development is working closely with the School of Business on this event. They are also collaborating with the School of Arts and Sciences on the Health and Science Career Expo.
- Dr. Edwards interjected that the Leadership Forum ticket sales had increased to 292 during the course of the meeting...and he hoped it would soon break 300.
- Dr. Mignone asked Dr. O'Sullivan if the ratio of full time faculty to part time faculty has improved. Dr. O'Sullivan responded that it had not. We continue to grow but are not always able to predict accurately what areas to add sections to, therefore we have utilized adjunct faculty. We will be adding a number of lecturers to the faculty this fall. He and Mr. Davis are very mindful of the situation, but they have not been able to make the inroads they would like to.
- Mr. Mattson remarked that this is a serious issue. While he supports the addition of lecturers as a necessary quick fix, it does not solve the long-term problem. Full time lecturers work very hard

but have a teaching load of four courses per semester. This does not allow them time to be program and curriculum builders or do much advising. The load on full time faculty on tenure track is about scholarship, maintaining our standards as a community of scholars and teaching. The burden of service is very high because of the relatively small number of full time faculty. He's seeing some burnout. The demands of shared governance and faculty service can only be met by full time faculty...not of the lecturer status.

- Dr. Handel, who is an adjunct professor, said that adjuncts still go through promotional levels, and she thinks it is expected, even of part time people, that they do things to enhance the colleges at which they work. Mr. Mattson remarked that they contribute by their excellence in the classroom, and though some adjuncts in his department are voluntarily taking on some of these areas of service, he will not ask them to shoulder the burdens of full time faculty. Dr. Handel considers having a minimum of 50 percent full time faculty remains a major goal.
- Mr. Reich remarked that he had started adjunct lecturing at the University of Pennsylvania last year. He feels that there are people worth engaging and bringing on to campus even in a limited capacity as it enriches the experience for our students. While he agrees with the goal of hiring full time faculty who meet our high standards, this shouldn't be a major measure of the College. Rather we should focus on what kind of scholarship and thought leaders we are able to bring to campus to make us a center of high scholarship and attract students based on our faculty members. There are people who have no desire, interest or qualifications to become full time faculty members, who can still do a great deal to enhance the learning experience. He personally enjoys engaging with students outside the classroom, and thinks there are many innovative people who can broaden our reach. He also thinks, from the standpoint of development, that bringing in part time faculty, e.g., a successful CEO or entrepreneur who may want to teach for the enjoyment of it, could eventually lead to a relationship in which they make a sizable donation to the College. Dr. Mignone agrees that hiring such people as adjuncts is very healthy and should be encouraged, but believes we also need a core full time faculty, as this is part of the basis for assessment.

#### **IV. Open Meeting**

There being no further business, a motion to adjourn was made and seconded and the meeting adjourned at 11:50 am.

Submitted by:

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Irene Cotton  
Administrative Assistant to the President