



**Board of Trustees Meeting Agenda
September 17, 2025 @ 5:30 p.m.**

[Zoom Link](#)

- 1. Call to Order**
- 2. Roll Call**
- 3. Welcome Guests**
 - a. Dr. Joe Oravec, Interim AVP of Student Affairs
- 4. Approval of Agenda**
- 5. Public Comment****
- 6. Approval of July 16, 2025 Board of Trustees Meeting Minutes***
- 7. Chair's Report**
 - a. Board Summer Retreat
 - b. Update on NYCCT/SUNY Chancellor Response
- 8. Treasurer/CFO Report**
 - a. 2026-27 Capital Budget Request
 - b. Finance & Budget Update
 - c. 2025 Audit Preparations
- 9. Student Trustee's Report**
- 10. President's Report**
 - a. Vice President Reports
- 11. Committee and Affiliate Reports**
 - a. New York Community College Trustees (NYCCT)
 - o NYCCT Annual Conference: 9/10-9/13, Saratoga Springs
 - b. TC3 Foundation
 - c. College Senate
- 12. County Liaison Updates**
 - a. Cortland County
 - b. Tompkins County
- 13. Adjournment**

Mission: We foster lifelong curiosity and inquiry through innovative educational pathways, leading students to meaningful work, economic growth, and a brighter future.

Vision: To advance personal, economic, and social vitality in our communities through the transformative power of learning.

Values: Excellence, Inclusion, Community, Integrity and Accountability, Connection, and Equity

Informational/Calendar Items

- Board Finance & Audit Committee Meeting, September 24, 2025
- 19th Annual TC3 Panther Golf Outing, September 26, 2025 @ Elm Tree Golf Course
- Board of Trustees Meeting, Thursday, October 16, 2025

***Board action required**

*****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.***

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Minutes



Minutes
July 16, 2025
Annual Meeting @ 5:30 p.m.

Present: Roxann Buck, Dean Corbin, Sue Dale-Hall, Judy Davison,
Schelley Michell-Nunn, Seth Peacock, Lisa Perfetti, Shana Piotti

Excused: Matt McSherry

County Liaisons: Cathy Bischoff, Mike Lane

Staff: Scot Beekman, Carolyn Boone (v), John Geer, Regina Holl,
Amy Kremenek, Michael Morgan, Nancy Murphy,
Dennis Panagitsas, Donald Perkins, Melinda Russell,
Aaron Tolbert, Susanna Van Sant
(v) virtual

1. **Call to Order:** Chair Davison in the Board Room at the College called the meeting to order at 5:30 p.m.
2. **Roll Call:** Ms. Murphy called the roll.
3. **Oath of Office:** Chair Davison invited Shana Piotti, the 2025-26 Student Trustee to stand with her and take the Oath of Office. Ms. Piotti signed the Oath and it was notarized.
4. **Election of 2025-26 Officers:** The nominating Committee consisted of Mr. Peacock, Ms. Buck and Ms. Perfetti. Ms. Perfetti presented the slate of officers for 2025-26: Ms. Davison for Chair; Ms. Dale-Hall for Vice Chair; Mr. McSherry for Treasurer and Mr. Corbin for Assistant Treasurer. Ms. Perfetti moved the slate of officers nominated be approved as submitted; seconded by Ms. Michell-Nunn; motion carried unanimously.
5. **2025-26 Proposed Board of Trustees and Finance & Audit Committee Meeting Dates:** The Board discussed whether to continue holding meetings on Wednesday nights or move them to Thursday nights. It was agreed that moving the meetings to Thursday nights would better accommodate members' schedules. Meetings will be held on Thursday nights going forward. Ms. Perfetti moved the Proposed Board of Trustees and Finance & Audit Committee Meeting Dates be approved; seconded by Ms. Michell-Nunn; motion carried unanimously.

6. **Annual Disclosure of Conflict of Interest Forms:** Ms. Murphy distributed hard copies of the Disclosure of Conflict forms to Board members. Members are requested to complete and return the forms to Ms. Murphy by August 15, 2025.
7. **Adjournment:** Ms. Buck moved that the meeting be adjourned at 5:43 p.m.; seconded by Mr. Corbin; motion carried unanimously.

