

**New York State Senate  
Higher Education Committee  
Maintaining Quality, Equity & Affordability in Public Higher Education  
throughout the Pandemic and Beyond**

**Legislative Office Building  
Hearing Room A  
Albany, New York 12247  
November 22, 2021  
1:00 PM**

**Chancellor Jim Malatras – Chancellor, State University of New York**

**Dr. Guillermo Linares – President, Higher Education Service Corporation**

**Dr. Havidán Rodríguez – President, University at Albany**

**Dr. James Baldwin – Senior Deputy Commissioner of Education Policy, SED**

**Dr. William Murphy – Deputy Commissioner of Higher Education, SED**

**Fred Kowal – President, UUP**

**Charles Kruzansky – Associate Vice President for State Relations, Cornell University**

**Zoe Nelson – Associate Director for State Relations, Cornell University**