STATE UNIVERSITY OF NEW YORK

COLLEGE AT OLD WESTBURY

### Faculty Senate Meeting

### Friday, April 8, 2022

### 12:30 p.m. - 2:30 p.m.

ALL MEMBERS OF THE CAMPUS COMMUNITY ARE WELCOME TO ATTEND

Documents for this meeting and calendar of meetings are available at:

<https://sites.google.com/site/oldwestburyfacultysenate/archive>

# MINUTES

1. **Call to Order**

* **Roster of Senators Present**: Jennie D'Ambroise (CHAIR), Runi Mukherji (VCHAIR | Senator At-large SAS | USENALT), Maureen Dolan (PARL), Deepa Jani (ECATL1 | ATL SAS 2), Robert Mevissen (SECTRS | HP ALT), Dana Sinclair (ECATL2 | LI | APPC), Laura Anker (FY), Renu Balyan (M&CS), Llana Barber (AS), Erik Benau (PY), Rachel Brown Littenberg (Professional), Lisa Chin (ATL SAS3), Jillian Crocker (ARPT), Alireza Ebrahimi (FRR Committee), Bright Emenike (CP), Lina Gilic (ATL SOE | EE), Eric Hagan (VA), Chris Hartmann (TLRC), Jon Kleinman (Professional), Danielle Lee (LEC), Edislav Manetovic (PEL), Renee Markowicz (SOE CE), Lorenz Neuwirth (FUAC), Christos Noutsos (BS), Oluwademilade Ogunlade (SGA1), Chelsea Shields-Más (HP), Jessica Williams (EN), Sara Williamson (MMF), Ryoko Yamamoto (CAP)
* **Alternate Senators Present**: Tin Chi Solomon Chak (BS), Keisha Goode (SY), Roger Mayer (ALT AC), Patrick O’Brien (ATL SOB),
  + **Non-voting Members**: Timothy Sams (PRES), Duncan Quarless (PROV/SVP), Monica Calzolari (VPEnroll), Thomas Lilly (DSAS), Jo-Ann Robinson (VPEXEC), Martha Santana (CFO), Shalei Simms (DSOB), Diana Sukhram (DSOE)
  + **Visitors**: Veronica Ambrose, Betty Berbari, Ed Bever, Penny Chin, John Estes, Ricky Guerra, Barbara Hillery, Denee Jenkins, Annette Johnson, Michael Kavic, Youngjim Kim, Mike Kinane, Evan Kobolakis, Malini Kumar, Pat Lettini, Gary Levanti, Shijian Li, Manya Mascareno, Yogesh More, Thomas Murphy, Yumi Nicholson, Cris Notaro, Diana Papademas, Lisa Payton, Kinning Poon, Courtney Raeford, Lisandra Ramos, Shebuti Rayana, Frank Sanacory, Regina Scarborough, Jeanne Shimizu, Samara Smith, Angela Wambugu Cobb
  + **Roster of Senators Absent:** Seirrah Brown (SGA2), Bonnie Eannone (Professional), Linval Franzer (AC), Curtis Holland (SY), Janay Jackson (SGA 3), Angel Lara (ML), Martha Livingston (PH), Xavier Marechaux (SOE AE), Elizabeth Morphis (TLRC | SL), Laurie Morris (USEN), Kathleen O’Connor-Bater (HLC), Sheyi Oladipo (APR),

1. **Approval of Minutes for Feb 18, 2022**
   * Minutes approved by unanimous consent with amendments to add to Provost report comments by Mike Kavic
2. **Faculty Senate Chair’s Report (J. D’Ambroise)**
   * Announcements
     1. Still some positions available for nominations
     2. Suggestions from suggestion box:
        1. Track time for reports – Jennie
        2. Feedback that faculty don’t voice – people can now use anonymous comment feature on the website, and
     3. Senators – if you can help the Chair
     4. Raise hand to talk – follow in an informal form Robert’s rules
     5. When voting, we have two resolutions – to receive, it’s to file report, it is not to agree to contents. The second is to approve the contents.
3. **President’s Report (T. Sams)**
   * Martha Santana: Fiscal Year ’22-’23 Budget
     1. Current landscape
        1. 2.8% lower enrollment (~4200), breaking point 5200
        2. No federal funds
        3. Loss of NYIT rentals (1.8 mill revenue)
        4. Lower student fees and facilities rentals (638,000 dollars)
        5. Salaries increase 2% every year in the last 7 years (58 FTEs)
        6. 3/10: 7.9% increase in energy costs
     2. Time capsule
        1. 2015-16 last time enrollments looked this way – we had 37 million budget, operation budget 14.65% increase
        2. Differences: inflation higher, no NYIT rentals, expecting a shortfall of $12.721 million
     3. Budget Goals
        1. Cost-saving
        2. Increase revenue streams
        3. Financial sustainability of operations
     4. Questions
        1. Laura Anker: everyone is enamored with governor, are we getting more money?
           1. Budget passed today, no one has seen if we’re getting additional funds
           2. President Sams: pointed out that this doesn’t include money promised for matching capital improvements

