



Agenda

April 16, 2025

Board of Trustees Meeting @ 5:30 p.m.

[Board Zoom Link](#)

1. Call to Order
2. Roll Call
3. Welcome Guests
4. Approval of Agenda
5. FY2023-24 Audit Presentation
6. Public Comment**
7. Approval of March 19, 2025 Board of Trustees Meeting Minutes
8. Chair's Report
 - a. Update on NYCCT Action Regarding Presidential Transitions
 - b. NYCCT Advocacy Letters
 - c. Board Workgroups on BOT Bylaws and Foundation MOA
 - d. Presidential Evaluation 2024-25
9. Treasurer/CFO
 - a. FY 2023-24 Audit Presentation
 - b. Financial & Budget Update
10. Student Trustee's Report
11. County Liaison Reports
 - a. Cortland County
 - b. Tompkins County
12. College Senate Report
13. Faculty Council on Community Colleges (FCCC) Update
14. Committee and Affiliate Reports
 - a. New York Community College Trustees (NYCCT)
 - b. New York Community College Association of Presidents (NYCCAP/SUNY)
 - c. Auxiliary Operations
 - d. TC3 Foundation

15. President's Report

- a. Vice President Reports
 - Campus Technology Master Plan
 - Middle States Accreditation Preparations

16. Consent Agenda

- a. Appointment of Personnel
- b. Military Leave of Absence Policy
- c. Institutional Grant Policy

17. Adjournment

18. Informational Items

- a. Board Finance & Audit Committee Meeting, April 23, 2025
- b. NYCCT Spring Meeting | Mohawk Valley CC, April 25, 2025
- c. Middle States Liaison Visit, April 28, 2025 | Board Room
- d. Board of Trustees Meeting, May 14, 2025
- e. Nurse Pinning Ceremony, May 21, 2025
- f. Commencement, May 21, 2025
- g. Board of Trustees Retreat, August 15, 2025 | Sprole Conference Rm (204)
- h. NYCCT Annual Conference, September 10-12 | Saratoga Casino Hotel

*****Public Comment: Provision is made at this point in the agenda for citizens of the College community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time except at the request of the Chairperson after approval for such recognition by a unanimous vote of the Trustees in attendance. No person, not a member of the Board, shall speak for more than five (5) minutes without specific approval of a majority of the Trustees. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.***



Minutes



**March 19, 2025
Board of Trustees Meeting @ 5:30 p.m.**

Present: Shannon Boyd (V), Roxann Buck (V), Dean Corbin, Sue Dale-Hall, Judy Davison, Matt McSherry, Schelley Michell-Nunn, Seth Peacock

Excused: Arthur Kuckes, Lisa Perfetti

County Liaisons: Cathy Bischoff, Mike Lane

Staff: Scot Beekman, Carolyn Boone, John Geer, Regina Holl, Amy Kremenek (V), Nancy Murphy, Dennis Panagitsas, Donald Perkins, Jason Pomeroy, Malvika Talwar

- 1. Call to Order:** The meeting was called to order at 5:33 p.m. by Chair Davison in the Board Room at the College.
- 2. Roll Call:** Ms. Murphy called the roll.
- 3. Approval of Agenda:** Chair Davison motioned that the consent agenda be moved to follow the approval of meeting minutes. Ms. Dale-Hall moved the Board of Trustees March 19, 2025 amended meeting agenda be approved; seconded by Mr. Corbin; motion carried unanimously.
- 4. Public Comment:** There were no requests for public comment.
- 5. Approval of February 19, 2025 Board of Trustees Meeting Minutes:** Mr. McSherry moved that the minutes from the February 19, 2025 Board of Trustees meeting be approved as submitted; seconded by Mr. Corbin; motion approved unanimously.
- 6. Consent Agenda:** Ms. Dale-Hall moved the consent agenda be approved as submitted; seconded by Mr. Peacock; motion carried unanimously.
 - a. Appointment of Personnel
 - b. Assistant Director of Enrollment Management Systems Job Description
 - c. Domestic Hot Water Boiler Replacement Bid Award
- 7. Chair's Report:**
 - a. President's annual evaluation process will begin in March. It will be facilitated by the VP of Administration, Mr. Geer. The President will submit her self-evaluation to Board members by 4/1. The VP of Administration will provide evaluation forms for the Board members to complete by 5/2.

- b. Annual Board Self-evaluation will begin in April, forms will be provided by Board Clerk, Ms. Murphy, with results compiled and reviewed at the annual Board Retreat on August 15.
- c. Update on NYCCT Action Regarding Presidential Transitions, Chair Davison shared that 17 Community Colleges have signed on to the initial legal action. A meeting was held with Community College Chairs who joined the Article 78 proceedings. Currently in a tolling agreement that expires on June 4th.
- d. Chair Davison indicated the Board needs a nominating committee to serve. Ms. Buck, Mr. Peacock and Ms. Perfetti served last year. Ms. Buck and Mr. Peacock volunteered to serve again. Ms. Perfetti will be confirmed at the next meeting.

8. Treasurer/CFO:

- a. Financial & Budget Update Mr. Panagitsas shared that we are 50% into the fiscal year. There are no significant deviations to the revenue, it is on target, and chargebacks are coming back higher this spring covering the enrollment deficit. The audit will be presented next month.
- b. Draft 2025-26 Operating Budget - two scenarios with assumptions were presented. Proposal presented to ask for an increase in contributions from sponsor counties of 5%. Mr. Panagitsas shared that he has been giving presentations on the scenarios to the counties, internal departments, the Student Government Association, and stakeholders in an effort to be transparent and create awareness.

- 9. Mr. McSherry made a motion to move the New York Community College Trustees Committee and Affiliate Report up on the agenda, Mr. Corbin seconded the motion; motion carried unanimously.

- 10. New York Community College Trustees (NYCCT) - Ms. Buck shared there will be a budget update on March 27th at 4:00pm, and on April 25th at the Annual meeting at MVCC. The event at MVCC is open to any Trustee or President to attend, but only one voting delegate. Ms. Buck, Chair Davison, Ms. Michell-Nunn, and Ms. Dale-Hall will be attending.

- 11. **Student Trustee's Report:** Ms. Boyd shared that a PTK lounge is being created in the Baker Commons. She will be attending the PTK Catalyst event in Kansas in April as a representative. Admissions is preparing for the upcoming Open House and Transfer Fair.

12. County Liaison Reports

- a. Cortland County - Ms. Bischoff shared that Centro is the new bus service for the county. The mental health building is estimated to be done by September and Senator Schumer is set to cut the ribbon. The jail assessment is underway to determine the number of beds needed. The landfill has 11 years left, a decision needs to be made to open another cell or close and build a transfer station. The County Administrator is retiring in May. Cortland Standard closed.
- b. Tompkins County - Mr. Lane shared there will be a workshop on budgeting from the comptroller's office to learn more on budgeting in times of instability i.e. Covid. Several openings in the County- Director of Finance, Commissioner of Social Services, Director of Public Health, and

Library Director. Locally, the village of Dryden won the \$4.5 million dollar NY Forward Grant, thankful for the support from the College that helped with that.

13. College Senate Report: No verbal report this month.

14. Committee and Affiliate Reports:

- a. New York Community College Association of Presidents (NYCCAP/SUNY) - President Kremenek reported that the Cortland Extension Center resolution passed SUNY Board of Trustees. NYCCAP is encouraged that the funding floor will be preserved, the Assembly is proposing \$9 million in operating dollars and Senate is proposing \$30 million dollars. Those dollars have been allocated by SUNY very specifically in the past with smaller colleges getting a smaller share in specific areas and in new areas. The Adult Learner proposal from the Governor for high need with high demand programs won't be additional dollars in operating funding support, but tuition.
- b. Auxiliary Operations - Ms. Holl, Director of Auxiliary Operations, reported that the College is meeting with SUNY Cortland to discuss next steps. Residence hall debt negotiation continues, there have been four broker interviews for the halls.

15. President's Report

- a. Vice President Reports
 - 2025-28 Strategic Plan Progress Update - Dr. Talwar, VP of Institutional Effectiveness updated that surveys have been distributed to internal faculty and staff, external stakeholders, and alumni, to gain input into the goal writing.
 - Middle States Accreditation Preparations – Dr. Talwar reviewed Standard 7.

16. Executive Session: Mr. Corbin moved that the meeting convene in Executive Session for the purpose of discussion of 1) Collective Bargaining and 2) a separate legal matter related to the SUNY General Counsel's Office. No further business is expected following Executive Session at 7:12 p.m.; seconded by Ms. Mitchell-Nunn; motion carried unanimously.

17. Adjournment: Mr. Corbin moved that the meeting be adjourned at 7:30 p.m.; seconded by Mr. McSherry; motion carried unanimously.