July Board of Trustees Meeting

1. **Call to Order:** Chair Davison in the Board Room at the College called the meeting to order at 5:43 p.m.
2. **Welcome Guests:** no guests were present.
3. **Approval of Agenda:** Ms. Buck moved the Board of Trustees July 16, 2025 meeting agenda be approved as submitted; seconded by Ms. Dale-Hall; motion carried unanimously.
4. **Public Comment:** There were no requests for Public Comment.
5. **Approval of June 18, 2025 Board of Trustees Meeting Minutes:** Ms. Buck moved that the minutes from the June 18, 2025 Board of Trustees meeting be approved as submitted; seconded by Ms. Perfetti; motion approved unanimously.
6. **Presentation on Health & Wellness Services:** Matt Kiechle, Director of Health & Wellness Services gave a presentation on the areas under his leadership: Health Center; Mental Health Case Management and Counseling; Empire State Service Core; Panther Pantry and Community Closet; Collegiate Recovery Program. It stands as a leading example of recovery support across the state.
7. **Chair's Report:**
 - a. Resolution on the Updated Board of Trustees Bylaws: Ms. Buck moved the Updated Board of Trustees Bylaws be approved as submitted; seconded by Ms. Dale-Hall; motion carried unanimously.
 - b. Chair Davison informed the Board that members have the opportunity to submit comments to the Governor's Office and provide public input regarding the Chancellor's Resolution on proposed changes to presidential selections and reviews. The deadline for public comment is August 18th. Additionally, NYCCT has encouraged members to send letters to Governor Hochul opposing the Bronson Bill. Relevant information and guidance have been distributed via email.
8. **Treasurer/CFO Report:**
 - a. Resolution to Accept the 2024 Audit Corrective Action Plan: Mr. Corbin moved the Resolution to Accept the 2024 Audit Corrective Action Plan be

approved as submitted; seconded by Ms. Buck; motion carried unanimously.

b. Finance & Budget Update

- i. Year-to-Date June 2025 Financial Statements – Mr. Panagitsas indicated that the department is currently in month 10 of 12 and remains close to budget. It was noted that there have been challenges in filling the Payroll Clerk position. As a temporary measure, a short-term employee is being hired to provide support until the role is permanently filled.
- ii. June 2025 Budget and Finance Report – Tompkins and Cortland Counties have adopted the proposed budget. The Finance department is continuing to look for more savings and efficiencies. Both the FSA and Foundation budgets have passed through their boards.

9. President's Report: President Kremenek shared that Chancellor King was on campus at the Farm earlier in the day as part of his Reconnect Tour. TC3 highlighted the Sustainable Farming & Food Systems A.A.S. program that Todd McLane leads. The Reconnect program has garnered over 300 phone calls.

- a. 2025-28 Strategic Plan: Sustaining a Vibrant Future
- b. Achieving the Dream (ATD) Affiliation- President Kremenek shared that the national organization currently has over 300 members, one-third of which are community colleges. Fourteen member colleges are from New York. Membership is based on an application process. TC3 has joined as a consortium with Jefferson, Broome and North Country. Achieving the Dream utilizes nationally recognized, research-based models for student success. A team from TC3 attended the Kickoff Institute in Charlotte, with financial support from the TC3 Foundation and philanthropist Mackenzie Scott.
- c. Resolution to Approve Program: Health Sciences A.S.-
Ms. Michell-Nunn moved the resolution to approve the Health Sciences A.S. program be approved as submitted; seconded by Ms. Buck; motion carried unanimously.
- d. Vice President Reports-Reports can be found in the packet.

10. Consent Agenda: Ms. Perfetti moved the Consent Agenda be approved as submitted; seconded by Ms. Michell-Nunn; motion carried unanimously.

- a. Resolution to Approve TC3 2025-28 Strategic Plan: *Sustaining a Vibrant Future*
- b. Ratification of Promotion Recommendations by the President

11. Committee and Affiliate Reports:

- a. New York Community College Trustees (NYCCT) Ms. Buck noted that a sample letter and supporting materials for contacting the Governor have been emailed to the Trustees. Trustees are encouraged to send the letter to the Governor. In-person sessions are being held to gather

public comments regarding the presidential search process. One such session will take place at OCC on July 17, 2025. A virtual participation option is available during registration. Ms. Buck reported that recently hired college presidents have had their contracts reviewed by the Chancellor and received feedback. Trustees planning to attend the NYCCT Conference are asked to inform Ms. Murphy.

- b. TC3 Foundation Mr. Sparling reported the Foundation is stable, Ms. Regina Holl has been approved as Interim Executive Director. The Board has approved the 2025-26 budget, recruiting new members and planning a retreat.

12. County Liaison Updates:

- a. Cortland County – Ms. Bischoff shared the county Chief Information Officer position will be filled in the next two weeks, County Administrator interviews will begin July 17, 2025. The county is negotiating sales tax with the city of Cortland and navigating anticipated Medicaid expenses will impact the budget.
- b. Tompkins County – Mr. Lane reported the county is collaborating with the city to find a more permanent code blue shelter. Center of Government project has required relocation of Human Resources and Administration to the Mental Health building and Green Street and ITS to the Old Jail. Ithaca airport has added a new flight to Dulles through United.

