



Agenda

Annual Meeting followed by:

Board of Trustees Meeting

July 16, 2025 @ 5:30 p.m.

[Zoom Link](#)

- 1. Call to Order***
- 2. Roll Call***
- 3. Oath of Office – 2025-26 Student Trustee Shana Piotti***
- 4. Election of 2025-26 Officers***
- 5. 2025-26 Proposed Board of Trustee and Finance and Audit Committee Meeting Dates***
- 6. Annual Disclosure of Conflict of Interest Forms***
- 7. Other Business***
- 8. Adjournment***

July Board of Trustees Meeting

[Zoom Link](#)

- 1. Call to Order***
- 2. Welcome Guests***
- 3. Approval of Agenda***
- 4. Public Comment*****
- 9. Approval of June 18, 2025 Board of Trustees Meeting Minutes****
- 10. Presentation on Health and Wellness Services, Matt Kiechle, Director of Wellness Services***
- 11. Chair's Report***
 - a. Resolution on the Updated Board of Trustees Bylaws*
- 12. Treasurer/CFO Report***
 - a. Resolution to Accept the 2024 Audit Corrective Action Plan*
 - b. Finance & Budget Update

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

- i. Year-to-Date June 2025 Financial Statements
- ii. June 2025 Budget and Finance Report

13. President's Report

- a. 2025-28 Strategic Plan: *Sustaining a Vibrant Future*
- b. Achieving the Dream Affiliation
- c. Resolution to Approve Program: Health Sciences A.S.*
- d. Vice President Reports

14. Consent Agenda*

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

15. Committee and Affiliate Reports

- a. New York Community College Trustees (NYCCT)
- b. TC3 Foundation

16. County Liaison Updates

- a. Cortland County
- b. Tompkins County

17. Adjournment

Informational/Calendar Items

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

***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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Annual Meeting



Memorandum

TO: Members of the Board of Trustees

FROM: Judy Davison, Chair, Board of Trustees

DATE: July 16, 2025

SUBJECT: Future Board Meeting Dates 2025-26

The following is the proposed list of the meetings of the Board of Trustees of Tompkins Cortland Community College for 2025-2026. All Meetings will begin at 5:30 p.m. in the Ronald W. Space Board Room at the College and/or Zoom within state guidelines.

Wednesday night proposal (Third Wednesday of every month)

September 17, 2025
October 15, 2025
November 19, 2025
December 17, 2025
January 21, 2026
February 18, 2026
March 18, 2026
April 15, 2026
May 20, 2026
June 17, 2026
July 15, 2026 Annual Meeting

Thursday night proposal (Third Thursday of every month unless otherwise noted*)

September 17, 2025 *
October 16, 2025
November 20, 2025
December 18, 2025
January 15, 2026
February 19, 2026
March 19, 2026
April 16, 2026
May 21, 2026
June 18, 2026
July 16, 2026 Annual Meeting



Memorandum

TO: Members of the Board of Trustees

FROM: Matt McSherry, Chair, Board of Trustees Finance and Audit Committee

DATE: July 16, 2025

SUBJECT: Future Board Meeting Dates 2025-26

The following is the list of the meetings of the Board of Trustees Finance and Audit Committee of Tompkins Cortland Community College for 2025-2026. All Meetings will begin at 5:00 p.m. in the Ronald W. Space Board Room at the College and/or Zoom within state guidelines.

Board of Trustees Meetings:

(Last Wednesday of every other month unless otherwise noted.)

September 24, 2025

December 3, 2025 (due to Thanksgiving holiday)

January 28, 2026

March 25, 2026

May 27, 2026

July 29, 2026



Minutes



Minutes
June 18, 2025
Open Session @5:30 p.m.

Present: Shannon Boyd, Roxann Buck, Sue Dale-Hall, Judy Davison (v),
Schelley Michell-Nunn, Lisa Perfetti

Excused: Dean Corbin, Arthur Kuckes, Matt McSherry, Seth Peacock

County Liaisons: Mike Lane, Excused: Cathy Bischoff

Staff: Scot Beekman, Carolyn Boone, Amy Kremenek, Michael Morgan,
Nancy Murphy, Michelle Nightingale, Rob Palmieri,
Dennis Panagitsas, Donald Perkins, 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 5:32 p.m.
- 2. Roll Call:** Ms. Murphy called the roll.
- 3. Welcome Guests:** No guests were present.
- 4. Approval of Agenda:** Ms. Buck moved the Board of Trustees June 18, 2025 meeting agenda be approved as submitted; seconded by Ms. Michell-Nunn; motion carried unanimously.
- 5. Public Comment:** No public comment was made.
- 6. Approval of May 14, 2025 Board of Trustees Meeting Minutes:** Ms. Buck moved that the minutes from the May 14, 2025 Board of Trustees meeting be approved as submitted; seconded by Ms. Michell-Nunn; motion approved unanimously.

7. *Presentation of the 2025-28 TC3 Strategic Plan: Sustaining a Vibrant Future*

President Kremenek introduced the plan and recognized the cross-campus committee and external stakeholders for their efforts. Ms. Nightingale, Dean of Organizational Development and Institutional Effectiveness, outlined the timeline of the project and the inputs including an internal survey with faculty and staff; external partner survey; student focus groups; community leader focus groups and analysis of existing inputs. In alignment with the mission, vision, values of the College four goals were developed and presented by goal champions to track and lead implementation efforts. A resolution to approve will be presented to the Board in July.

8. *Chair's Report*

- a. Resolution of Appreciation for Shannon Boyd – Chair Davison commended Ms. Boyd for being an outstanding Trustee, a remarkable addition to the Board, and an asset as an adult learner. Ms. Buck expressed gratitude for Ms. Boyd's impactful speech at the Cortland County Legislature meeting on behalf of TC3. Ms. Dale-Hall moved the Resolution of Appreciation for Shannon Boyd be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.
- b. Resolution on Trustee Emeritus Designation for Arthur Kuckes – Chair Davison praised the good works Trustee Kuckes completed during his seven-year term that expires at the end of June 2025. Ms. Boyd moved the resolution on Trustee Emeritus Designation for Arthur Kuckes be approved as submitted; seconded by Ms. Buck; motion carried unanimously.
- c. Confirmation of Lisa Perfetti to the 2025-2026 Board Nominating Committee – Ms. Perfetti confirmed participation on the Nominating Committee joining Roxann Buck and Seth Peacock.
- d. Resolution on Delegation of Authority to the President for Personnel Appointments and Actions - Ms. Buck moved the resolution on Delegation on Authority to the President for Personnel Appointments and Actions be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.
- e. Updated Bylaws of the Board of Trustees – Ms. Buck has been working with President Kremenek on updating the Board Bylaws. At the July Board meeting, there will be a vote on the revised version. Hard copies were provided to each Board member; electronic copies will be sent to all Board members.