18. Informational Items

- a. Board of Trustees Meeting, April 16, 2025
- b. Board Finance & Audit Committee Meeting, April 23, 2025
- c. NYCCT Spring Meeting | Mohawk Valley CC, April 25, 2025
- d. Middle States Liaison Visit, April 28, 2025
- e. Board of Trustees Retreat, August 15, 2025 | Spole Conference Room
- f. NYCCT Annual Conference, September 10-12 | Saratoga Casino Hotel



Financial and Budget Update

TC3 Finance Report

March 2025 Financials

We have completed the 7th month of the year. Our operating expenses should be at the 58-59%. With the close of March I am reporting that we are running just over this mark at 59.6% . I feel that we have enough savings from the reduced responsibility to rent expenses to the Foundation that will cover this.

Our revenue is coming as expected slightly over last year's mark.

Overall and as we are coming close to year end we need to be very careful on our expenses but overall I feel we will be very close to our budgeted expenses and revenue.

Audit

Auditors will be at the Board meeting to present the College Audit. We are in process of hiring the last member of our Comptroller's Office team. The plan is to assign the new member (Assistant Comptroller) the College Financials while the other Accountant will take care of the books for the Foundation and the FSA. Along with some realignment of processes with the Bursar's office gives us a full complement of employees after a long time.

2025-26 Budget

We have done extensive work on the draft budget. We are able to report that the proposed budget while includes a 1.7% increase in tuition and a 5% increase of the sponsor counties contributions, in includes very minimal use of fund balance. Operating through a volatile environment it is responsible to minimize the use of fund balance.

Personal Services	0	0	0.0%						
Equipment									
Contractual Expenses			0	0.0%					
Employee Benefits	0	0	0	0.0%					
Total Public Service	0	0	0	0.0%					
Academic Support									
Personal Services	1,730,249	940,902	789,348	54.4%	1,723,663	959,958	55.7%	19,056	2.0%
Equipment		13,152	(13,152)	0.0%			0.0%	(13,152)	0.0%
Contractual Expenses	293,470	48,784	244,686	16.6%	177,992	47,636	26.8%	(1,148)	(2.4%)
Employee Benefits	865,124	469,385	395,739	54.3%	660,137	540,730	81.9%	71,345	13.2%
Total Academic Support	2,888,843	1,472,222	1,416,621	51.0%	2,561,792	1,548,324	60.4%	76,101	4.9%
Libraries									
Personal Services	582,717	326,483	256,234	56.0%	568,333	334,984	58.9%	8,501	2.5%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	313,250	105,862	207,389	33.8%	297,591	113,948	38.3%	8,087	7.1%
Employee Benefits	291,359	167,126	124,233	57.4%	252,079	184,397	73.2%	17,271	9.4%
Total Libraries	1,187,326	599,471	587,855	50.5%	1,118,003	633,329	56.6%	33,858	5.3%
Student Services									
Personal Services	2,509,121	1,451,345	1,057,776	57.8%	2,395,914	1,307,524	54.6%	(143,821)	(11.0%)
Equipment		2,032	(2,032)	0.0%	1,156	389	33.7%	(1,643)	(421.8%)
Contractual Expenses	859,603	289,870	569,733	33.7%	772,384	378,132	49.0%	88,261	23.3%
Employee Benefits	1,254,545	763,199	491,346	60.8%	897,770	729,434	81.2%	(33,765)	(4.6%)
Total Student Services	4,623,269	2,506,447	2,116,822	54.2%	4,067,224	2,415,480	59.4%	(90,967)	(3.8%)
Maintenance and Operations									
Personal Services	1,933,723	1,187,113	746,610	61.4%	2,032,462	1,055,607	51.9%	(131,506)	(12.5%)
Equipment	100,000	15,716	84,284	15.7%	9,426	7,143	75.8%	(8,573)	(120.0%)
Contractual Expenses	1,149,290	665,149	484,141	57.9%	1,130,432	596,938	52.8%	(68,211)	(11.4%)
Employee Benefits	966,861	597,262	369,599	61.8%	743,265	588,859	79.2%	(8,403)	(1.4%)
Total Maintenance and Operations	4,149,874	2,465,240	1,684,634	59.4%	3,915,585	2,248,547	57.4%	(216,693)	(9.6%)
Institutional Support									
Personal Services	1,724,826	993,981	730,845	57.6%	1,689,321	928,847	55.0%	(65,134)	(7.0%)
Equipment		2,682	(2,682)	0.0%			0.0%	(2,682)	0.0%
Contractual Expenses	414,625	365,102	49,523	88.1%	615,867	242,851	39.4%	(122,251)	(50.3%)
Employee Benefits	862,413	499,399	363,014	57.9%	626,470	510,727	81.5%	11,328	2.2%
Total Institutional Support	3,001,864	1,861,164	1,140,700	62.0%	2,931,659	1,682,426	57.4%	(178,738)	(10.6%)
General Institutional Services									
Personal Services	1,325,765	924,193	401,572	69.7%	1,236,718	645,376	52.2%	(278,817)	(43.2%)
Equipment		38,407	(38,407)	0.0%	30,502	30,502	100.0%	(7,905)	(25.9%)
Contractual Expenses	1,879,371	1,013,747	865,624	53.9%	1,650,677	690,887	41.9%	(322,860)	(46.7%)
Employee Benefits	662,881	390,383	272,498	58.9%	424,875	342,004	80.5%	(48,379)	(14.1%)
Total General Institutional Services	3,868,017	2,366,730	1,501,287	61.2%	3,342,773	1,708,769	51.1%	(657,961)	(38.5%)
Total Forecasted Departmental Appropriations¹	31,800,139	18,958,036	12,842,103	59.6%	29,019,748	17,990,374	62.0%	(967,661)	-3.3%

2024-2025 Appropriations
Schedule of Employee Benefits
as of March 31st, 2025

	2024-25	2024-25	2024-25	2024-25	2023-24	2023-24	2023-24	Variance	% Variance
	Mod Bud	Actual	Unexpended	%	Total Exp	PY to Date	PY %	CY to PY	CY to PY
			Balance	Unexpended	PY		Expended	Fav(Unfav)	Fav(Unfav)
Retirement Incentive Costs	175,906	213,760	(37,854)	121.5%	322,370	247,671	76.8%	33,912	13.7%
HRA Retiree Benefits	81,651	50,727	30,924	62.1%	102,221	70,708	69.2%	19,981	28.3%
State Employee's Retirement	1,076,389	792,777	283,612	73.7%	1,071,517	742,224	69.3%	(50,553)	(6.8%)
State Teacher's Retirement	179,135	72,964	106,171	40.7%	154,256	105,710	68.5%	32,746	31.0%
Optional Retirement Fund	778,863	543,265	235,598	69.8%	681,867	390,413	57.3%	(152,852)	(39.2%)
Social Security	1,248,047	801,998	446,049	64.3%	1,292,720	739,732	57.2%	(62,266)	(8.4%)
Worker's Compensation	92,888	49,078	43,810	52.8%	14,453	(1,154)	(8.0%)	(50,232)	4351.4%
Executive Benefits	36,347		36,347	0.0%			0.0%	0	0.0%
Disability Insurance	8,270	4,608	3,662	55.7%	6,998	3,830	54.7%	(778)	(20.3%)
Hospital and Medical Insurance	2,905,149	1,637,730	1,267,419	56.4%	2,983,178	1,601,695	53.7%	(36,035)	(2.2%)
Post Retirement Health Insurance	1,513,592	840,000	673,592	55.5%	117,053	745,616	637.0%	(94,384)	(12.7%)
Employee Tuition Benefits	125,841	75,147	50,694	59.7%	98,988	88,588	89.5%	13,441	15.2%
Life Insurance	7,380	5,391	1,989	73.0%	7,339	4,575	62.3%	(815)	(17.8%)
Vacation Benefits	91,947		91,947	0.0%	149,493	52,500	35.1%	52,500	100.0%
Miscellaneous	3,180	2,044	1,136	64.3%	3,875	1,530	39.5%	(514)	(33.6%)
Unemployment Insurance	15,325	22,740	(7,415)	148.4%	13,434		0.0%	(22,740)	0.0%
Total Employee Benefits	8,339,910	5,112,229	3,227,681	61.3%	7,019,762	4,793,637	68.3%	(318,592)	(6.6%)