13. Adjournment: Ms. Buck moved that the meeting be adjourned at 7:00 p.m.; seconded by Ms. Michell-Nunn; motion carried unanimously.

14. Informational/Calendar Items:

- a. Board of Trustees Retreat, August 15, 2025 | Sprole Conference Rm (204)
- b. NYCCT Annual Conference, September 10-12, 2025 | Saratoga Casino Hotel

Nancy C. Murphy
Clerk to the Board of Trustees
Tompkins Cortland Community College



Financial and Budget Update

TC3 Finance Report

July 2025 Financials

The end of July finishes the 11th month and the financial picture has not changed. Our expenses still run favorable to the previous year. The expenses combined with the revenues to date present a positive picture, finishing the year very close to our budgeted amounts. We are working on closing the books for fiscal year 2025.

Budget and Finance

While working to close the year, we are aligning and observing all the corrective action plan parameters. One focus is to fully staff our office and deliver the required reporting; we recently hired a temporary payroll clerk. We have started our planning for the 2025 Audit setting dates and goals to have the audit presented in March 2026.

Bursar's office

The Bursar's Office has been getting organized to start the year while we are improving operations. Transitioning to managing the cash receipt operations and billing for the College, Foundation and FSA is consuming a lot of our time this summer. Our focus is on ensuring accuracy, consistency, and efficiency in all of our processes so that tasks are performed uniformly across the department.

Looking ahead, the Bursar's Office will also begin managing the disbursement of Title IV financial aid, further enhancing our role in supporting students.

2025-26 Budget

Recently we have finalized the capital budget for 2026. The two counties have agreed to the level of funding about \$800K. The counties have indicated that we can expect a 5% increase in operating funding for the year 2025-26. This is a new development and should be finalized this fall.

Tompkins Cortland Community College
2024-2025 Appropriations
Year-to-Date through July 31st 2025

	Modified Budget 2024-25	Expend to Date 2024-25	Unexpend Balance 2024-25	% Expended 2024-25	Total Exp PY 2023-24	YTD Exp PY to Date 2023-24	PY % Expended 2023-24	Fav Var (Unfav Var) to PY	% Variance to PY
Forecasted Dept. Appropriations									
Personal Services	16,652,820	16,455,357	197,463	98.8%	16,493,598	15,433,613	93.6%	(1,021,744)	-6.2%
Equipment	109,604	89,904	21,382	82.0%	43,929	43,929	100.0%	(45,975)	-104.7%
Contractual Expenses	6,697,805	5,619,204	1,078,601	83.9%	6,285,245	4,954,534	78.8%	(664,670)	-10.6%
Employee Benefits	8,339,910	8,259,449	80,461	99.0%	6,312,283	8,705,895	137.9%	446,445	7.1%
Total Forecasted Departmental Appropriations¹	31,800,139	30,423,915	1,377,906	95.7%	29,135,055	29,137,970	100.0%	(1,285,945)	-4.4%
Scholarships & Awards									
Student Services	95,000	267,906	(172,906)	282.0%	343,913	343,913	100.0%	76,007	22.1%
Academic Support	3,290,136	3,698,660	(408,524)	112.4%	3,369,560	3,369,560	100.0%	(329,100)	(9.8%)
Total Scholarships & Awards	3,385,136	3,966,566	(581,430)	117.2%	3,713,473	3,713,473	100.0%	(253,093)	(6.8%)
Total Forecasted Appropriations²	35,185,275	34,390,481	794,794	97.7%	32,846,916	32,849,831	100.0%	(1,540,650)	(4.7%)
Adjustments to Approved Budget									
Personal Services				0.0%			0.0%	0	0.0%
Equipment									
Contractual Expenses				0.0%			0.0%	0	0.0%
Employee Benefits									
Total Adjustments to Approved Budget³ Favorable (Unfav)	0	0		0.0%	0	0	0.0%	0	0.0%
Personnel	16,652,820	16,455,357	197,463	98.8%	16,493,598	15,433,613	93.6%	(1,021,744)	-6.2%
Equipment	109,604	89,904	21,382	82.0%	43,929	43,929	100.0%	(45,975)	-104.7%
Contractual	6,697,805	5,619,204	1,078,601	83.9%	6,285,245	4,954,534	78.8%	(664,670)	-10.6%
Scholarship & Awards Offset	3,385,136	3,966,566	(581,430)	117.2%	3,713,473	3,713,473	100.0%	(253,093)	-6.8%
Fringe Benefit	8,339,910	8,259,449	80,461	99.0%	6,312,283	8,705,895	137.9%	446,445	7.1%
Total Approved Budget Appropriations⁴	35,185,275	34,390,481	796,476	97.7%	32,848,528	32,851,443	100.0%	(1,539,038)	-4.7%