9. *Treasurer/CFO Report*

- a. Finance and Audit Committee Report – Mr. McSherry, Chair, was not present to speak.

- b. 2024 Audit Corrective Action Plan – Mr. Panagitsas, VP of Finance, shared the proposed Corrective Action Plan. At Board meetings, the Board will view the financials from two months prior due to the timing of the close; these will be the official financial statements. The Audit Corrective Action Plan resolution will be presented to the Board in July for approval. The College is asking Tompkins and Cortland Counties to consider six capital projects. With approval, SUNY would contribute 50%, Tompkins County 63% and Cortland County, 37%. The projects are: Deferred Maintenance; Parking Lot Paving; Banner Project (ERP & SIS); Maintenance Garage Remodel; Career Center; and Computer Equipment- classroom technology. To receive the SUNY Capital funding match, the Capital Project Plan needs to be sent to SUNY by August 31, 2025.
- c. Finance & Budget Update
 - i. Year-to-Date May 2025 Financial Statements – The budget is on target to close without any deviations.
 - ii. May 2025 Budget and Finance Report - The Finance team is implementing the Corrective Action Plan, in August they will start the 2025 audit and build infrastructure around the Grants Policy. Mr. Panagitsas recently attended the New York State Community Colleges Business Officers Association Conference (CCBOA) where there was a clear message to keep finding efficiencies and grow fund balances.
- d. Resolution on Adoption of the Proposed 2025-26 Operating Budget - Ms. Perfetti moved the resolution on Adoption of the Proposed 2025-26 Operating Budget be approved as submitted; seconded by Ms. Dale-Hall; motion carried unanimously.
- e. Resolution to approve TC3 Student Fees for 2025-26 - Ms. Michell-Nunn moved the resolution to Approve TC3 Student Fees for 2025-26 be approved as submitted; seconded by Ms. Buck; motion carried unanimously.

10. Student Trustee's Report: Ms. Boyd expressed gratitude to the Board for accepting her, listening to her, and lifting her up while she served on the Board. She is continuing to take classes and interning over the summer.

11. President's Report:

- a. Vice President Reports can be found in the packet.
 - i. Organizational structure – President Kremenek shared that interim Chief Information Officer Scot Beekman has worked with the College for

over 2.5 years and currently is working with her on his transition plan. The College will be launching an internal search for the position for Executive Director of Campus Technology.

- b. Resolution to Adopt the Animals on Campus Policy - Ms. Buck moved the Resolution to Adopt the Animals on Campus Policy be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.
- c. Resolution to Deactivate the General Studies Certificate - Ms. Perfetti moved the resolution to Deactivate the General Studies Certificate be approved as submitted; seconded by Ms. Michell-Nunn; motion carried unanimously.

12. Consent Agenda: Ms. Dale-Hall moved the Consent Agenda be approved as submitted; seconded by Ms. Buck; motion carried unanimously.

- a. Appointment of Personnel
- b. Approval of Position Description: Executive Director of Campus Technology
- c. Ratification of Promotion Recommendations by the President
- d. Resolution to Award Bid: Rooftop HVAC Units Refurbishment
- e. Resolution to Award Bid: Window Shade Replacement
- f. Resolution to Award Bid: Accreditation & Institutional Planning Software

13. Committee and Affiliate Reports

- a. New York Community College Trustees (NYCCT) – Chair Davison shared an update regarding the Campus President Appointment and Contract Review Process resolution, the SUNY Board is currently allowing for public comment. Ms. Buck indicated that the Bronson Bill A6782A/S6342 providing for the inclusion of a faculty or staff member on the Board of Trustees of Community Colleges has not yet passed, but legislature is still in session. NYCCT conference registration is now open for Saratoga Spring September 10-12, 2025. Please contact Ms. Murphy who will make reservations for the conference.
- b. TC3 Foundation – Mr. Sparling updated the Board that Ms. Holl, Director of Auxiliary Operations, will be providing interim oversight and planning for the Foundation. At Commencement, 93 Honor Cards were distributed, and 3 Distinguished Alumni were recognized at the ceremony. The Foundation Board votes on their budget in July.

14. County Liaison Updates:

- a. Cortland County – no report was given this month.

- b. Tompkins County - Mr. Lane acknowledged college employees and Board members who attended the legislative meeting June 17, 2025 presenting the College budget request. The County has a new Director of Finance, Commissioner of Health and Social Services. Administrator Akumfi is working through homeless shelter complications, locating a center government building and the associated costs of parking. Mr. Lane thanked TC3 for participating at the Dryden Dairy Day parade and hosting a booth at the grounds.

15. Adjournment: Ms. Michell-Nunn moved that the meeting be adjourned at 7:16 p.m.; seconded by Ms. Dale-Hall; motion carried unanimously.

Informational/Calendar Items

- Board of Trustees Annual Meeting, July 16, 2025, 5:30 p.m.
- Board of Trustees Meeting, July 16, 2025, immediately following the Annual Meeting
- Board of Trustees Retreat, August 15, 2025 | Sprole Conference Rm (204)
- NYCCT Annual Conference, September 10-12 | Saratoga Casino Hotel

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



Chair's Report

TOMPKINS CORTLAND COMMUNITY COLLEGE

RESOLUTION 2025-2026-70

Board of Trustees Updated Bylaws

WHEREAS, the Board of Trustees of Tompkins Cortland Community College approved a Board of Trustee Handbook for their use on June 23, 1977, and

WHEREAS, the Board of Trustees felt the need to continue to review and update the Board of Trustees Bylaws and policies recorded, and

WHEREAS, the Board of Trustees on December 18, 2025, appointed an Ad Hoc Board Policy Review Committee to review and recommend necessary updates to the Bylaws, and

WHEREAS, the Ad Hoc Board Policy Review Committee, has reviewed and recommended revision of the Board of Trustees Bylaws as contained in Bylaws, be it therefore

RESOLVED, that the Board of Trustees adopt for implementation beginning July 16, 2025 the revised Bylaws as recommended by the Ad Hoc Policy Review Committee.