Tompkins Cortland Community College
YTD Revenues 2024-2025
March 31st, 2025

	Modified Budget 2024-25	Revenues to Date 2024-25	Unrealized Balance 2024-25	% Realized 2024-25	Total Rev PY 2023-24	YTD Rev PY 2023-24	PY % Realized 2023-24	Fav Var (Unfav Var) to PY	% Variance to PY
Student Revenue									
Core Tuition									
Fall	3,894,291	3,739,154	155,137	96.0%	3,886,989	3,892,783	100.1%	(153,629)	-3.9%
Spring	3,442,436	3,411,700	30,736	99.1%	3,432,760	3,464,042	100.9%	(52,342)	-1.5%
Winter	140,361	157,803	(17,442)	112.4%	159,385	160,356	100.6%	(2,553)	-1.6%
Summer	614,802	194,804	419,998	31.7%	506,052	113,440	22.4%	81,364	71.7%
Nonresident Tuition	800,000	1,195,857	(395,857)	149.5%	1,010,787	1,032,036	102.1%	163,820	15.9%
Student Fee Revenue	982,033	946,323	35,711	96.4%	1,002,981	952,143	94.9%	(5,820)	-0.6%
Bad Debt Reserve			0	0.0%	(105,939)		0.0%	0	0.0%
Total Core Student Revenue	9,873,923	9,645,640	228,283	97.7%	9,893,015	9,614,799	97.2%	30,840	0.3%
Concurrent Enrollment Tuition	3,290,136	2,190,828	1,099,308	66.6%	3,367,146	3,308,686	98.3%	(1,117,858)	-33.8%
Total Student Revenue	13,164,059	11,836,468	1,327,591	89.9%	13,260,161	12,923,485	97.5%	(1,087,018)	-8.4%
Government Appropriations									
New York State	9,762,800	7,534,013	2,228,787	77.2%	9,762,800	7,322,100	75.0%	211,913	2.9%
Local Sponsors	4,882,882	1,220,721	3,662,162	25.0%	4,882,897	756,847	15.5%	463,874	61.3%
Appropriated Cash Surplus	1,127,425	1,127,425	0	100.0%	1,003,562	1,003,562	100.0%	123,863	12.3%
Charges to Other Counties	5,700,000	4,678,704	1,021,296	82.1%	5,716,385	4,227,031	73.9%	451,673	10.7%
Total Govt Appropriations	21,473,107	14,560,863	6,912,245	67.8%	21,365,644	13,309,539	62.3%	1,251,323	9.4%
Other Revenues									
Service Fees	96,040	69,775	26,265	72.7%	94,098	77,131	82.0%	(7,356)	-9.5%
Interest Earnings	9,007	6,435	2,572	71.4%	13,946	8,187	58.7%	(1,752)	-21.4%
Rental of Real Property	11,035	600	10,435	5.4%	1,400	200	14.3%	400	200.0%
Contract Courses	25,031	101,693	(76,662)	406.3%	96,899	65,777	67.9%	35,916	54.6%
Noncredit Tuition	174,870	62,743	112,127	35.9%	126,420	68,154	53.9%	(5,411)	-7.9%
Grant Offsets	180,373	7,567	172,806	4.2%	187,099	74,088	39.6%	(66,521)	-89.8%
Unclassified Revenues	51,753	26,637	25,116	51.5%	223,195	75,026	33.6%	(48,389)	-64.5%
Total Other Revenues	548,109	275,450	272,659	50.3%	743,056	368,563	49.6%	(93,113)	-25.3%
TOTAL REVENUES	35,185,275	26,672,780	8,512,495	75.8%	35,368,861	26,601,587	75.2%	71,192	0.3%
Student Revenue	13,460,000	12,070,678	1,389,322	89.7%	13,577,578	13,134,547	96.7%	(1,063,869)	-8.1%
State Revenue	9,762,800	7,534,013	2,228,787	77.2%	9,762,800	7,322,100	75.0%	211,913	2.9%
Local Revenue	10,582,882	5,899,425	4,683,458	55.7%	10,599,282	4,983,877	47.0%	915,547	18.4%
Use of Fund Balance	1,127,425	1,127,425	0	100.0%	1,003,562	1,003,562	100.0%	123,863	12.3%
Other	252,168	41,239	210,929	16.4%	425,639	157,501	37.0%	(116,261)	-73.8%
Total	35,185,275	26,672,780	8,512,495	75.8%	35,368,861	26,601,587	75.2%	71,192	0.3%

To: TC Board of Trustees

From: College Senate /Amy Faben-Wade (Chair), Sierra Brock (Secretary), and Sayre Paradiso (Ex-Officio)

College Senate Report March 28, 2025

- The DEAC bylaws were presented by Michelle Nightingale (Chair).
- The new Grants Policy was presented by Malvika Talwar (VP of Institutional Effectiveness).
- The new Institutional Effectiveness Council bylaws were presented by Malvika Talwar (VP of Institutional Effectiveness).
- The Revised Military Leave of Absence Policy was sent to Senate by Carolyn Boone (Chief Policy and Compliance Officer).
- The College Senate reviewed the bylaws and policies presented above and provided feedback to presenting parties. None of the proposals were voted on by Senate.
- Advertising of open seats: Chair(s), Secretary & Policy Liaison

Operational Status Report, April 2025

Introduction

The TC3 Foundation is navigating a critical period of operational transition, balancing long-term strategic planning with immediate demands across a diverse portfolio of facilities and institutional initiatives. Our continued focus is on fiscal accountability, sustainability, and deepened collaboration with both the College and regional stakeholders. The following report provides a consolidated summary of current priorities and activities as we work toward key institutional goals for 2025 and beyond.

Residence Halls & Debt Reconciliation

- **Property Sale Preparation:** Broker interviews are scheduled for the coming week, with continued coordination alongside BSK. The Foundation is awaiting a final proposal from Hanna Howard to complete the broker assessment process.
 - **Bond Reporting:** Preparations are underway to meet quarterly EMMA reporting obligations following the completion of the annual audit and IRS Form 990. Internal process development and compliance review are in progress.
 - **Community Engagement:** The Foundation hosted a successful site tour of the residence halls with Tompkins County leadership. Interest remains strong. All requested support materials have been provided, with BSK advising on next steps.
-

Cortland Extension Center (CEC)

- **Ownership Transition:** SUNY has approved the sale of the Center. The New York State Attorney General's approval is in progress. The final property transfer is anticipated by August 2025, with a ribbon-cutting event projected for early September.
 - **Stakeholder Coordination:** Key planning meetings have been held with SUNY Cortland, IT, Facilities, and Public Relations.
-

Ithaca Extension Center (IEC)

- **Leasing Progress:** All non-leased tenants have vacated the premises. Coordination with the Finance Office is underway to facilitate the return of applicable security deposits.
- **New Lease Agreement:** A five-year lease agreement with BOCES for the fifth floor is scheduled for Board approval on April 1, with payment transfer to follow immediately upon approval.
- **Tenant Interest:** Tompkins County has expressed strong interest in long-term occupancy (estimated five-year need due to a facility rebuild). All necessary materials have been submitted to support their consideration.

- **Facility Improvements:** Facility refresh quotes are being collected per the leasing agent's recommendations. An updated property appraisal is also in process to ensure accurate valuation for leasing strategy.

Culinary Arts Center / Coltivare

- **Operational Closure:** The wind-down of Coltivare operations continues, including final audits, tax filings, and outstanding invoicing. Legal counsel will be required to dissolve the LLC.
- **Revenue Recovery:** Serendipity Catering is operating under a current agreement and has requested to extend usage through September to support large events and generate offsetting revenue.
- **Program Planning:** The Foundation is actively supporting the Provost's visioning process for Culinary Arts programming.
- **Space Leasing Activity:** Cornell is in discussions to rent the private kitchen space for an upcoming event. Other interested parties include Gola Osteria and American Flatbread. A meeting is scheduled with the Ithaca Downtown Alliance to further assess market interest.
- **Lease & Compliance:** Ongoing communication with Cayuga Green and the City of Ithaca remains constructive. All activities are in full compliance with existing permits and lease terms.
- **Financial Obligations:** The Foundation is reviewing and clarifying the collateral requirements associated with the Farm-to-Table loan from Tompkins Trust.

Conclusion

The Foundation is making consistent, measurable progress across multiple operational and strategic domains. As we continue to manage facility transitions, potential asset sales, academic program restructuring, and partnership development, our priority remains ensuring institutional resilience and fiscal sustainability. Looking ahead, focus will be placed on finalizing major property transactions, advancing the Career Services Support Center initiative, and maintaining alignment between infrastructure, academic goals, and community needs. Strategic coordination with SUNY, legal counsel, and local partners will be essential to maintaining momentum throughout the remainder of the fiscal year.

Fundraising

- YTD as of 4/3/2025
 - Total dollars raised - \$1,309,373
 - Total donors - 77
- Previous YTD as of 4/3/2024
 - Total dollars raised - \$1,556,064
 - Total donors – 111
- 2023-2024 Totals
 - Total dollars raised – \$1,568,753
 - Total donors - 125
- Upcoming appeals
 - TC3 Giving Day – 5/1/2025
 - Initial goal of 100 donors
 - Taking pledges now for challenge matches
- Impactful donor interactions
 - Tom Bruce and Judith Pratt
 - Arts initiative donors
 - Dr. Bruce Endowed scholarship
 - Cayuga Medical
 - In process of negotiating next contract for nursing program

Scholarships

- YTD as of 4/3/2025
 - Total amount of scholarships given – \$344,270
 - Total number of students who received scholarships – 234
- Previous YTD as of 4/3/2024
 - Total amount of scholarships given – \$450,347
 - Total number of students who received scholarships – 291
- Awards management scholarship system
 - Launching 4/15/2025
 - More efficient
 - More opportunities for incoming students
 - Auto matching
 - Easier to manage
 - Higher level of compliance and auditability

Board

- New officers
 - Chair – Kansas Underwood and Vice Chair – Mary Stoe

Other

- Classroom updates and campus improvements
 - Rooms 287, 209, sensory space and mural in student space

The following update reflects progress toward the 2024-25 Presidential Goals as approved by the Board of Trustees and shared with the campus community in August 2024. The goals are organized according to the four focus areas: Student Enrollment and Retention, Campus Institutional Resources and Assets, Campus Community Engagement and Participation, and External Community Partnerships and Collaboration.