Explanation of Sub-Totals and Totals:

1. *Total Forecasted Departmental Appropriations:* Enables an analysis of departmental operating costs.
2. *Total Forecasted Appropriations:* Forecasts the End-of-Year Appropriations for the College.
3. *Total Adjustments to Approved Budget:* Represents the forecasted adjustments to the 2023-24 Appropriations Budget. If positive, less Fund Balance is required. If negative, more Fund Balance is required.
4. *Total Approved Budget Appropriations:* This represents the Approved Budget.
5. Excludes impacts of GASB 68 (OPEB), GASB 75 (ERS/TRS) & GASB 87 (Lease Liability)

	Modified Budget 2024-25	Expend to Date 2024-25	Unexpend Balance 2024-25	% Expended 2024-25	Total Exp PY 2023-2024	YTD Exp PY to Date 2023-24	PY % Expended 2023-24	Fav Var (Unfav Var) to PY	% Variance to PY
Instruction									
Personal Services	6,873,419	7,092,676	(219,257)	103.2%	6,847,186	6,725,619	98.2%	(367,056)	(5.5%)
Equipment		3,248	(3,248)	0.0%	1,233	1,233	100.0%	(2,015)	(163.5%)
Contractual Expenses	1,769,800	1,218,582	551,218	68.9%	1,526,606	1,390,040	91.1%	171,458	12.3%
Employee Benefits	3,436,727	3,602,175	(165,448)	104.8%	2,707,726	3,829,588	141.4%	227,412	5.9%
Total Instruction	12,079,946	11,916,680	163,266	98.6%	11,082,751	11,946,479	107.8%	29,799	0.2%
Public Service									
Personal Services		0	0	0.0%					
Equipment									
Contractual Expenses			0	0.0%					
Employee Benefits		0	0	0.0%					
Total Public Service	0	0	0	0.0%					
Academic Support									
Personal Services	1,730,249	1,528,222	202,027	88.3%	1,723,663	1,557,262	90.3%	29,040	1.9%
Equipment		13,152	(13,152)	0.0%			0.0%	(13,152)	0.0%
Contractual Expenses	293,470	166,414	127,056	56.7%	177,992	78,973	44.4%	(87,441)	(110.7%)
Employee Benefits	865,124	756,652	108,472	87.5%	660,146	882,598	133.7%	125,945	14.3%
Total Academic Support	2,888,843	2,464,441	424,402	85.3%	2,561,801	2,518,833	98.3%	54,392	2.2%
Libraries									
Personal Services	582,717	512,549	70,168	88.0%	568,333	522,545	91.9%	9,995	1.9%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	313,250	227,195	86,055	72.5%	297,591	201,828	67.8%	(25,366)	(12.6%)
Employee Benefits	291,359	260,159	31,200	89.3%	252,082	289,431	114.8%	29,272	10.1%
Total Libraries	1,187,326	999,903	187,423	84.2%	1,118,006	1,013,804	90.7%	13,901	1.4%
Student Services									
Personal Services	2,482,121	2,293,312	188,809	92.4%	2,395,914	2,162,623	90.3%	(130,689)	(6.0%)
Equipment	8,604	6,736	1,868	78.3%	1,156	1,156	100.0%	(5,580)	(482.6%)
Contractual Expenses	880,049	498,862	381,187	56.7%	772,384	646,491	83.7%	147,629	22.8%
Employee Benefits	1,254,545	1,201,406	53,139	95.8%	897,783	1,223,583	136.3%	22,177	1.8%
Total Student Services	4,625,319	4,000,317	625,002	86.5%	4,067,237	4,033,853	99.2%	33,537	0.8%
Maintenance and Operations									
Personal Services	1,933,723	1,922,167	11,556	99.4%	2,032,462	1,801,353	88.6%	(120,814)	(6.7%)
Equipment	100,000	23,903	76,097	23.9%	9,426	9,426	100.0%	(14,477)	(153.6%)
Contractual Expenses	1,149,290	1,147,558	1,732	99.8%	1,130,432	1,035,681	91.6%	(111,877)	(10.8%)
Employee Benefits	966,861	963,219	3,642	99.6%	743,277	1,022,638	137.6%	59,420	5.8%
Total Maintenance and Operations	4,149,874	4,056,847	93,027	97.8%	3,915,597	3,869,099	98.8%	(187,748)	(4.9%)
Institutional Support									
Personal Services	1,724,826	1,630,420	94,406	94.5%	1,689,321	1,545,207	91.5%	(85,213)	(5.5%)
Equipment	1,000	2,682	(1,682)	268.2%			0.0%	(2,682)	0.0%
Contractual Expenses	414,625	546,664	(132,039)	131.8%	614,362	466,735	76.0%	(79,929)	(17.1%)
Employee Benefits	862,413	818,704	43,709	94.9%	626,478	859,070	137.1%	40,366	4.7%
Total Institutional Support	3,002,864	2,998,470	4,394	99.9%	2,930,162	2,871,012	98.0%	(127,458)	(4.4%)
General Institutional Services									
Personal Services	1,325,765	1,476,011	(150,246)	111.3%	1,236,718	1,119,004	90.5%	(357,007)	(31.9%)
Equipment		40,183	(40,183)	0.0%	30,502	30,502	100.0%	(9,681)	(31.7%)
Contractual Expenses	1,877,321	1,813,929	63,392	96.6%	1,765,879	1,134,785	64.3%	(679,144)	(59.8%)
Employee Benefits	662,881	657,134	5,747	99.1%	424,791	598,987	141.0%	(58,147)	(9.7%)
Total General Institutional Services	3,865,967	3,987,257	(121,290)	103.1%	3,457,890	2,883,277	83.4%	(1,103,980)	(38.3%)
Total Forecasted Departmental Appropriations¹	31,800,139	30,423,915	1,376,224	95.7%	29,133,443	29,136,358	100.0%	(1,287,557)	-4.4%