STATE OF NEW YORK:
SS:
COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of Trustee of Tompkins Cortland Community College,
DO HEREBY CERTIFY that 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 this 16th day of July 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 July 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College



Financial and Budget Update

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-71**

2023-2024 AUDIT CORRECTIVE ACTION PLAN

WHEREAS, the 2023-2024 College Audit has identified the need for a Corrective Action Plan to address audit findings, and

WHEREAS, the College has tasked the Vice President of Finance Dionysios Panagitsas to create and recommend the Corrective Action Plan to address the findings, and the plan has been reviewed by the Board of Trustees Finance and Audit Committee, and

WHEREAS, the Corrective Action Plan has undergone the review process and is recommended by the Board of Trustees Finance and Audit Committee, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the Vice President of Finance implement the Corrective Action Plan dated June 11, 2025,

STATE OF NEW YORK:

I, NANCY MURPHY, CLERK of the Board

SS:

of Trustees of Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that 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 July 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 July 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

June 11, 2025

Tompkins Cortland Community College Finance and Audit Committee

Dionysios Panagitsas – Vice President of Finance/Chief Financial Officer

Corrective Action plan to address Tompkins Cortland Community College 2024 Audit Finding

In response to the Findings of the 2024 Audit I present the following corrective action plan:

1. The Comptroller and the Vice President of Finance will be responsible to verify that the Ledger and Subsidiary Ledgers are correct and fairly state the accurate financial picture of the college. The assistant comptroller will be reconciling all the College Operating, Capital and Restricted accounts.
2. There will be a process giving staff supervised by the Vice President of Finance/CFO until the 15th of every month to reconcile the College General Ledger. The comptroller will be signing off at all the reconciliations and relevant-entries ensuring accuracy and completeness of the accounting records for the College and between component units.
3. The principal account clerk will be reconciling all the restricted and unrestricted accounts for the Foundation and the FSA. The employee will have until the 15th of every month to reconcile all the accounts including all the Foundation and FSA General Ledgers. Comptroller will review and sign off on all the reconciliations and relevant journal Entries ensuring accuracy and completeness of the accounting records for the Foundation, FSA and between component units.

Based on the above mentioned plan I propose that the Statements of the College are issued as follows:

- 1-15 of every month the Comptroller's office reconciles accounts as described at the Table #1
- 15-17 the Comptroller issues the Statements for the College, Foundation and the FSA
- On the 18th of each month the Vice President of Finance submits the Statements and Report for the Finance and Audit Committee review.
- The Finance and Audit Committee meets the last Wednesday of every month (or every second month) to review the Statements and report. The Treasurer and Vice President of Finance present the prior months Statements and Report at the Board of Trustees meeting.

Table # 1

Monthly close - Actions to be done by 15th day of every month

Action	College	FSA	FOUNDATION
Reconcile all cash accounts	X	X	X
End of month entries (accruals)	X	X	X
Reconcile operating receivables	X	X	X
Reconcile payables and accrued liabilities	X	X	X
Reconcile and record County Chargebacks non credit tuition and contract courses	X		
Reconcile and balance Due to/from intra company transactions	X	X	X
Reconcile and balance Due to/from intercompany transactions between College -	X	X	X
Reconcile and record Student Tuition	X		
Reconcile and record Payroll	X	X	X
Reconcile and record Benefits	X	X	X
Reconcile Capital fund	X	X	X
Reconcile restricted accounts (Grants - Local - State - Federal)	X	X	X
Investments			X
Reconciliation of Contributions			X
Reconciliation of Student Fees and other revenue	X	X	X
Reconciliation of Scholarships and Awards	X		X
Reconcile other Grants	X	X	X
Reconcile and book credit cards	X	X	X
Review and Reconcile all other accounts with activity	X	X	X

TC3 Finance Report

June 2025 Financials

As of the end of June, we completed the 10th month of the year. Still forecasting year end to be very close to our budget. We have used about 87% of our appropriation, which is favorable to last year. Our revenue comes as expected. This summer we are looking for further efficiencies that can help us in finishing this year's budget and in next year as well.

Budget and Finance

The Department is in process of applying the principles of the Corrective action plan. In addition, we have engaged our auditors to start the process for the 2025 audit. We are in process of hiring a payroll specialist, a budgeted position and will allow us to accomplish our departmental goals.

Bursar's office

The Bursar's Office has been hard at work establishing itself as a newly independent office within the college. This transition has provided us with an excellent opportunity to review and document procedures that were historically managed under the Registration and Billing Office. 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

As the Board has adopted the 2025-26 budget we will execute the plan for additional efficiencies as described in the budget. Potential savings will be use as a contingency fund that could offset potential changes stemming from the Federal or State budgets or be added to our fund balance.

The FSA and Foundation have budgets finalized.

Tompkins Cortland Community College
2024-2025 Appropriations
Year-to-Date through June 30th, 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	16,679,820	15,271,617	1,408,203	91.6%	16,493,598	14,236,374	86.3%	(1,035,243)	-6.3%
Equipment	100,000	85,200	17,482	85.2%	43,929	42,696	97.2%	(42,504)	-96.8%
Contractual Expenses	6,680,409	5,191,344	1,489,065	77.7%	6,285,245	4,385,353	69.8%	(805,991)	-12.8%
Employee Benefits	8,339,910	7,651,330	688,580	91.7%	6,312,283	8,011,526	126.9%	360,196	5.7%
Total Forecasted Departmental Appropriations¹	31,800,139	28,199,491	3,603,330	88.7%	29,135,055	26,675,950	91.6%	(1,523,542)	-5.7%
Scholarships & Awards									
Student Services	95,000	269,778	(174,778)	284.0%	343,913	343,913	100.0%	74,135	21.6%
Academic Support	3,290,136	2,274,606	1,015,530	69.1%	3,369,560	3,369,876	100.0%	1,095,270	32.5%
Total Scholarships & Awards	3,385,136	2,544,384	840,752	75.2%	3,713,473	3,713,789	100.0%	1,169,405	31.5%
Total Forecasted Appropriations²	35,185,275	30,743,875	4,441,400	87.4%	32,846,916	30,388,126	92.5%	(355,749)	(1.2%)
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	16,679,820	15,271,617	1,408,203	91.6%	16,493,598	14,236,374	86.3%	(1,035,243)	-6.3%
Equipment	100,000	85,200	17,482	85.2%	43,929	42,696	97.2%	(42,504)	-96.8%
Contractual	6,680,409	5,191,344	1,489,065	77.7%	6,285,245	4,385,353	69.8%	(805,991)	-12.8%
Scholarship & Awards Offset	3,385,136	2,544,384	840,752	75.2%	3,713,473	3,713,789	100.0%	1,169,405	31.5%
Fringe Benefit	8,339,910	7,651,330	688,580	91.7%	6,312,283	8,011,526	126.9%	360,196	5.7%
Total Approved Budget Appropriations⁴	35,185,275	30,743,875	4,444,082	87.4%	32,848,528	30,389,738	92.5%	(354,137)	-1.2%