STUDENTS: ENROLLMENT AND RETENTION

- Fall 2025 registration begins April 14. Currently, we have 1,052 applications in-hand for fall 2025, with 77% of applicants accepted. A successful two-day Spring Open House was held April 4-5.
- TC3 affirmed interest in joining the next SUNY cohort for ASAP (Advancing Success in Accelerated Pathways), an evidenced-based model designed to strengthen student completion. If accepted, the College would adhere to the prescribed model, which includes dedicated staff funded by SUNY. Currently, there are 13 SUNY/ASAP community colleges.
- TC3 is submitting an application to join the 2025 cohort for Achieving the Dream with a consortium of three other SUNY community colleges, SUNY Jefferson, North Country and Broome. If our application is accepted, this 3-year commitment will kick off in June.
- TC3 is the host campus for the Aspen Institute's *Transfer Playbook 2.0* on 5/2. Presidents and teams from SUNY Erie, Adirondack and Finger Lakes will join us for the full-day workshop, funded by the SUNY Multi-campus Transformation Grant.
- SUNY Upstate Medical University President Dr. Mantosh Dewan and his leadership team hosted Provost Tolbert and I on 3/13, with the goal of strengthening articulation and bachelor's completion for TC3 graduates in several health professions.

CAMPUS: INSTITUTIONAL RESOURCES AND ASSETS

- The Steering Committee continued to progress on the 2025-28 Strategic Plan, guided by consultants Dr. Ken Ender and Dr. Rey Garcia who visited on 3/14. Data from the external focus groups and community survey are finalized. The successor Strategic Plan is due to the Board of Trustees in June.
- The SUNY Board of Trustees approved the sale of the Cortland Extension Center to SUNY Cortland in March. Next steps are approval by the NYS Attorney General and State Comptroller's office, allowing finalization of the sale from the TC3 Foundation. Proceeds will be applied to the \$40M+ residence hall bond debt.
- The College's OASAS grant with the NYS Office of Addiction Services and Supports is cancelled effective immediately due to loss of federal funding. The College receives approximately \$400,000 annually in federal funding to the operating budget and \$4.3 million in federal student Pell grants.
- Funding proposals were submitted to Congressman Riley's office and the Triad Foundation to support capital and start-up costs to develop a dedicated Career & Applied Center.
- The College entered into a Common Interest Agreement with the SUNY General Counsel's office to assist with navigating the federal Executive Orders and the intersection with SUNY Policy and State Education Law.

CAMPUS COMMUNITY: ENGAGEMENT AND PARTICIPATION

- Seven local artists submitted proposals for a Campus Mural, funded by local donors, which will be installed adjacent to the cafeteria. Students, faculty and staff will weigh in on the final design selection via a "crowd sourced" process led by Student Activities and Strategic Marketing.
- TC3 received approval from SUNY to utilize \$46K in remaining funds from the SUNY Transformation Grant to fund equipment and outdoor spaces to support mental health and wellness.

EXTERNAL COMMUNITY: PARTNERSHIPS & COLLABORATION

- After several years of challenges, the disc golf course on TC3's campus is being removed, as the College can no longer afford the maintenance. The mowed areas will be reduced to strengthen sustainability, a recommendation of the student Sustainability Club, and to utilize the efforts of our excellent but lean Grounds crew more strategically during the mowing season.
- I have accepted an invitation from Dryden Mayor Mike Murphy to serve on the Village of Dryden's \$4.5 million NY Forward Grant implementation committee.



Vice President Reports

Status of Open Positions
as of April 4, 2025

UNCLASSIFIED STAFF

POSITION	DESIRED EMPLOYMENT DATE	ADVERTISED	APPLICATION REVIEW BEGINS	CURRENT STATUS
Assistant Comptroller	ASAP	February 21, 2025	March 21, 2025	Conducting Zoom Interview
Assistant Director of Enrollment Management Systems	ASAP	January 17, 2025	February 17, 2025	Hired: Tami Bullard (04/21/25)
Nursing Faculty	August 18, 2025	April 3, 2025	May 5, 2025	Accepting Applications
Technology Support Associate	ASAP	March 20, 2025	April 21, 2025	Accepting Applications

CLASSIFIED STAFF

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Campus Environmental Health Facilities & Safety Officer (1.0 FTE)		ASAP	Hired: Shelley Knickerbocker (03/31/25)

FACULTY STUDENT ASSOCIATION

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Assistant Teacher	Childcare	ASAP	Accepting Applications
Substitute Teacher	Childcare	July 2023	Continuous Recruitment Hired: Amelia Booher (03/10/25)
Teacher Aide	Childcare	ASAP	Accepting Applications
Lifeguard	Athletics	ASAP	Accepting Applications

Status of Grievances
as of April 16, 2025

COMPLAINANT/SUBJECT

DISPOSITION

CSEA

Filed a Class Action. One known complaint.
CSEA alleging misinterpretation of Article 28.8.

Parties have agreed to July 7th for the arbitration.

FACULTY ASSOCIATION

None.

PROFESSIONAL ADMINISTRATORS ASSOCIATION

None.

TC3 ADJUNCT ASSOCIATION

None.

Public Safety

The Campus Police Department is pleased to report a successful Law Enforcement Recruitment Day, held on March 26th, 2025, at TC3. The event featured 15 departments, with representation from State, County, Local/City, Corrections, and Campus/University Police agencies. Approximately 40 students and community members attended, providing them with valuable opportunities to engage with agency representatives and explore potential careers in law enforcement.

We are also excited to announce our upcoming “March Madness” Pizza Party, scheduled for April 7th, 2025, in the Residence Life area. This event offers students an opportunity to interact with Campus Police while enjoying the NCAA Basketball Finals in a relaxed and informal setting.

As the academic year draws to a close, the Campus Police Department has begun preparations for Spring Day and Graduation events. We are committed to ensuring that these events are conducted in a safe and enjoyable manner for all participants.

In addition, we are eagerly anticipating the arrival of our new police cruiser, which is expected to be on campus within the next few weeks. We look forward to its arrival and the enhanced capabilities it will bring to our department.

Facilities

Maintenance

Our maintenance division prepped rooms 121 C & D (Nano Lab) for windows and door installation in an effort to showcase the new space. Crews also built pocket frames for the new cafeteria grill (gate) and completed sheetrock work in the same area along the ceiling to ensure the new unit had a finished look. Our group also completed running numerous data and electrical lines. This work included the installation of 2 new control pads (one in athletics and another in the field house), new circuitry in the Presidents Suite and data lines in the Gymnasium for additional video surveillance. Crews concentrated on painting with a focus on suite 230, Offices in the Provost’s corridor and some areas in the faculty suite in the even side of the building. Moderate HVAC related work was also completed in March that consisted of replacing the VFD on RTU#9, exhaust hood cleaning and prepping the domestic hot water boiler for removal. This work was also coupled with many small routine tasks such as adjusting the leaking skylights and replacing damaged and stained ceiling tiles in the cafeteria.

Grounds

Grounds crews continued with snow and ice related duties for first half of the month as weather dictated including plowing all the snow off the Lacrosse field on numerous occasions. Grounds personnel also concentrated on seasonal trash and foliage removal from the lawns of the college and removed all plow markers while also starting minor lawn repairs. Hanging seasonal banners, metal collection around shop and the removal of the disc golf course also commenced in March. Grounds crews also repaired many pieces of equipment in house including repairing multiple tires (with their new tire machine) the repair of the salter on the 2016 F450, and the batting cage and the baseball fields for upcoming events.

Custodial

Custodial members' cleaned campus as per their usual obligations, provided additional cleaning as needed at TC3's Culinary Center in Ithaca and performed the typical event support (set up and breakdowns) for both internal and external events. Custodial staff also assisted with cleaning out the back entrances to the building as well as multiple storage spaces within our main facility.

Foundation

Foundation employees completed over 50 priority work orders at the occupied dormitories. Focused their efforts on five bathroom remodels in rooms D303, 308, 407, 402, 403. Renovations were completed throughout the D dormitory, work in all 9 apartments including insulating, drywall patching, painting, plumbing repair, window treatments, cove base, moving furniture, furniture assemblies as needed. Staff found two buried manhole covers & dug them out in our continued I&I investigation. In Ithaca staff worked on attaining numerous quotations for a substantial amount of work including financial numbers from locksmith's, cleaners, plumbers and painters. Staff also estimated and picked up materials for a section of the cast iron system that needs to be upgraded in the basement of IEC and has continued to support the needs of the Staff at the Culinary Lab on a weekly basis.

Human Resources

Paycor Implementation and Enhancements

The Benefits Advisor module was launched in March, allowing both new hires and current employees to process benefit elections directly through Paycor. This transition enhances efficiency for employees and Human Resources by streamlining mid-year changes, open enrollment, and payroll deduction updates while eliminating manual processing. Employees now have access to review their eligibility, benefit elections, associated costs, and dependent enrollments.