2024-2025 Appropriations
Schedule of Employee Benefits
as of July 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	312,370	96.9%	98,610	31.6%
HRA Retiree Benefits	81,651	95,225	(13,574)	116.6%	102,221	97,299	95.2%	2,074	2.1%
State Employee's Retirement	1,076,389	1,296,282	(219,893)	120.4%	1,071,518	1,203,424	112.3%	(92,858)	(7.7%)
State Teacher's Retirement	179,135	72,964	106,171	40.7%	179,435	167,352	93.3%	94,388	56.4%
Optional Retirement Fund	778,863	987,058	(208,195)	126.7%	681,867	631,429	92.6%	(355,630)	(56.3%)
Social Security	1,248,047	1,276,767	(28,720)	102.3%	1,292,720	1,198,919	92.7%	(77,848)	(6.5%)
Worker's Compensation	92,888	56,581	36,307	60.9%	14,453	638	4.4%	(55,942)	(8766.9%)
Executive Benefits	36,347		36,347	0.0%			0.0%	0	0.0%
Disability Insurance	8,270	9,007	(737)	108.9%	6,998	6,349	90.7%	(2,659)	(41.9%)
Hospital and Medical Insurance	2,905,149	2,564,758	340,391	88.3%	2,983,178	2,519,099	84.4%	(45,659)	(1.8%)
Post Retirement Health Insurance	1,513,592	1,320,000	193,592	87.2%	117,053	1,225,616	1047.1%	(94,384)	(7.7%)
Employee Tuition Benefits	125,841	95,774	30,067	76.1%	98,988	98,364	99.4%	2,590	2.6%
Life Insurance	7,380	9,403	(2,023)	127.4%	7,339	6,616	90.1%	(2,787)	(42.1%)
Vacation Benefits	91,947	67,500	24,447	73.4%	149,493	75,000	50.2%	7,500	10.0%
Miscellaneous	3,180	3,444	(264)	108.3%	3,875	3,560	91.9%	116	3.3%
Unemployment Insurance	15,325	27,857	(12,532)	181.8%	13,434	576	4.3%	(27,282)	(4739.7%)
Total Employee Benefits	8,339,910	8,096,379	243,531	97.1%	7,044,942	7,546,610	107.1%	(549,769)	(7.3%)