Nothing like the stimulus package

* + - 1. Laura Anker: Shortfall of students – coming from continuing students or recruitment of new students?
         1. Monica Calzolari – yes, everyone is dealing with demographic shifts and fewer high school graduates. But we have 50-100 suggestions to improve
      2. Alireza Ebrahimi: why did we lose NYIT? Is student enrollment nation-wide?
         1. Response: NYIT canceled contract during COVID, connected to athletics. Enrollments are down everywhere in SUNY with a few exceptions. Only stable numbers are the most prestigious schools. Stimulus funding helped sustain us, but we’re losing that. Middle States doesn’t want us to rely heavily on reserves (but those aren’t significant anyway).
      3. Martha Santana: losing 1,000 students = $1 million to budget
         1. We did have funding but we were judicious with spending constraints – continued to restrain spending for better position
      4. Edward Bever: thinks the last time we were in this situation was 2000 when the school was in dire financial straits. Didn’t cut or grow our way out – got SUNY support and that helped us get out so we could grow. This is a political issue – our funding comes from politicians, so that is likely one solution is pressuring our politicians
      5. Roger Mayer: is this an OW budget issue or a SUNY issue? How does the $12 mill shortfall relate to other SUNY campuses? Does SUNY Central need to be brought into the
         1. Martha Santana: we can’t raise budget (SUNY issue), but OW had gained revenue stream with NYIT, so that’s us . But it seems like a system-wide budget issue
  + Monica Calzolari: Enrollment Numbers
    1. Current situation
       1. Demand for campus tours are up, we have hundreds of accepted students who have committed to coming
       2. Applications for first-year students (14% yield) but more activities to increase this yield
       3. 75 EOP students accepted – we’re 2 months ahead of schedule (163% increase)
       4. Decline in transfer students (only 571 – 15% decline from 2021)
    2. Opportunity analysis (Ruffalo Noel Analytics)
       1. Highest factors for decision: availability of academic program (69%), cost (61%), financial aid (51%)
       2. Searches online: college financing (60%), subject area (48%), name of school (24%) UPDATE THESE PAGES
       3. Care about students, institution, and mission, but need MORE numeric goals by Counselors, program – recruitment and retention
       4. Clearer brand/message – why is SUNY Old Westbury a great place – we all say something different – need to focus
       5. Growing graduate and online programs
    3. General Observations
       1. Need databases for Institutional Advancement and Athletics
       2. Thinly staffed
       3. General malaise – too much work and not enough people
       4. Reset our relationship with students
       5. Need training for institutional research for decision-making
       6. One-stop needs a single VP
    4. Graduate Programs
       1. Lots of growth opportunity – need to develop STRATEGIC plan – data analysis to grow programs
       2. Too decentralized
       3. Speed of response to inquiries and applications
       4. Highly competitive market – we’ll lose if we don’t respond fast enough
    5. Trends
       1. 14% decline COVID and demographics
       2. What are projected goals (budget implications)
       3. Massive demographic decline in high school students, but growing demographics in some of our student body demographics
    6. Admission
       1. Heavily dependent on LI – need to expand beyond this region *and* expand to adult learners
       2. Need a stronger “first choice” population
    7. Undergrads to FTE employee
       1. For our size, we don’t have enough counselors to have face-to-face outreach
    8. Recommendations
       1. Marketing, website, and SEO
          1. Marketing and recruitment strategy
          2. More consistent points of distinction
          3. Update “Why Old Westbury” page (no photos, could be improved)
          4. Highlight value/affordability
          5. Create 30-second elevator speech or 3-min or 30-min version of why SUNY OW over 63
       2. Financial Aid
          1. Our financial aid letter is confusing
          2. Parents need to be more involved – not just portal and student
       3. Athletic Engagement
          1. They do not share inquiries with us
          2. 2-way street, so we know who is communicating with the athletics department
    9. New York competition factor
       1. CUNY gets 6,300 students
       2. Suffolk CC 4,600
       3. Buffalo 3,700
       4. Nassau 4,300
       5. So, there are plenty of students, how can we can get
    10. Questions
        1. Robert Mevissen: will this online modality take into consideration the Hanover data? Will online modalities still have a high demand post-covid?
        2. Response: if we want to grow adult enrollment, this will likely need the flexibility of online offerings because it is mostly traditional students 18-24-year-olds who can attend classes 9-5
        3. Duncan Quarless: degree programs are registered as face-to-face, so question is are there niche online places to advance enrollment. School of Professional Studies – online degree delivery, online M.S. Accounting as model
           1. could be graduate
           2. students must be able to take all classes needed online
        4. Frank Sancory: if more than 50% is offered online, do we need to change our designation
           1. Response: between LEC curriculum and degree programs, if there is the potential that 50% of students’ course credits are earned online, we are violating the premise of a face-to-face degree program. We communicated to states and got a waiver