The Performance Management module has also been implemented. Annual and new hire performance reviews, along with colleague evaluations, are now processed through Paycor, eliminating the need for manual tracking. In March, colleague evaluations were distributed via Paycor, along with the necessary forms.

To improve position management efficiency, updates to Paycor Job Management began in March, incorporating current job descriptions to ensure accuracy and consistency.

Recruitment and Hiring

Recruitment remained a priority in March, with each open position progressing through the hiring process. The department aims to extend employment offers within 60 days of posting. Additionally, recruitment efforts for the fall semester have begun. Positions within the Faculty Student Association (FSA), particularly in athletics and child care, remain in continuous recruitment due to high turnover.

Resignations/Retirements/Separations

Presented to the Board of Trustees
April 16, 2025

NAME	TITLE	DEPARTMENT	EFFECTIVE	REASON
Gail Neely	Enrollment Services Specialist	Finance	05/07/25	Retirement

FACULTY STUDENT ASSOCIATION

Edwin Dow	Head Coach, Women's Softball	Athletics	03/20/25	Resignation
Tamara Miller	Teacher Aide	Child Care	03/20/25	Resignation

2024-2025 Goals

- Procure updated datacenter equipment including an appropriate mix of cloud and on-premises resources by 11/1/2024.
 - All servers have arrived, been configured, and we have migrated all on premises servers to the new equipment. This project is now complete as of 2/28/2025.
- Migrate all possible on campus servers to ITEC Infrastructure as a Service (IaaS).
 - 45 servers have been successfully moved to the ITEC IaaS cloud Hosted solution.
 - This completes our hybrid cloud migration.
- Complete the 2025 – 2027 Technology Strategic Plan by 3/1/2025.
 - This plan has been completed and will be presented to Executive Council on 4/2, College Senate on 4/11, and the Board of Trustees on 4/16. It will continue to be reviewed and updated regularly with input from campus stakeholders.
- Create and roll out updated MyTC3 Portal by 4/30/2025.
 - Our Software Development team is currently working with our Marketing and Web Development team to design MyTC3 2.0 in a sustainable and secure way, ensuring alignment with the college's vision for web services.
- Implement Multifactor Authentication for students by 11/1/2024.
 - We have enabled MFA for all students with minor known technical exemptions which we expect to be overcome by Fall 2025.
 - This effectively provides MFA for all services accessed at TC3 by all users (within our accepted risk ruleset) and significantly strengthens our security posture and further aligns us with GLBA Cybersecurity requirements.
- Implement monthly KnowBe4 Security Awareness Training by 11/1/2024.
 - We have delivered the first KnowBe4 Security Awareness Training, with 2024 completion at 65.5%, up from 20% completion in 2023.
 - We are still revising this process and expect to increase participation to 100% in 2025.
 - We will begin 2025 Security Awareness Training in March with the 2025 Mitnick Update, and continue regularly throughout the year with additional engaging, timely, and relevant content.
- Complete Written Information Security Plan (WISP) by 8/31/2025.
 - We continue to progress with the development of the WISP, along with additional required policies and expect this to be completed by 8/31.

Strategic Planning Progress: The strategic planning steering committee met to develop goals for each strategic direction and they are in the process of refining these and developing objectives in each case. In addition, we have gathered additional feedback from close to 160 community members via surveys, and additional input through four external roundtables, and three student focus groups. A small snapshot of themes from these roundtables and from external surveys are:

- TC3 is valued in the community and by students for being a supportive and high quality - learning environment with strong faculty.
- Students feel supported and part of the community when on-campus. Online students may be interested in innovative approaches to building online community.
- In terms of programming: there is an appreciation for current offerings, and it is noted that there is a broad need for a combination of technical, healthcare, and soft skills across a variety of fields. Some examples include the following: There is a strong demand for skilled workers in trades such as plumbing, electrical work, construction, HVAC, and high-tech manufacturing. Several responses also highlight the need for expertise in specific technical fields, including AutoCAD, electrical knowledge, and advanced manufacturing concepts.
- High School Leaders noted the importance of experiential learning and the challenges of student engagement and the role CollegeNow could play in mitigating this.

DEAC council update: The Diversity, Equity, Action Council (DEAC) presented their updated bylaws to the College Senate on March 28, 2025. In response to the Senate's recommendations minor revisions to the bylaws have been completed, and are being submitted for final Senate approval. The subcommittees of DEAC have been also revising goals, action steps, and key performance indicators for the 2022-2027 EDJI Plan (Equity, Diversity, Justice and Inclusion) in order to revise the plan.

Institutional Research: We are supporting a large volume of evidence and data requests related to the Middle States Self Study process as well as wrapping up our federal compliance obligations. In addition, we are supporting the Sexual Violence Prevention Survey and we continue to work on several other data requests that are helping to improve our understanding of student enrollment, retention and success.

Middle States (MSCHE) Self Study Update: We have concluded our review of the seven Middle States Standards of Affiliation with the Board of Trustees. We will continue to provide updates regarding the Self Study process. Currently the seven working groups are concluding their first round of evidence gathering and they will now begin outlining chapters to have draft chapters ready for May review by the ALO and co-chairs.

Chief Policy and Compliance Officer

I attended SUNY-only training from the SUNY SCI (Student Conduct Institute) on the transition back to the 2020 regulations for Title IX. This completes compliance training needed for this academic year for this process. Training for 25-26 will commence in July.

There has been some recent activity from the Veteran's Benefits Administration based the passage of the ***Dole Act: 21st Century Veterans Healthcare and Benefits Improvement Act of 2025***. The new "normal" with federal agencies means regulatory and rule information can be a little chaotic and sporadic, we are diligently monitoring for updates to guidance.

Policy

There are two new policies ready for Board action: Grants Policy and Military Leave of Absence Policy. There was some confusion during the review of the Military Leave of Absence Policy in the College Senate, at a meeting I was unable to attend, but the questions/concerns largely were process/procedural, rather than policy. The parameters of this policy are mandated by two laws – one state and one federal. While both laws have the same intended effect, they are different and needed integration for full compliance with each. There are currently seven policies in the pipeline at various stages of review.

Compliance

We continue to find gaps in current practices, procedures, processes, etc. due to only one person knowing what is required. Some of the reviews for our Middle States self-study are helping us find these for remediation and updating. There are also bits and pieces of what Middle States designates as "policy" embedded in union contracts and other operational documents. This allows us to see where we may have contradictions, incongruities, and gaps on a broader scale.

The *Information Security Compliance Steering Group* continues to meet regularly to evaluate, monitor, and implement appropriate processes and procedures to align the College with the security requirements for postsecondary education. This month, an interesting problem-solving meeting relating to this resulted in a proposed solution of a long standing issue involving connections with Concurrent Enrollment faculty and students.

Strategic Enrollment Plan (SEP)

The SEP Council had its second meeting on March 14th. In addition to updating the goals within the plan utilizing Fall 2024 data, the Council participated in a group brainstorming session to identify new strategies for the next iteration of SEP. Specific focus was also dedicated to learning about the status of the following strategy:

- Analyze and align our academic programs and modalities with the labor market and community needs to maintain a healthy academic program mix.

Members were also invited to a joint session with the College's Strategic Planning Steering Committee on March 28th in order to more effectively coordinate strategic priorities.

Enrollment Planning

The Admissions Office is hosting Open Houses on Friday, April 4th and Saturday, April 5th with 346 people currently signed up (195 prospective students and their 151 guests). Seven high schools including Afton, Dryden, Groton, Marathon, P-TECH, Stockbridge Valley, and Union Springs are busing about 100 students to the Friday event which will include STEAM demonstration lab rotations led by Faculty. The dedication and efforts from our faculty and staff will ensure these are great events!

CollegeNow enrollment for Spring 2025 is currently up +5.8% (-114) in headcount and up +8.3% in FTE as of April 3rd. Online dual enrollment is up +20.0% (+19) in headcount +20.4% in FTE. As part of the Early College Programs, students from Groton High School, TST BOCES and TC3 will be participating in experiential learning opportunities (guest speakers, job shadowing, internships) within the Cayuga Health System to support healthcare pathways.

The Continuing Education and Workforce Development Office continues recruitment for Spring 2025 contract training and open enrollment classes. The Direct to Work: Pathways to Manufacturing Program Of note, there are 10 students enrolled in the Phlebotomy course with scholarship support from the Foundation as well as a grant from Cortland County Community Action Program, Inc. (CAPCO). There are 6 students currently registered in the Certified Surgical Technologist (CST) course which begins at the end of April in collaboration with Guthrie Cortland and Cayuga Medical.

Career & Transfer Programming

The Continuing Education and Workforce Development Office served over 100 students during the Career Exploration Workshops held throughout March. An additional 100 students participated in the Summer Job and Internship Fair on March 11th which included 20 regional employers.

The Admissions Office in partnership with Student Activities hosted a series of events during the week of March 24th thru 28th that was designed for students considering transferring to a four-year college after TC3. The events included student panels of TC3 alumni and a Transfer Fair with over 20 colleges and universities from the region.