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	6,674,056	199,363	97.1%	6,847,186	6,311,529	92.2%	(362,527)	(5.7%)
Equipment		3,248	(3,248)	0.0%	1,233		0.0%	(3,248)	0.0%
Contractual Expenses	1,770,800	1,205,060	565,740	68.1%	1,526,606	1,280,183	83.9%	75,123	5.9%
Employee Benefits	3,436,727	3,389,604	47,123	98.6%	2,707,726	3,577,256	132.1%	187,651	5.2%
Total Instruction	12,080,946	11,271,968	808,978	93.3%	11,082,751	11,168,968	100.8%	(103,001)	(0.9%)
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	1,394,050	336,199	80.6%	1,723,663	1,420,799	82.4%	26,749	1.9%
Equipment		13,152	(13,152)	0.0%			0.0%	(13,152)	0.0%
Contractual Expenses	293,470	100,655	192,815	34.3%	177,992	74,191	41.7%	(26,464)	(35.7%)
Employee Benefits	865,124	689,433	175,691	79.7%	660,146	805,836	122.1%	116,403	14.4%
Total Academic Support	2,888,843	2,197,290	691,553	76.1%	2,561,801	2,300,826	89.8%	103,536	4.5%
Libraries									
Personal Services	582,717	474,088	108,629	81.4%	568,333	479,241	84.3%	5,153	1.1%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	313,250	220,032	93,218	70.2%	297,591	137,497	46.2%	(82,535)	(60.0%)
Employee Benefits	291,359	240,928	50,431	82.7%	252,082	265,181	105.2%	24,252	9.1%
Total Libraries	1,187,326	935,048	252,278	78.8%	1,118,006	881,919	78.9%	(53,130)	(6.0%)
Student Services									
Personal Services	2,509,121	2,136,642	372,479	85.2%	2,395,914	1,964,665	82.0%	(171,977)	(8.8%)
Equipment		2,032	(2,032)	0.0%	1,156	1,156	100.0%	(876)	(75.8%)
Contractual Expenses	859,603	454,171	405,432	52.8%	772,384	578,840	74.9%	124,668	21.5%
Employee Benefits	1,254,545	1,108,021	146,524	88.3%	897,783	1,109,124	123.5%	1,103	0.1%
Total Student Services	4,623,269	3,700,867	922,402	80.0%	4,067,237	3,653,784	89.8%	(47,082)	(1.3%)
Maintenance and Operations									
Personal Services	1,933,723	1,753,848	179,875	90.7%	2,032,462	1,638,212	80.6%	(115,637)	(7.1%)
Equipment	100,000	23,903	76,097	23.9%	9,426	9,426	100.0%	(14,477)	(153.6%)
Contractual Expenses	1,149,290	1,006,442	142,848	87.6%	1,130,432	892,741	79.0%	(113,702)	(12.7%)
Employee Benefits	966,861	878,850	88,011	90.9%	743,277	930,279	125.2%	51,430	5.5%
Total Maintenance and Operations	4,149,874	3,663,043	486,831	88.3%	3,915,597	3,470,657	88.6%	(192,386)	(5.5%)
Institutional Support									
Personal Services	1,724,826	1,484,565	240,261	86.1%	1,689,321	1,414,819	83.8%	(69,746)	(4.9%)
Equipment		2,682	(2,682)	0.0%			0.0%	(2,682)	0.0%
Contractual Expenses	414,625	521,703	(107,078)	125.8%	614,362	387,630	63.1%	(134,073)	(34.6%)
Employee Benefits	862,413	745,776	116,637	86.5%	626,478	785,362	125.4%	39,585	5.0%
Total Institutional Support	3,001,864	2,754,726	247,138	91.8%	2,930,162	2,587,811	88.3%	(166,916)	(6.5%)
General Institutional Services									
Personal Services	1,325,765	1,354,368	(28,603)	102.2%	1,236,718	1,007,109	81.4%	(347,259)	(34.5%)
Equipment		40,183	(40,183)	0.0%	30,502	30,502	100.0%	(9,681)	(31.7%)
Contractual Expenses	1,879,371	1,683,280	196,091	89.6%	1,765,879	1,034,272	58.6%	(649,008)	(62.8%)
Employee Benefits	662,881	598,718	64,163	90.3%	424,791	538,490	126.8%	(60,228)	(11.2%)
Total General Institutional Services	3,868,017	3,676,549	191,468	95.0%	3,457,890	2,610,373	75.5%	(1,066,176)	(40.8%)
Total Forecasted Departmental Appropriations¹	31,800,139	28,199,491	3,600,648	88.7%	29,133,443	26,674,338	91.6%	(1,525,154)	-5.2%

2024-2025 Appropriations
Schedule of Employee Benefits
as of June 30th, 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	81,199	452	99.4%	102,221	90,453	88.5%	9,254	10.2%
State Employee's Retirement	1,076,389	1,188,623	(112,234)	110.4%	1,071,518	1,104,045	103.0%	(84,578)	(7.7%)
State Teacher's Retirement	179,135	72,964	106,171	40.7%	179,435	154,143	85.9%	81,179	52.7%
Optional Retirement Fund	778,863	900,919	(122,056)	115.7%	681,867	575,944	84.5%	(324,975)	(56.4%)
Social Security	1,248,047	1,182,435	65,612	94.7%	1,292,720	1,103,254	85.3%	(79,182)	(7.2%)
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	6,533	1,737	79.0%	6,998	5,700	81.5%	(833)	(14.6%)
Hospital and Medical Insurance	2,905,149	2,328,758	576,391	80.2%	2,983,178	2,289,871	76.8%	(38,887)	(1.7%)
Post Retirement Health Insurance	1,513,592	1,200,000	313,592	79.3%	117,053	1,105,616	944.5%	(94,384)	(8.5%)
Employee Tuition Benefits	125,841	86,795	39,046	69.0%	98,988	98,572	99.6%	11,777	11.9%
Life Insurance	7,380	7,774	(394)	105.3%	7,339	5,923	80.7%	(1,852)	(31.3%)
Vacation Benefits	91,947	67,500	24,447	73.4%	149,493	75,000	50.2%	7,500	10.0%
Miscellaneous	3,180	3,304	(124)	103.9%	3,875	3,560	91.9%	256	7.2%
Unemployment Insurance	15,325	26,345	(11,020)	171.9%	13,434	576	4.3%	(25,770)	(4477.0%)
Total Employee Benefits	8,339,910	7,423,490	916,420	89.0%	7,044,942	6,925,665	98.3%	(497,826)	(7.2%)