Tompkins Cortland Community College
YTD Revenues 2024-2025
July 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	3,776,671	117,620	97.0%	3,826,135	3,893,033	101.7%	(116,362)	-3.0%
Spring	3,442,436	3,336,909	105,527	96.9%	3,398,654	3,423,537	100.7%	(86,628)	-2.5%
Winter	140,361	157,803	(17,442)	112.4%	157,578	159,385	101.1%	(1,583)	-1.0%
Summer	614,802	593,030	21,772	96.5%	496,880	507,271	102.1%	85,759	16.9%
Nonresident Tuition	800,000	893,627	(93,627)	111.7%	1,010,787	1,016,723	100.6%	(123,096)	-12.1%
Student Fee Revenue	982,033	997,874	(15,841)	101.6%	1,002,981	1,003,155	100.0%	(5,281)	-0.5%
Total Core Student Revenue	9,873,923	9,755,914	118,009	98.8%	9,893,015	10,003,105	101.1%	(247,191)	-2.5%
Concurrent Enrollment Tuition	3,290,136	3,697,358	(407,222)	112.4%	3,367,146	3,367,146	100.0%	330,212	9.8%
Total Student Revenue	13,164,059	13,453,272	(289,213)	102.2%	13,260,161	13,370,251	100.8%	83,021	0.6%
Government Appropriations									
New York State	9,762,800	9,787,799	(24,999)	100.3%	9,762,800	9,762,800	100.0%	24,999	0.3%
Local Sponsors	4,882,882	4,496,126	386,756	92.1%	4,882,897	3,662,177	75.0%	833,950	22.8%
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	5,792,347	(92,347)	101.6%	5,716,385	5,719,117	100.0%	73,230	1.3%
Total Govt Appropriations	21,473,107	21,203,697	269,410	98.7%	21,365,644	20,147,655	94.3%	1,056,042	5.2%
Other Revenues									
Service Fees	96,040	83,571	12,469	87.0%	94,098	90,601	96.3%	(7,029)	-7.8%
Interest Earnings	9,007	9,226	(219)	102.4%	13,946	12,537	89.9%	(3,312)	-26.4%
Rental of Real Property	11,035	1,425	9,610	12.9%	1,400	1,400	100.0%	25	1.8%
Contract Courses	25,031	104,787	(79,756)	418.6%	96,899	96,899	100.0%	7,888	8.1%
Noncredit Tuition	174,870	136,926	37,944	78.3%	126,420	111,095	87.9%	25,831	23.3%
Grant Offsets	180,373	50,725	129,648	28.1%	187,099	186,057	99.4%	(135,331)	-72.7%
Unclassified Revenues	51,753	73,497	(21,744)	142.0%	223,195	88,163	39.5%	(14,666)	-16.6%
Total Other Revenues	548,109	460,158	87,951	84.0%	743,056	586,752	79.0%	(126,594)	-21.6%
TOTAL REVENUES	35,185,275	35,117,127	68,148	99.8%	35,368,861	34,104,658	96.4%	1,012,469	3.0%
Student Revenue	13,460,000	13,778,557	(318,557)	102.4%	13,577,578	13,668,846	100.7%	109,711	0.8%
State Revenue	9,762,800	9,787,799	(24,999)	100.3%	9,762,800	9,762,800	100.0%	24,999	0.3%
Local Revenue	10,582,882	10,288,473	294,409	97.2%	10,599,282	9,381,293	88.5%	907,180	9.7%
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	134,874	117,294	53.5%	425,639	288,157	67.7%	(153,284)	-53.2%
Total	35,185,275	35,117,127	68,148	99.8%	35,368,861	34,104,658	96.4%	1,012,469	3.0%



Vice President Reports

John Geer, VP of Administration

Human Resources

August was a busy month with the rehiring and onboarding of 155 adjunct faculty and three new full-time faculty members. Performance evaluations are nearly complete, with positive feedback on the Paycor performance evaluation module. Paycor system enhancements continue, including full implementation of student employment within the applicant tracking system and ongoing programming of the Benefits Module to streamline health, dental, and vision enrollment through an electronic data interface.

Campus Police

Campus Police returned to full staffing in August, resuming 10-hour shifts. Key radio system upgrades were completed, improving secure campus-wide communication. The team is preparing for September training sessions and community engagement, including participation in the Student Resource Fair.

Campus Technology

Significant progress was achieved across all areas of Campus Technology. Cybersecurity efforts advanced with the completion of the College's Written Information Security Plan and the successful close of the first year of the Cyberstone partnership, which provided both vCISO services and a comprehensive risk assessment. Infrastructure work included resolution of Windows Virtual Desktop issues, a major firewall upgrade, and completion of an external penetration test, with remediation efforts already underway. Development of the new MyTC3 2.0 portal is complete, with a public launch anticipated in October, supported by a communication campaign. Support services managed the high demand of semester start-up, continued progress on the Windows 11 migration, and are in the process of backfilling a Technical Support Associate position. Leadership transitioned to Jonathan Walz-Koeppel, newly appointed Executive Director of Campus Technology, who will report directly to the Vice President of Administration, with transitional support from Scot Beekman through the conclusion of the OSC audit. That audit is now underway, with fieldwork continuing through October and a final report expected in January 2026, followed by a corrective action plan.

Facilities

The Facilities teams concentrated on preparing the campus for fall semester. Custodial staff completed dormitory touch-ups, carpet shampooing, and transitioned to newly assigned cleaning zones. Grounds staff managed seasonal maintenance, baseball field preparation, regulatory signage installation, asphalt repair projects, and furniture relocation for student use. Maintenance crews focused on dormitory repairs, pool and locker room renovations, Nano Lab installations, and critical equipment repairs in the cafeteria and daycare. Private vendors assisted with pool deck upgrades, HVAC refurbishments, and window treatments. Foundation staff supported these efforts by completing dorm renovations, addressing priority work orders, repairing the IEC retaining wall, and assisting with cost-controlled cooling tower repairs at auxiliary sites.