Academic Affairs Updates

Hannover Report – Optimizing the Academic Portfolio

On March 31st, we received the anticipated report from Hannover Research. It details opportunities for consideration for the growth certificate and associate degree programs. Of particular note are the ideas to build medical coding and medical records certificate programs, computer security transfer programs, and to consider changes to our construction programs towards a management focus. It also supports exploring HVAC technician and electrical linemen programs as an untapped sector. Furthermore it notes areas to grow; our paralegal and chemical dependency counseling programs. Finally, the report also shows a snapshot of each of our current programs in relation to the statewide space, giving us a good launching point for next fall to complete a full-review of what we need to build, deactivate, condense, or expand in our curricula offerings. What is most critical in the report is that it lists many of the key questions we need ask when modifying our program portfolio: 1) what is the labor market demand for jobs, and do these jobs require degrees, 2) is there student demand in similar programs? We have more data from them and Lightcast to support looking at competitor schools. All of this and more will help inform our work to revitalize our academic portfolio over the next few years.

Travel to the Dominican Republic

Over spring break, I traveled to the DR with our coordinator of Global Partnerships and Programs, Merryn Clay where I met the Rector of PUCMM, our global partner of 28 years. We received students from them for both of our full-time programs, the Disney internship program, and the general admission at TC3. PUCMM is an outstanding institution, and the Rector was very interested in re-engaging us and increasing the number of students who come to the US for learning and cultural immersion. I also got to meet our Disney ambassador who is crucial in getting students to engage in our program. It was a worthwhile trip for me to understand the scope and history of these vital programs and partners, and it is helping inform me about the opportunity we have to expand this work in the coming years.

Academic Integrity and AI in the Classroom

Over the Course of March, I have held a series of critical conversations with the faculty to discuss creating common policies and practices to engage both the use of AI in the classroom and the work of maintaining academic integrity. We luckily have a few key faculty members, Professor Ken Whitener and Professor David Flaten who are both using AI the classroom this year. Teaching how to write code with AI is now a critical part of Professor Whitener's computer science courses, and Dr. Flaten has an agreement with a company to provide AI tutoring in a spring 2025 course. So, we have, as we need, faculty exploring these tools. Professor Whitener has agreed to lead this discussion next year with the faculty through the College Teaching Center.

Preparing for Graduation

The faculty and I are eagerly preparing for the most exciting part of the year, our students' graduation. We are thrilled to engage another season of celebrations

Athletics and Recreation – Baseball, lacrosse and golf are underway; softball had to cancel the season due to injuries and other individual circumstances though they remain engaged in workouts with the Asst. Coach. Fitness and rec collected \$2418 in revenue in March. They are currently running their 6 week fitness challenge to keep students active as we approach finals. Pool use has generated over \$11,000 so far this year. Preparing athletes for fall registration. Rec programs this month included the indoor waterpark and a bowling competition.

Childcare – We have 2 open positions, with interviews scheduled. They are working on their Quality Stars NY Certification binder for May as they are up for renewal of their rating. They are also working on materials for their license renewal in June. The Center is closed on April 3 for all staff to attend a development conference as part of their required training. They have recruited a student parent to serve as a representative to SGA and the FSA Board.

Health and Wellness – Best Life 5K scheduled for May 10. Staff presented to 3 classes about food insecurity and 2 on Gender. Staff referred 3 students for SNAP benefits. Cornell AOD committee visited the Recovery Center to learn about needs of students in recovery. Recovery supported 28 students through group meetings, 36 in Rec Squared athletic activities and 7 in individual recovery appointments. The Best Life Lounge continues to be active and busy and hosts Gay Straight Alliance (GSA) meetings, Active Minds meetings and regular programming.

Office of Diversity Education and Support Services/EOP – Ava Poole was our first student to win the Norman McConney award for an EOP student. ODESS held a planning retreat during spring break and updated their Mission and Vision statements. Their EOP enrollment goal is 25 new students for a total of 51 for fall 2025. The group traveled to Harriet Tubman's home in Auburn.

Residence Life –The RA Staff Selection process for fall is underway to hire 13 RAs for fall. The 25-26 handbook has been updated and is online; the contract will be available to students as soon as rates are approved by the Foundation Board. The office is planning a 'housing lottery' for returning students in early May to encourage students to get housing in place before summer. Planning for fall is underway with opening planned for Friday, August 22.

Student Activities – Collaborated on Transfer Week events which had great student turnout. Staff took 4 students to Student Activities conference in Hershey, PA and booked speakers/events for next year. Admissions came to the March 4 club officer lunch and worked with them on participating in Open House. SGA Meetings have focused on the Strategic Plan and the Budget process. Students Kylie Golden-Appleton and Haichuan Gu have been approved to receive the SUNY Chancellor's Award for Student Excellence.

Student Conduct, CARE Team & Title IX – We saw 17 conduct incidents involving 34 students in March. Most are stemming from spring break closing checks and included fire safety and alcohol violations. One student has been removed from housing. There were 2 new CARE team referrals. There was 1 discrimination/harassment report. We are also in the process of participating in the biennial SUNY Sexual Violence Prevention survey – it has been sent to all employees and students 18 and over.



TOMPKINS CORTLAND COMMUNITY COLLEGE

Technology Master Plan

2025-2027

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

Executive Summary

Tompkins Cortland Community College's updated Technology Master Plan for 2025–2027 responds to the need to prioritize critical, end-of-life systems and essential security measures while deferring less urgent projects. Building on the College's mission and guiding principles, this plan focuses resources on:

- Replacing aging, end-of-life enterprise systems (Goal 1).
- Strengthening cybersecurity and compliance via a holistic program and firewall upgrades (Goal 2).
- Renewing vital network contracts and aligning teaching & learning tech with future campus plans (Goal 3).
- Ensuring leadership succession, vCISO continuity, and mandatory security awareness training (Goal 4).

Purpose, Vision, and Commitments

Purpose & Vision

Campus Technology supports learners, faculty, and staff by delivering secure, modern, and user-friendly technology solutions. The updated plan aims to ensure continuity of mission-critical systems, protect institutional data, and prepare for future innovations in alignment with Tompkins Cortland Community College's overarching goals.

Commitments

- **Accessibility:** Maintain compliance with accessibility standards so that all community members can benefit from college technology resources.
- **Sustainability:** Implement eco-conscious practices wherever feasible, from server consolidation to cloud adoption.
- **Wellbeing:** Seek staff and user feedback to minimize undue stress, facilitate training, and reduce friction around technology changes.
- **Strategic Alignment:** Align with both the current College Strategic Plan and the upcoming Facilities Master Plan and Academic Master Plan.

Strategic Alignment

This plan integrates with four draft TC3 Strategic Goals:

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

1. **Accountability & Transparency** – Replacing legacy systems and strengthening cybersecurity fosters reliable data reporting, efficient operations, and robust compliance.
2. **Innovation & Excellence** – Modernizing ERP, phone systems, and exploring future digital learning approaches ensures the College remains competitive.
3. **Transfer & Career** – Secure, modern systems provide a solid backbone for student records, financial aid, and workforce-ready skill-building.
4. **Identity & Belonging** – By improving user experiences and ensuring a welcoming, inclusive tech environment, the College builds a stronger campus identity.

Campus Technology Goals & Strategies

Goal 1: Consolidate, Modernize, Streamline, and Enhance Enterprise Systems

Strategy 1.1: Modernize Administrative and Student Facing Systems

1.1.1 Replace Ellucian Power Campus/FAIDS

- **Description:** The campus's Student and Financial Aid systems have been slated as end of life by the vendor starting in June 2026. We will be required to migrate to a new system and recommend that over three years TC3 replace the end-of-life Student Information System (SIS) and Financial Aid (FA) System with a modern Enterprise Resource Planning (ERP) System (e.g., Ellucian Banner).
- **Financial:** ~\$300,000/year (2025–2027), including consulting. Heavily depends on SUNY Digital Transformation Fund assistance. May be able to utilize capital improvement funds.
- **Human Resources:**
 - Full-time Project Manager and full-time liaisons from each processing dept.
 - Additional departmental staff time for data migration and testing.
- **Rationale:** Critical to avoid operational disruption and compliance issues.

1.1.2 Implement Replacement Information Technology Service Management (ITSM) System

- **Description:** While the current ITSM System (Spiceworks) is cost free, it does not meet the needs of the campus or the Campus Technology Department. Over

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

three years, it is recommended to replace the current ITSM system with a modern and robust system.

- **Financial:** \$4,000 - \$30,000/year plus \$10,000 in Year 1 for implementation services. This system may be able to be utilized by other departments such as Facilities, Maintenance, Library Services or Marketing, and the cost could be shared across these budget lines.
- **Human Resources:** ~80 staff hours/year for implementation and continuous improvement.
- **This initiative may be deferred to accommodate available resources.**

1.1.3 Upgrade Phone System

- **Description:** Our current Phone System (All Mode/Mitel) is slated to phase into end of life from 2025 – 2029 by the vendor. It is recommended that TC3 make a data driven decision as to the future needs of telephone communications, select a solution, and implement that solution fully prior to 2029.
- **Financial:** \$100,000 for equipment and implementation services.
- **Human Resources:** 280 staff hours.
- **This initiative may be deferred to accommodate available resources.**
Deferral will increase risk that failing equipment may cause outages and not be readily available for replacement.