Tompkins Cortland Community College
YTD Revenues 2024-2025
June 30th, 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	3,738,640	155,651	96.0%	3,826,135	3,889,081	101.6%	(150,442)	-3.9%
Spring	3,442,436	3,386,623	55,813	98.4%	3,398,654	3,423,547	100.7%	(36,924)	-1.1%
Winter	140,361	157,803	(17,442)	112.4%	157,578	159,385	101.1%	(1,583)	-1.0%
Summer	614,802	607,905	6,897	98.9%	496,880	501,431	100.9%	106,474	21.2%
Nonresident Tuition	800,000	1,145,753	(345,753)	143.2%	1,010,787	1,022,401	101.1%	123,351	12.1%
Student Fee Revenue	982,033	1,001,369	(19,336)	102.0%	1,002,981	1,002,249	99.9%	(880)	-0.1%
Total Core Student Revenue	9,873,923	10,038,092	(164,169)	101.7%	9,893,015	9,998,095	101.1%	39,997	0.4%
Concurrent Enrollment Tuition	3,290,136	2,273,541	1,016,595	69.1%	3,367,146	3,367,462	100.0%	(1,093,921)	-32.5%
Total Student Revenue	13,164,059	12,311,633	852,426	93.5%	13,260,161	13,365,557	100.8%	(1,053,924)	-7.9%
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	3,213,703	1,669,179	65.8%	4,882,897	2,905,330	59.5%	308,373	10.6%
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	5,651,563	48,437	99.2%	5,716,385	5,719,117	100.0%	(67,554)	-1.2%
Total Govt Appropriations	21,473,107	19,780,490	1,692,617	92.1%	21,365,644	19,390,808	90.8%	389,681	2.0%
Other Revenues									
Service Fees	96,040	79,009	17,032	82.3%	94,098	87,571	93.1%	(8,563)	-9.8%
Interest Earnings	9,007	8,286	721	92.0%	13,946	11,358	81.4%	(3,072)	-27.0%
Rental of Real Property	11,035	600	10,435	5.4%	1,400	1,400	100.0%	(800)	-57.1%
Contract Courses	25,031	104,787	(79,756)	418.6%	96,899	96,899	100.0%	7,888	8.1%
Noncredit Tuition	174,870	119,914	54,956	68.6%	126,420	105,895	83.8%	14,019	13.2%
Grant Offsets	180,373	12,573	167,800	7.0%	187,099	152,552	81.5%	(139,979)	-91.8%
Unclassified Revenues	51,753	52,800	(1,047)	102.0%	223,195	85,681	38.4%	(32,882)	-38.4%
Total Other Revenues	548,109	377,968	170,141	69.0%	743,056	541,357	72.9%	(163,389)	-30.2%
TOTAL REVENUES	35,185,275	32,470,091	2,715,184	92.3%	35,368,861	33,297,723	94.1%	(827,632)	-2.5%
Student Revenue	13,460,000	12,615,343	844,657	93.7%	13,577,578	13,655,922	100.6%	(1,040,580)	-7.6%
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	8,865,266	1,717,616	83.8%	10,599,282	8,624,446	81.4%	240,819	2.8%
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	74,258	177,910	29.4%	425,639	250,992	59.0%	(176,733)	-70.4%
Total	35,185,275	32,470,091	2,715,184	92.3%	35,368,861	33,297,723	94.1%	(827,632)	-2.5%

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

- TC3 was accepted into the 2025 cohort for Achieving the Dream, a nationally recognized community college consortium for student success. TC3 is entering as part of a SUNY 4-college cohort with Jefferson, Broome and North Country, an arrangement spearheaded by our college. ATD is planning to study our cohort and utilize it as a case study for the potential to expand to other states as a way of leveraging more small-medium size colleges to participate.

CAMPUS: INSTITUTIONAL RESOURCES AND ASSETS

- With the Board's approval of the College's successor Strategic Plan and division Master Plans largely complete, a review of existing Departmental Plans to create a fuller scaffolded infrastructure for planning, assessment and resource allocation is now underway.
- The College's 2025-26 Operating Budget was presented at the Finance Committees for both counties and the full Legislatures of Cortland and Tompkins Counties. The level Operating Budget passed unanimously in all bodies; letters of appreciation were sent to all Legislators. County resolutions to support the College's capital requests, which are required to access the 50% NYS match, are due to SUNY by 9/30.
- External Counsel has completed review of approximately half of the College's policies, with the remaining due by mid-July. The policies are undergoing secondary review by assigned members of Executive Council; to be finalized by the President's office for Board approval this fall.

CAMPUS COMMUNITY: ENGAGEMENT AND PARTICIPATION

- A new committee focused on employee appreciation and engagement, adopting TC3's mascot "Pounce" as their signature, has been formed. An array of meaningful activities and a modest annual budget have been identified. I look forward to continuing to support this important effort.
- I was invited to attend a portion of the staff summer retreat for the Educational Opportunity Program on 7/1. Meaningful conversation about the history of EOP at TC3, divisional integration and support, and EOP as "mission central" for TC3 was highlighted.
- I attended the graduation ceremony for the 10th TC3 PEAKS cohort 6/12-6/13 in Blue Mountain Lake. TC3's graduates this year are Glenda Gross (Student Success), Sue Mueller (Nursing), Zach Snyder (Strategic Marketing) and Jorge Luis Reategui Rivera (Campus Technology). The 11th cohort will kickoff in August with the annual Alumni Gathering followed by the opening retreat in September.

EXTERNAL COMMUNITY: PARTNERSHIPS & COLLABORATION

- Provost Aaron Tolbert, Associate Provost Anndrea Mathers and I met with Ithaca College President LaJerne Terry Cornish and her team 6/10. Discussion included dual admission and transfer advising.
- I attended a reception for Cornell President Mike Kotlikoff in Ithaca on 6/30. The event was well attended by local business, non-profit and community leaders.

TOMPKINS CORTLAND COMMUNITY COLLEGE

RESOLUTION 2024-2025-73

Program Approval: Health Sciences, A.S.