Strategic Enrollment Plan (SEP)

The second edition of the Strategic Enrollment Plan has been distributed to the SEP Council in preparation for its first meeting on October 10th, which will serve as a Data Summit. This edition reflects refined goals and new strategies informed by work completed in Spring 2025 and is intended to strengthen recruitment, improve retention, and advance overall student success.

Enrollment

As of the first day of classes, core enrollment headcount was up 13.3%, or 211 students, compared to last fall. This growth exceeded both the projected headcount and the FTE budget goals established for Fall 2025. The incoming class target was also surpassed, with 925 (new, transfer, and returning) students enrolled. This class entered well-prepared, reflecting one of the key learning outcomes emphasized in the new Accepted Panther Day onboarding program. Among registered incoming students, 86.6% completed the FAFSA, 89.4% fulfilled the immunization requirement, and 83.7% submitted a Certificate of Residency prior to the start of classes. Residence hall occupancy as of the second week of classes stands at 274 students, representing 73% of assignable bed space. The semester also opened strongly at the Childcare Center, where 18 student children and 6 staff children are currently enrolled.

Other notable highlights include the EOP Summer Program, which welcomed 15 new students, many of whom resided in the Residence halls. Soccer preseason began on August 10th, with both the men's and women's teams preparing for the 2025 season. The new Advancing Success in Associate Pathways (ASAP) program successfully recruited the required 150 students, and registration for College Now concurrent enrollment courses will open in the coming weeks. Workforce and Continuing Education is also planning a robust set of fall offerings, with programs designed to meet regional workforce needs, expand opportunities for the community, and provide career-focused initiatives for TC3 students.

Orientation and Welcome Week

The Fall 2025 in-person New Student Orientation was well attended, with 357 students checking in, representing 78% of invited students. While in-person attendance increased, completion of the online orientation modules decreased to 271 students, down from last year. Redesigning online orientation has been identified as a division priority, with plans to make it more engaging and tailored to different student populations, including adult learners and residential students. The orientation program featured a Resource Fair with 30 departments and community partners, academic sessions, a parent and family session, departmental presentations, and concluded with a community BBQ for students, families, faculty, and staff. A new Adult Student Meet and Greet was also introduced this year and was well received.

Residence Life contributed to the welcome experience with a series of move-in weekend events, including the Welcome to the Block Party with 40 attendees, the RHA Ice Cream Social and Tie-Dye Party with about 150 students, and the Resident Student Orientation with approximately 100 students. Following orientation, Welcome Week events averaged 52 students per activity, providing opportunities for students to engage in a wide range of programming such as Make-n-Take workshops, Bingo, late-night Panther Den hours, open recreation, off-campus trips, and informal meet-and-greet opportunities with the college President.

Malvika Talwar, VP of Institutional Effectiveness

Middle States: The Middle States co-chairs and the committee have a first draft of their chapters submitted for almost all standards on August 1st, 2025. This was an enormous effort led by the co-chairs and involved work from many other offices across the College. The core leadership has read all the drafts and has provided feedback to the chairs. This upcoming semester the co-chairs of the seven standards will be seeking feedback from committees affiliated with each standard, and from the College community at Fall Day. The chairs will be working on redrafting the chapters by December. The BOT will be reviewing a presentation from Standard VII in the October board meeting.

Strategic Plan: The strategic plan (Sustaining a Vibrant Future: 2025-28) approved by the BOT this summer is now ready for official launch with copies to be shared with the community and a website for all internal and external stakeholders to be familiar with the plan. Several aspects of the plan will get operationalized this Fall and we will close be tracking progress of the objectives and goals by semester and annually and will be tracking some broader metrics on an institutional dashboard.

Planning and Budget Timeline: One of the key priorities for our office this fall and over the summer has been to start implementing the department planning and associated budget request process outlined in Strategic Direction 1 of the College's new strategic plan. The Institutional Effectiveness office has drafted the timeline and outlined materials to begin this process and will be working to implement this timeline over the Fall.

We will be seeking advisory input from the institutional effectiveness council in implementing this work. This newly resurrected council is a shared governance body that will help advice on institutional projects that are focused in helping us meet our Mission using data-informed and assessment focused approaches.

Data Projects and Compliance Reporting: The federal and state student data reporting cycles have begun for this academic year and we have several reports currently in progress or completed. Some federal changes have meant additional reporting that is focused on student outcomes (Gainful Employment Reporting).

One of the main data projects we have focused on this summer is providing data about academic program cost, labor outcomes and transfer outcomes for our students to inform provost office and faculty work in academic affairs.