Strategy 1.2: Consolidate Duplicative & Disparate Systems

- **Description:** There are duplicative and disparate applications, databases, and document management systems in use across campus. It is recommended that the Technology Advisory Group (committee comprised of cross campus stakeholders) evaluate these systems and recommend strategic direction to consolidate or eliminate these systems.
- **Financial:** All recommendations should result in net savings for the college.
- **Human Resources:** Highly dependent on recommendations.
- **This initiative may be deferred to accommodate available resources.**

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

Strategy 1.3: Enhance Business Continuity & Disaster Recovery

- **Description:** Completion of the current migration of services to a hybrid cloud environment are near completion and will continue to provide long term cost savings, disaster readiness, and business continuity.
- **Financial:** All required financial resources have already been budgeted in 24-25 or requested in the 25-26 proposed budget and will only require continued commitment from the college.
- **Human Resources:** Minimal remaining for implementation.
- **Additional items like full business continuity plan creation, more frequent DR testing, or large-scale UPS replacements can be phased in if resources allow.**

Goal 2: Institute, Formalize, and Enhance Information Security and Compliance

Strategy 2.1: Comprehensive Information Security & Risk Management Program

- **Description:** Security policy development, incident response readiness, ongoing vulnerability scans, and regulatory compliance are required by SUNY policy, New York Law, and Federal Law.
- **Financial:** Annual investment of \$68,675 to fund a full-time vCISO role and core cybersecurity measure as well as \$50,000 annually for security software licensing and threat detection.
- **Human Resources:** Full-time vCISO, ~180 staff hours for policy/compliance tasks, ~120 staff hours for software administration and remediation.

Strategy 2.2: Replace & Upgrade End-of-Life Firewalls

- **Description:** Next Generation Firewalls (NGF's) are a key element of cybersecurity protection for the institution and are required by state and federal regulations as well as cybersecurity insurance providers. Our current NGF's will reach the end of their life in 2027, necessitating their replacement.
- **Financial:** ~\$300,000 for redundant 10-gigabyte capable NGF's with advanced threat detection.
- **Human Resources:** ~80 IT staff hours for procurement, setup, testing.

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

Goal 3: Support, Improve, and Enhance Teaching and Learning Technology

Strategy 3.2: Managed Network Service Provider (MSP) Contract Renewal

- **Description:** TC3 partners with a Managed Network Service Provider (MSP), ComSource, to provide and maintain network backbone equipment and configuration for all campus properties, including those owned by the TC3 Foundation. The current contract expires in 2027, requiring the college to procure services past expiration.
- **Financial:** \$280,000/year, currently budgeted and split: \$25,000 IT, \$125k grant, \$130k foundation.
- **Human Resources:** ~80 CIO hours + 80 IT staff hours + purchasing support.

Goal 4: Expand and Enhance Professional Development and Training

Strategy 4.1: ERP-Specific Training

- **Description:** Detailed ERP specific training for all campus employees will ensure efficient and proper use of college systems and enhance data security and governance.
- **Financial:** Included in Goal 1 ERP budget.
- **Human Resources:** Significant from all campus departments.

Strategy 4.2: CIO Succession

- **Description:** The college currently subscribes to SUNY ITC's Shared CIO as a Service program, providing a part time (60%) and partially remote shared resource as Interim CIO for the college. College Technology Operations would greatly benefit from hiring a full time, on-site Chief Information Officer to provide leadership.
- **Financial:** See Proposed Campus Technology 25-26 Personnel Budget.

Strategy 4.3: Enhance Security Awareness Program

- **Description:** Regular training, phishing simulations, and incident response drills are required by State and Federal mandate to maintain regulatory compliance.
- **Financial:** Costs are already included in current and proposed vCISO and KnowBe4 budgets.
- **Human Resources:** Already included in previous strategies.
- **Critical to minimize human-error breaches and ensure regulatory adherence.**

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

Implementation Timeline

Year 1 (2025)

- **ERP:** Begin evaluation & selection, partial deployment
- **ITSM** (if feasible)
- **Phone System** (if feasible): Start upgrade
- **Initial vCISO deliverables** fully in place
- **CIO Succession**

Year 2 (2026)

- **ERP:** Continue phased rollout
- **Consolidate Systems** (if resources allow)
- **Security:** Ongoing risk assessments, advanced threat monitoring
- **Firewall Upgrade:** planning & purchase
- **MSP Contract:** Needs Analysis

Year 3 (2027)

- **ERP:** Full implementation achieved
- **Firewalls:** Deployment to replace end-of-life gear
- **MSP Contract:** Renewal completion
- **vCISO:** Contract renewal or new arrangement

Success Metrics, Risk Management & Resource Requirements

Success Metrics

- **ERP Milestones:** SIS and FA modules live by end of Year 2; full system by end of Year 3.
- **Security Incident Reduction:** 25% fewer critical incidents by Year 2; maintain zero unresolved critical incidents beyond 72 hours.
- **Firewall Replacement:** Completed by 2027 for continuous network security and capacity.
- **MSP Renewal:** Successful RFP & contract by 2027 to avoid service lapse.

Risk Management

- **Resource Shortfalls:** Significant budget or staffing constraints could delay must-do items.

Tompkins Cortland Community College

Technology Master Plan 2025 - 2027

- **Vendor Reliability:** Overreliance on single vendors for ERP, security, or MSP can result in resource shortfalls or overlooked vulnerabilities.
- **Regulatory Compliance:** FERPA/GLBA/PCI changes require ongoing monitoring.

Resource Requirements

- **ERP:** ~\$300k/year plus dedicated staff from each department
- **Security & vCISO:** \$68,675 for vCISO + \$50,000 for software yearly
- **Firewall:** \$300k total, 80 staff hours
- **MSP Contract:** \$280k/year, split among multiple funding sources
- **CIO Succession:** Timeline advanced to 2025, final cost dependent on approach

Annual Review Statement

This plan will be **reviewed annually** by Campus Technology leadership and the Technology Advisory Group to verify alignment with new developments in the College's Strategic Plan and divisional Master Plans. This review will be discussed with the College President, who provides approval of the Technology Master Plan. Adjustments to priorities, budgets, or timelines may be made as institutional goals evolve, ensuring that technology initiatives continue to support Tompkins Cortland Community College's mission effectively.

Conclusion

By focusing on must-do projects—replacing end-of-life systems (ERP & phone), maintaining network security (firewalls, vCISO), and renewing mission-critical contracts—the College safeguards essential operations and compliance.



Consent Agenda

**TOMPKINS CORTLAND COMMUNITY
COLLEGE RESOLUTION 2024-2025-34**

APPOINTMENT OF PERSONNEL

WHEREAS, The Department of Human Resources has confirmed that each of the individuals identified on the attached list possesses credentials necessary for the appointments indicated, and

WHEREAS, it also has been confirmed that each of the listed individuals has accepted all requisite conditions for appointment, and

WHEREAS, each of the listed individuals also has been recommended for his or her appointment by the President, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby appoints the individuals listed on the attachment.

STATE OF NEW YORK: **I, NANCY MURPHY, CLERK** of the Board of
 SS: Trustees of Tompkins Cortland Community College,
COUNTY OF TOMPKINS: **DO HEREBY CERTIFY** the foregoing resolution is
 a true copy of a resolution duly adopted by the Board
 of Trustees of Tompkins Cortland Community College at a regular meeting of said
 Board on the 16th day of April 2025, and the same is a complete copy of the whole
 of such resolution.

IN WITNESS WHEREOF, I have hereunto set my
 hand and caused the official seal of Tompkins
 Cortland Community College to be hereunto
 affixed this 16th day of April 2025.

Clerk of the Board of Trustees
 Tompkins Cortland Community College

Appointment of Personnel
Monday, March 31, 2025
Presented to the Board of Trustees

Employee	Department	Title/Rank	Salary	Employment Dates
February				
Belcher, Katelyn	Provide supervision while administering medications - NURS225 M37	Adjunct	\$3,041.00	2/10/2025 To 5/16/2025
Weaver, Bobbie	English Developmental Education Meeting	Adjunct	\$50.00	2/19/2025
Weed, Steve	English Developmental Education Meeting	Adjunct	\$50.00	2/19/2025
Zaia, Heather	English Developmental Education Meeting	Adjunct	\$50.00	2/19/2025
March				
Aasen, Nina	PARA206 M49C INDP	Adjunct	\$3,120.00	3/3/2025 To 5/16/2025
Anderson, Maja	COMM298 M49C INDP	Adjunct	\$624.00	3/3/2025 To 5/16/2025
Mack, Alyssa	Professional Tutor - REVISION	Adjunct	\$6,261.67	3/3/2025 To 5/16/2025
Williams, Paige	HLTH112 INTR	Adjunct	\$1,597.50	3/3/2025 To 5/16/2025
Okaru, Alfie	FITN120 49C INDP	Adjunct	\$832.00	3/27/2025 To 5/16/2025
Knickerbocker, Shelley	Facilities - Campus Environmental Health & Safety Officer	Grade J	\$61,328.48 *	3/31/2025
April				
Kyle, John	CAPS133 BL1	Adjunct	\$1,565.46	4/14/2025 To 5/16/2025
Bullard, Tami	Enrollment Management - Assistant Director of Enrollment Management Systems	Grade 3	\$65,250.00 *	4/21/2025

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-36**

**Military Leave of Absence
Policy**

WHEREAS, the College has identified need to create a Military Leave of Absence Policy

WHEREAS, the College has tasked the Provost & VP of Academic Affairs to create, outline, and recommend best practices, and has been reviewed by Faculty

WHEREAS, this policy has gone through review process and is recommended by the President, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the administration of the College to execute the Military Leave of Absence Policy.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, **NANCY MURPHY, DEPUTY CLERK** of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 16th day of April 2025, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 16th day of April 2025.