WHEREAS, New York State Education Law, Community College Regulations Section 600, regarding the Responsibilities and Duties of the College Trustees requires, based on the recommendation of the President and subject to approval of the State University Trustees, approval of curricula; and

WHEREAS, the College has identified, based upon verified labor market data, a need to address a growing local and statewide employer need for professionals in the health professions, particularly for respiratory care, sonography, ultrasound, public health and health care administration; and

WHEREAS, these fields are high-wage, high-demand, require post-secondary education at the baccalaureate level and offer significant employment opportunities in the College's service area; and

WHEREAS, articulation agreements have been established with SUNY Upstate Medical University for transfer to its B.S. programs in Respiratory Therapy, Medical Imaging/Radiology (X-ray), Radiation Therapy and Ultrasound, and for transfer to SUNY Cortland to its B.S. program in Community Health, with full junior status for TC3 graduates who complete the requisite curriculum and complied with other identified requirements; and

WHEREAS, the Health Sciences A.S. program has been reviewed and approved by the Faculty Curriculum Committee, the College Senate and the Provost and Vice President of Academic Affairs; and

WHEREAS, the President recommends approval of the Health Sciences A.S. to the Board of Trustees; now therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College approves the Health Sciences Associate of Science degree program; and be it further

RESOLVED, that the Board of Trustees approves the Health Sciences A.S. submission to the State University of New York and the New York State Education Department for approval, following all required procedures.

STATE OF NEW YORK:
SS:
COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of Trustee of Tompkins Cortland Community College,
DO HEREBY CERTIFY that 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 this 16th day of July 2025

TOMPKINS CORTLAND COMMUNITY COLLEGE

RESOLUTION 2024-2025-73

Program Approval: Health Sciences, A.S.

Continued

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 July 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

Health Science Professions, A.S. -				Fall 2025	
Student's Name:					
<i>Student may need to take the following courses:</i>	<input type="checkbox"/> ENGL 098/100 – Accelerated Writing Skills/Academic Writing I		<input type="checkbox"/> RDNG 116 - College Reading and Study Skills		
	<input type="checkbox"/> MATH 020 – College Algebra Support Course				
	<input type="checkbox"/> MATH 029 - Statistics Support Course		<input type="checkbox"/> Other		
Course Requirement	Course Title	Credits	Min. Grade	Grade earned T-transfer	Semester Completed
FIRST YEAR FALL					
FSS Elective	Biotech and Freshman Success Seminar	1			
CHEM107 OR BIOL114	General Chemistry I OR Nutrition (Only if Medical Imaging/ Ultrasound Track or Res/Rad Therapy Track)	4	C		
BIOL104 OR BIOL101	General Biology I OR Principles of Biology (Principles only if Med Imag/ Res-Rad/Ultrasound track)	3 or 4	C		
PSYC103 OR SOCI 101	Introduction to Psychology OR Introduction to Sociology	3			
ENGL100*	Academic Writing I ¹	3	C		
CAPS Elective		1			
Total Credits		15-16			
SPRING					
CHEM 108 OR CHEM 101 OR CHEM 107	General Chemistry II (Reqd for Med Tech/ Med Biotech Track) OR Principles of Chemistry (Take if Med Imag/Ultrasound Track) OR Gen Chem I (Take if Resp/ Rad Track)	4	C		
ENGL 101	Academic Writing II	3	C		
MATH 120 OR MATH 138 OR MATH 201	College Algebra OR Pre-Calculus OR Calculus	4	C		
BIOL 216 OR BIOL 112	General Microbiology OR Medical Microbiology (Required for Medical Tech/ Medical Biotech Track)	3 or 4	C		
CAPS Elective		1 or 2			
Total Credits		14-15			
SECOND YEAR FALL					
BIOL 131 OR BIOL 201	Principles of Anatomy I OR Human Anatomy and Physiology I	4	C		
CHEM205 OR NATSCI Elective OR MATH Elective	Organic Chemistry (Med Tech or Med Biotech Track) OR General Physics I (Med Image/Ultrasound) OR NatSCI or MATH elective (Imaging or Radiation or Respiratory Track)	4	C		
ENGL 210	Intercultural Communication	3			
SUNY GEN ED (Humanities)		3			
Total Credits		14			
SPRING					
BIOL 132 OR BIOL 202	Principles of Anatomy II OR Human Anatomy and Physiology II	4			
PSYC 103 OR SOCI 101	Introduction to Psychology OR Introduction to Sociology	3			

MATH 200 OR Natural Science Elective OR PHSC 211	Statistics (Reqd. Med Tech/ MedBiotech Track) OR Natural Science Elective OR Physics I (Imaging or Radiation/Respiratory Track)	3			
SUNY GEN ED (US History and Civic Engagement/ World History and Global Awareness/World Languages/Arts) ²		3			
Program Elective ³	Restricted Elective (E.g. PSYC263: Development Across the Lifespan required for Resp/Rad Track)	3			
Total Credits		14-15			
Minimum Credits Required for Graduation:		60			
¹ A “C” or better grade is required in ENGL 100, ENGL101. A student exempted from ENGL 100 must substitute a three credit unrestricted elective. The course should be selected in consultation with the student's advisor. Students are encouraged to take ENGL 103 OR HLTH 104					
² SUNY GEN ED Electives: To earn SUNY Bachelor's degree, you must earn 30 credits in at least 7 of the 10 skill areas. Select one from the following areas: US History and Civic Engagement/ World History and Global Awareness/World Languages/Arts					
³ Select course Program Elective: Courses should be selected in consultation with the student’s advisor and should be based on requirements at the intended four-year transfer institution. Applied learning experiences and/or internships are highly encouraged.					
Notes: pre-requisites for Upstate Med Univ programs found at http://www.upstate.edu/chp/admissions/prereqs.php					

NEW FALL 2024 **Go to http://www.tc3.edu/docs/academic/SUNY_GEN_ED.pdf for SUNY General Education and Liberal Arts & Sciences Disciplines/Courses.**

State University of New York
SUNY Cortland Articulation

Agreement

***Articulation Agreement
Between
SUNY Cortland And
Tompkins Cortland Community College***

Effective Date: June 2025

This agreement establishes procedures to promote the easy transition of qualified Health Sciences, Associates of Science (AS) students at Tompkins Cortland Community College (TC3) to the Bachelor of Science (BS) program in Community Health at SUNY Cortland.