1. **Provost’s Report (D. Quarless)**
   * Offered to yield 20 minutes for president’s report to continue
2. **UUP Report (M. Livingston)**
   * No presentation today
3. **Full Time Faculty Task Force Recommendations (B. Hillery, M. Kavic)**
   * Resolution to Receive vote
     1. Favor: 24
     2. Oppose: 0
     3. Abstain: 4
   * Discussion of Resolution
     1. Llana Barber: Wonders whether this duplicates some of CAP’s work and wonders about amending to avoid conflict
     2. Clarification: we cannot amend a report from a non-standing committee, but we can add an addendum
     3. Ryoko Yamamoto: concerns that the language about line reviews seems to be creating a new body with faculty representatives but the intention of the task force did not intend for that to be interpreted that way. Instead, it is a question about the feedback/transparency of line request approvals after CAP makes its recommendations to Academic Affairs
        1. Instead, adding a line to clarify this intention by the task force
     4. Barbara Hillery: agreed – this was not meant to exclude CAP. The Task Force discussed whether this could be interpreted so that the Implementation Force’s formation knew of the task force’s intentions. One solution was that membership of the Implementation TF would include members of the FTFTF
     5. Mike Kinane: he wonders if we can accept the recommendation with this language
     6. Maureen Dolan: the Senate could do that for a Standing or *ad hoc* Committee, but because this was established differently, it is more complex to propose amendments
     7. Llana Barber: the amended language that Ryoko put in the chat could just easily clarify this resolution
     8. Suggested amendment:
        1. Suggested Amend - Add another resolve: THEREFORE FURTHER RESOLVED that the Faculty Senate requests the Full Time Faculty Task Force to make an addendum to the recommendations that articulates the role of the CAP Committee in recommendation #3-a so that a risk of misinterpretation in the process of implementation will be eradicated.
     9. Discussion of amendment (none)
        1. Accepted by unanimous consent
   * Resolution to Approve vote
     1. Favor: 24
     2. Oppose: 0
     3. Abstain: 0
4. **LEC Assessment Update (A. Lien, D. Lee, R. Yamamoto)**
   * No presentation today
5. **PBC Update (R. Mayer)**
   * This is a presidential rather than senate committee – working with president with regards to planning/budget objectives
   * Objectives:
     1. Provide president with budgetary input
     2. Work with provost
     3. Transparent work – in compliance with college’s confidentiality
     4. Coordinate two sub-committees
        1. Strategic Plan Analysis, Assessment and Review
        2. Budget
   * Projects
     1. 42 Performance planning RFPs, 18 finalists, April 4th presentations submitted
        1. Stakeholders, faculty, others will be able to influence college
        2. Next steps: committee will review and will recommend presentations to President Cabinet, create budget, monitor projects
     2. Budget – we have clear update of next year, and in SPAAR, creating a strategic plan. These two points are interconnected.
        1. Reaching out to resources like Hanover, looking at prior OW Strategic planning process, Society for College and University Planning
   * Questions:
     1. Jennie D’amboise: is there a date for the presentation?
     2. Response: while Cabinet is reviewing presentations, all faculty and staff will be able to view and provide input about impact, aligned with mission, feasibility, how it connects with other aspects
     3. Runi Mukheri: all the feedback that people provide will be part of the metrics for which projects to select
6. **SGA Report (O. Ogunlade)**
   * Met with Provost: SGA would like alternative to course eval method
   * Student Life Committee
     1. Program attendance increasing
     2. Talking to residence halls
     3. April 12 Common Hour – forum to discuss
     4. Anonymous comments also possible
   * SJ week – end of April, then Senior Week in early May
7. **Sharing of Concerns/Announcements**
   * none
8. **Adjournment**
   * Adjourned