Tompkins Cortland Community
College



Responsible Executive
Provost & VP Academic Affairs

Review Cycle
Annual. April 2026.

References
[HEROES](#)
[NYS ED Art. 127](#)

Military Leave of Absence Policy

Purpose and Scope

Tompkins Cortland Community College recognizes the importance of supporting students called to active military service.

Policy Statement

Tompkins Cortland Community College is committed to fully supporting students in fulfilling their military obligations while minimizing disruption to their educational pursuits. This policy provides that when students request a leave of absence due to military service, processes are in place to ensure that they are not penalized for their educational progress and can resume their studies upon return. The student may choose, at the commencement of the leave, between a refund of tuition and fees paid, or a credit upon re-enrollment for tuition and fees paid. Processes for requesting a leave and any appropriate refunds and academic considerations will be followed.

Eligibility

Students are eligible for a Military Leave of Absence if they are:

1. **Called to active military duty** (e.g., Reserve or National Guard activation, deployment, etc.).
2. **Temporarily unable to continue academic studies** due to military service requirements.
 - **Note:** The term "military service" means full-time active duty in the Army, Navy (including Marine Corps), Air Force, or Coast Guard of the United States, or qualifying National Guard duty during a war, other military operation, or national emergency as defined in Section 5 of the Higher Education Relief Opportunities for Students (HEROES) Act ([Public Law 108-76](#)). This term also applies to a member of the state organized militia who is called or ordered to active duty for the state, as defined in subdivision one of [Military Law § 6 \(Ordering organized militia into active state service\)](#).
 - Enlistment under a delayed enlistment plan **does not** constitute "full-time active duty" until the student is required to leave school on the effective date of active duty as stated in the student's orders.

Return to Campus After Military Service

Upon return from active military duty, students are entitled to resume their education under the following conditions:



Reinstatement: The student will be reinstated in their program of study without penalty. If the student has been away for more than one year after the conclusion of such service, the institution will assist the student in the re-enrollment process.

Resolution
2024-2025-36

History
First

Policy Reference Number
AA-05-BOT



Military Leave of Absence Processes

Requesting a Military Leave of Absence

To request a Military Leave of Absence, students must:

1. **Notify the institution** as soon as possible about the military activation.
Complete the Appeal and Withdrawal forms.
 - a. Appeal Link [Late Withdrawal/Reduced Liability Appeal](#). (This is sometimes referred to the *Appeal for Special Considerations*).
 - b. Withdrawal Link [College Withdrawal Form - Student Initiated](#).
2. **Submit official documentation** of military orders (e.g., deployment orders or activation letter).

Financial Considerations

1. **Tuition Refunds:** Students who leave for military service are eligible for a **full refund** of tuition and fees. Refunds will be processed according to the institution's refund policy. However, the student may instead choose to have a credit of the tuition and fees to be applied toward the next period of enrollment after the student returns from a military leave of absence.
2. **Housing and Meal Plan Refunds:** Students living on campus may be eligible for a pro-rated refund of housing and meal plan costs if required to leave mid-term. Students should contact the **Bursar** for specific details regarding refund procedures.
3. **Scholarships and Grants:** There will be no loss of scholarships or grants awarded prior to the commencement of the student's active military service.
4. **Financial Aid Considerations:** Students receiving financial aid should contact the **Financial Aid Office** in the Panther Welcome Center to discuss the impact of the military leave on their aid package.

Academic Considerations

1. **Withdrawal from Courses:** Students leaving for military service will typically receive a **"W" grade** for any courses they are unable to complete due to the leave, and their academic standing will not be negatively impacted.
2. **Re-enrollment upon Return:** Students who take a Military Leave of Absence have the right to resume their studies with the same academic standing as when they left. Students must re-enroll within one year of completing their military service. They should contact the Student Success Office in the Panther Welcome Center or their academic department for specific re-enrollment procedures. There will be no loss of academic credits already earned.



Support Services for Military Students

Students on military leave or returning from military service are encouraged to contact the campus Student Success Office, Financial Aid Office, and the Veteran's Certifying Official for the following:

- **Academic Advising**
- **Re-entry support**
- **Financial Aid Advising**
- **Veterans' benefits information**

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-35**

Institutional Grant Policy

WHEREAS, the College has identified need to create an Institutional Grant Policy

WHEREAS, the College has tasked the VP of Institutional Effectiveness to create, outline, and recommend best practices, and has been reviewed by College Senate

WHEREAS, this policy has gone through review process and is recommended by the President, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the administration of the College to execute the Institutional Grant Policy.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, **NANCY MURPHY, DEPUTY CLERK** of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 16th day of April 2025, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 16th day of April 2025.

Tompkins Cortland Community
College



Responsible Executive
VP Institutional Effectiveness

Review Cycle
Annual. March 2026.

References

Institutional Grant Policy

Purpose and Scope

Tompkins Cortland Community College will pursue grants and funding opportunities that are consistent with the College's mission, vision, and values, as well as aligned with the availability of necessary resources and goals as defined in the College's Strategic Plan.

Policy Statement

Compliance and human resource requirements for the proposed grants must be realistically met by the offices involved in supporting the work of the grant. The College will ensure it balances the need to pursue grants with the substantial campus resources required to support and comply with all aspects of the grant and with grant applicants and resources necessary for the grant, calculated and carefully planned to be available by the College. The College will provide support to the grant applicants through the planned grants office in Institutional Effectiveness.

Resolution
2024-2025-34

History
Replaces Policy on Coordinated
Development Efforts Resolution
#1991-92-55

Policy Reference Number
EI-01-BOT

Processes for Institutional Grant Policy

TC3 Grant Application: Exceptions to this process will be made on a case-by-case basis and confirmed in writing.

Applicant Procedure	Timeline	Applicant Consultation Steps with Appropriate Steps	Role of Division Office/VP
Grant Development and Submission Process			
I. Develop grant idea in conjunction with IE/grants support and provide the grant announcement if available to VP of your area and office of I.E.	Start the process (if a new grant this must be 30-60 days before grant is due)	Consultation with appropriate VP for Division goal alignment; Initial review/discussion with IE office to understand scope, compliance needs and Mission/Values alignment	VP reviews to discuss alignment with division goals and institutional goals IE reviews for Mission and Institutional goal alignment
II. After the initial discussion the applicant will complete the pre-approval form. The applicant will need the following to fill the form: <ul style="list-style-type: none"> Alignment with College Mission and Goals Grant objectives Resources needed: data/technology/human resources. Grant Timeframe 	30-60 days before grant is due (exceptions may be considered on a case-to-case basis)	This formal request is sent in with the following offices copied: VP of the Division Designate VP of Administration representative: if there are new positions/salary implications or facilities implications. CIO if there are technological implications. Finance Office VP Designate Institutional Effectiveness VP Designate: For data and compliance requirement	All offices review the request and provide input 10 days after request is made
III. Develop full proposal for internal review; carry out any revisions as needed.	15-30 days before grant submission	Submit the grant to IE/grants office for input and compliance review; ensure all portals are functional and logistical pieces are in place	Review within 7-15 days of receiving grant
IV. Final Internal Approval for Grant	One week before submission	Send to the offices outlined in the next column for final approval	VP of Administration, Finance, VP of Finance and VP of Institutional Effectiveness; then if approved forward for Presidential Approval
Post grant allocation process			
Upon grant proposal being approved the Principal Investigator (PI) becomes responsible for executing the deliverables on time.		Collaborate with the office of finance and IR/IE adequate time to help with compliance requirements and create a written plan with	Office of VP of Finance will provide periodic reports (bimonthly or quarterly) with all the financial information recorded in the relevant account.

		timeline for this through the duration of the grant	Ensure that all VPs are aware of grant obtained and related implications for their areas.
PI should submit to VP of IE brief quarterly reports reporting on the progress made this quarter. For shorter grants we will consult with the grantee to create an appropriate timeline. Those reports should include all financial and operational progress as well as ensure reporting and deliverables are as planned.	Quarterly		VP of IE or designee provides feedback as appropriate; VP of Finance provides feedback.
PI closes grant and updates VP of IE and VP of Finance of grant being closed	Month before grant conclusion	Check in with VP of Finance and VP of IE to ensure all grant requirements have been met	