Objectives of this Agreement:

- To promote the easy transition of qualified Health Sciences, AS students from TC3 to the B.S. in Community Health program
- To provide specific information for students who wish to pursue a baccalaureate in B.S. in Community Health
- To attract qualified students to TC3 and SUNY Cortland
- To encourage academic coordination and faculty/administrative interaction, including curricular exchanges between TC3 and SUNY Cortland.
- To exchange information on the success and failures of the transfer program.

Terms of the Agreement:

Students from TC3 who are accepted by SUNY Cortland will be guaranteed full junior status upon transfer providing they have completed all prerequisite courses for the Community Health program as outlined in this agreement and complied with the other requirements of this agreement. Once enrolled at SUNY Cortland the Community Health program is two years long and are offered at full-time enrollment only. Entry is fall semester only.

Students who meet the prerequisites as outlined and complete their program of study will meet SUNY General Education Requirements.

Students admitted to SUNY Cortland pursuant to this Agreement shall be subject to the same non-academic pre-matriculation requirements that may be in place for students admitted through other channels in accordance with SUNY Cortland policies.

Prerequisites: 2.5 Cumulative GPA

Program Information:

https://catalog.cortland.edu/preview_program.php?catoid=47&poid=7933&returnto=6094

Review/Revision of the Agreement

Any changes in the curriculum at TC3 or the prerequisites at SUNY Cortland that affect the other institution will lead to discussion between the appropriate faculty and administrators at both institutions. The parties reserve the right to modify any courses program requirements if necessary for accreditation purposes.

Effective Date and Termination

This Agreement will be effective June 2025 and will be valid for an initial period of five years. Upon expiration of the five years, the AGREEMENT will be subject to renewal upon written consent of both institutions. Additions and changes to this AGREEMENT may be made at any time with the written agreement of both Cortland and TC3. Either party may withdraw from this AGREEMENT upon 90 days written notice to the other institution. *Educating TC3 Students about the Community Health B.S. at SUNY Cortland*

- It's encouraged for TC3 students to learn about the professional options in their first year at TC3. For example, a representative from Cortland can present to students at TC3 in the fall semester (virtually or in-person). Students should be encouraged to participate in on-campus and/or virtual events hosted by Cortland in the fall or spring semesters of their freshman year.

SUNY Cortland Application Process

- Cortland applications open each fall. Admission is rolling until the program fills. Students are encouraged to apply by late November of their sophomore year.
- The application process is outlined online at:
<https://www2.cortland.edu/admissions/undergraduate/application-process.dot>
- Students must meet the academic requirements for admission to SUNY Cortland.
- TC3 students must provide a final transcript with their degree designated.

***TC3 Health Sciences, AS Course Requirements
and SUNY Cortland Equivalencies***

Tompkins Cortland Community College	SUNY CORTLAND EQUIVALENT/RECOMMENDATIONS
First Year Fall	
FSS 1XX Biotech and Freshman Success Seminar (1 cr. hr.)	Elective
CHEM 107 General Chemistry I (4 cr. hr.) or BIOL 114 Nutrition (4 cr. hr.) (Recommend)	CHE 227/277 General Chemistry I with lab (4 cr. hr.) HLH 232 Nutrition (3 cr. hr.) or HLH 323 Foods and Nutrition (3 cr. hr.)
BIOL 104 General Biology I (4 cr. hr.) or BIOL 101 Principles of Biology (3 cr. hr.)	BIO 201 Biological Sciences I (4 cr. hr.) or BIO 110 Principles of Biology I* (4 cr. hr.)
PSYC 103 Introduction to Psychology (3 cr. hr.) or SOCI 101 Introduction to Sociology (3 cr. hr.)	PSY 101 Introductory Psychology (3 cr. hr.) SOC 150 Introduction to Sociology (3 cr. hr.)
CAPS elective (1 cr. hr.)	Elective
ENGL 100 Academic Writing I (3 cr. hr.)	CPN 100 Writing Studies I (3 cr. hr.)
First Year Spring	
CHEM 101 Principles of Chemistry I (4 cr. hr.) CHEM 107 General Chemistry I (4 cr. hr.) CHEM 108 General Chemistry II (4 cr. hr.)	CHE 121 Elementary Chemistry I (4 cr. hr.) CHE 227/277 General Chemistry I with lab (4 cr. hr.) CHE 228/278 General Chemistry II with lab (4 cr. hr.)
ENGL 101 Academic Writing II (3 cr. hr.)	CPN 101 Writing Studies II (3 cr. hr.)
MATH 120 College Algebra (4 cr. hr.) or MATH 138 Pre-Calculus (4 cr. hr.) or MATH 201 Calculus (4 cr. hr.)	MAT 111 Algebra for College Students (3 cr. hr.) MAT 115 Precalculus (3 cr. hr.) MAT 135 Calculus (3 cr. hr.)
BIOL 216 General Microbiology (4 cr. hr.) (Recommend) or BIOL 112 Medical Microbiology (3 cr. hr.)	BIO 303 Microbiology and Human Disease (4 cr. hr.) or BIO 304 Microbiology (4 cr. hr.) BIO 1XX elective
CAPS elective (1 or 2 cr. hr.)	Elective
Second Year Fall	
BIOL 131 Principles of Anatomy I (4 cr. hr.) or BIOL 201 Anatomy and Physiology I (4 cr. hr.)	BIO 301 Human Anatomy and Physiology I (4 cr. hr.)

CHEM 205 Organic Chemistry (4 cr. hr.) or NATSCI elective (4 cr. hr.) or MATH elective (4 cr. hr.)	CHE 301 or CHE 300/303 Organic Chemistry I with Lab (4 cr. hr.) Elective Elective
ENGL 210 Intercultural Communication (3 cr. hr.)	COM 302 Intercultural Communication (3 cr. hr.)
SUNY Gen Ed Humanities (3 cr. hr.)	GE course
Second Year Spring	
BIOL 132 Principles of Anatomy II (4 cr. hr.) or BIOL 202 Anatomy and Physiology II (4 cr. hr.)	BIO 302 Human Anatomy and Physiology II (4 cr. hr.)
PSYC 103 Introduction to Psychology (3 cr. hr.) or SOCI 101 Introduction to Sociology (3 cr. hr.)	PSY 101 Introductory Psychology (3 cr. hr.) SOC 150 Introduction to Sociology (3 cr. hr.)
MATH 200 Statistics (3 cr. hr.) (Recommend) or Natural Science elective (3 cr. hr.) or PHSC 211 Physics I (4 cr. hr.)	MAT 201 Statistics (3 cr. hr.) Elective PHY 201 Principles of Physics I
SUNY Gen Ed US History and Civic Engagement/World History and Global Awareness/World Languages/Arts (3 cr. hr.)	GE course
Program Elective (3 cr. hr.)	Elective
Total Credits: 60	

*BIO 110 course will be changing starting fall 2025

- Prerequisite courses must have grades of "C" or better to meet requirements and transfer.