Organizational Development: Four College staff members have been selected for TC3's 11th PEAKS leadership consortium cohort. They are David Centro (Campus Tech), Peter Mancarella (Enrollment Services), Karen Rachetta (Disability Services) and Cheyenne Gorton (Student Activities). They will have the opportunity to participate in yearlong training with other SUNY colleagues. The kick-off event for this cohort took place this August.

Academic Affairs Updates

1. Academic Affairs rounded out the summer with organization to implement the work of the strategic plan and academic affairs primary plan. This year, the division will be taking on a number of core new tasks, and I anticipate reporting monthly, where momentum has occurred on the following foci for the year:
 - Building the 2026-2027 academic calendar as a whole, single product
 - Establishing 5-7 new advisory boards for current programs
 - Completing academic program reviews (APRs) in advance of the MSCHE visit
 - A “feasibility analysis” of all current academic programs, as a quick “health check”
 - Building multiple new articulation agreements to 4-yr schools
 - Embedding applied learning into more career programs
 - Drafting tenure and promotions criteria
 - Establishing a new approval process for study abroad course approvals
 - Identifying 2-3 new core academic programs to review for feasibility analyses and potential openings
 - Academic community realignment
 - AI pedagogy learning and training
 - Academic Integrity policy updates
 - SUNY Civis Discourse General Education integration
 - ADA compliance training for faculty
 - Online Teacher Training for all faculty
 - And more....
2. Faculty participated meaningfully in a number of core enrollment initiatives across the summer, helping bring in large fall class. I want to especially note that the librarians, as well as Baker Learning Commons and Lab faculty and staff all stepped up on several occasions to work to contact students through key onboarding events/strategies. When, “all hands on deck” were called to help with our enrollment surge, our faculty stepped up in meaningful ways.
3. Merryn Clay, from Global Education, has moved into the Academic Affairs office as the temporary Assistant Dean of Academic Affairs helping the office with a number of core projects, including completing articulation agreements. Her good work has already been noticed and appreciated.

Auxiliary Operations continues to advance governance alignment, operational transitions, and the repositioning of key facilities. The following summarizes progress since the last report to the Board of Trustees.

GOVERNANCE & STRUCTURE

- **FSA Alignment:** A working group has been convened to modernize governance and align the FSA with SUNY's auxiliary model.
- **Foundation Board:** Two committee chair terms are scheduled to conclude at year-end, and leadership transitions are also underway. New appointments will be made at the January 2026 Annual Meeting.

OPERATIONS & FACILITIES

- **Residence Halls:** Properties have been publicly listed. Marketing materials and a press release were completed, and initial buyer showings have taken place, with interest growing.
- **Ithaca Extension Center:** Lease negotiations with Tompkins County are in final stages, keeping the facility on track to reach 75% occupancy in Qtr 1, FY 25/26. Parking monetization contract with Premium Pro is in final stage of review for execution.
- **Culinary Arts Center (CAC):** The interim academic and operational plan has been implemented for Fall 2025. Redevelopment momentum is strong: stakeholders including Flatbread, City of Ithaca, and College leadership will convene an on-site meeting on September 25. An exit from the existing lease by year-end remains a priority.
- **Cortland Extension Center:** The property sale remains on track for a Fall 2025 closing, pending final approvals from the Attorney General and SUNY. A draft purchase agreement has been prepared for Board action.
- **FSA Operations:** Oversight and supervision is being assessed and transitioned toward SUNY-aligned best practices. This structured transition, launched in late August, is aimed to strengthen alignment with College operations and reduces risk to both parties.

SUMMARY

In August, Auxiliary Operations advanced the Residence Hall sale process, neared completion of Ithaca Extension Center lease negotiations, implemented the CAC interim plan while engaging redevelopment partners for September site meetings, and initiated the transition of FSA service oversight to Student Affairs. Governance workgroups are active to revise both the College–FSA and College–Foundation agreements, with deliverables identified for year-end. Auxiliary Services remains focused on aligning governance, reducing facility risk, and positioning assets to support the College's long-term stability and priorities.

To: TC Board of Trustees

From: College Senate /Amy Faben-Wade (Chair)

College Senate Report September 5, 2025

- Call for nominations for the Chancellor's Awards for Excellence in Adjunct Teaching for the 2025-26 academic year.
- Our work on Bylaws 3.7.1-3.7.3 are ready to be shared with the BOT.
- We are beginning to set our goals for the year and will add to them after President Kremenek addresses the Senate on 9/26.
- Senate Exec is looking to fill the role of Secretary and also Vice-Chair/Co-Chair to help the current chair transition out of that role and support the new Chair for 2026-27.