SUNY Cortland's AP Credit Equivalencies can be found here:

<https://www2.cortland.edu/offices/advisement-and-transition/transfer-credit-services/transfer-equivalencies/ap-credits.dot>

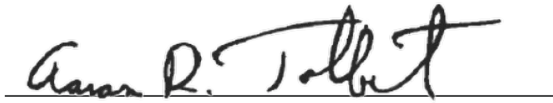
State University of New York

SUNY Cortland

Signature/Approval Page

Approved for:

Tompkins Cortland Community College



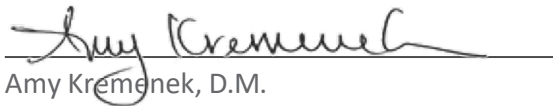
Aaron R. Tolbert, Ph.D.
Provost & Vice President of Academic Affairs
Tompkins Cortland Community College

Approved for:

SUNY Cortland Dryden, NY 13053
Syracuse, NY 13210



Jill Murphy, Ph.D.
Chair, Health Dep.
SUNY Cortland



Amy Kremenek, D.M.
President
Tompkins Cortland Community College



Ann McClellan, Ph.D.
Provost and Vice President of Academic Affairs
SUNY Cortland

State University of New York
Upstate Medical University

Articulation Agreement

***Articulation Agreement
Between
SUNY Upstate Medical University
And
Tompkins Cortland Community College***

Effective Date: June 2025

This agreement establishes procedures to promote the easy transition of qualified Health Sciences, AS students at Tompkins Cortland Community College (TC3) to the Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) and Ultrasound (BS) programs in the College of Health Professions at SUNY Upstate Medical University (Upstate).

Objectives of this Agreement:

- To promote the easy transition of qualified Health Sciences, AS students from TC3 to the Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) or Ultrasound (BS) program at Upstate.
- To provide specific information for students who wish to pursue a baccalaureate in Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) or Ultrasound (BS) at Upstate.
- To attract qualified students to TC3 and Upstate.
- To encourage academic coordination and faculty/administrative interaction, including curricular exchanges between TC3 and SUNY Upstate Medical University.
- To exchange information on the success and failures of the transfer program.

Terms of the Agreement:

Students from TC3 who are accepted by Upstate will be guaranteed full junior status upon transfer providing they have completed all prerequisite courses for the Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) or Ultrasound (BS) program as outlined in this agreement and complied with the other requirements of this agreement. Once enrolled at Upstate, the

Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) or Ultrasound (BS) programs are two years (5 semesters) long and are offered at full-time enrollment only. Entry is fall semester only.

- The clinicals for Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), and Ultrasound (BS) are regional (typically an hour or less from Syracuse). For Radiation Therapy, starting in the summer of their first year, students complete 42 weeks of clinical training in oncology centers in their assigned region. The regions are Central New York, Western New York, Capital/Hudson Valley, the North Country, and the Southern Tier. Students request a region at the time of interview and a decision about a region assignment is made by the Admissions Committee at the time of acceptance. Admitted students are responsible for their transportation to their clinical sites.

Students who meet the prerequisites as outlined and complete their program of study at Upstate will meet SUNY General Education Requirements.

Students admitted to SUNY Upstate pursuant to this Agreement shall be subject to the same non-academic pre-matriculation requirements that may be in place for students admitted through other channels including, but not limited to, successful completion of a background check and health clearance.

Prerequisites:

Students must complete all the prerequisite courses for their intended program of study, by mid-August prior to enrolling at Upstate, if offered admission by Upstate.

The prerequisites and course equivalency for each program covered by this Agreement are attached hereto as Exhibit B.

Review/Revision of the Agreement

Any changes in the curriculum at TC3 or the prerequisites at SUNY Upstate that affect the other institution will lead to discussion between the appropriate faculty and administrators at both institutions. The parties reserve the right to modify any courses program requirements if necessary for accreditation purposes.

Effective Date and Termination

This Agreement will be effective June 2025 and will be valid for an initial period of five years. Upon expiration of the five years, the AGREEMENT may be renewed by written consent of both institutions. Additions and changes to this AGREEMENT may be made at any time with the written agreement of both Upstate and TC3. Either party may withdraw from this AGREEMENT upon 90 days written notice to the other institution.

Educating TC3 Students about Respiratory Therapy (BS), Medical Imaging/Radiography(X-ray)(BS), Radiation Therapy(BS) or Ultrasound(BS) programs at Upstate

- TC3 students are encouraged to learn about the professional options in their first year at TC3. To support this, a representative from Upstate can present to students at TC3 in the fall semester (virtually or in-person). Students should be encouraged to participate in on-campus and/or virtual events hosted by Upstate in the fall or spring semesters of their freshman year.
- TC3 students are to be encouraged to shadow a professional in the field they're considering at the hospital of their choice or via the Job Shadow program at University Hospital in Syracuse to learn more about the profession and solidify their interest. Shadowing is not required to apply to Upstate but is encouraged. The current URL to the portion of Upstate's website pertaining to job shadowing is as follows: <https://www.upstate.edu/volunteers/job-shadowing.php>. The URL is subject to change over the course of this agreement.

SUNY Upstate Application Process

- Upstate applications open each fall on September 1st. Admission is rolling until the program fills, or June 1st, whichever occurs first. Students are encouraged to apply by late November of their sophomore year.

Early Assurance Program for High School Seniors

Students who are committed to a career as a Radiographer, Radiation Therapist, Ultrasound Technologist or Respiratory Therapist and know that Upstate is where they want to earn their bachelor's degree may apply to TC3 and Upstate in their senior year of high school through the Early Assurance program. If admitted, the student is guaranteed admission to the Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) or Ultrasound (BS) program at Upstate, if they meet all the conditions of acceptance in their acceptance letter.

1. The Early Assurance program requires high school students to apply to SUNY Upstate and TC3.
2. The application deadline for Upstate is March 1st of their senior year of high school.
3. The decision to admit to SUNY Upstate Medical University will be at the sole discretion of the appropriate admissions committee at SUNY Upstate.
4. The decision to admit to TC3 will be at the sole discretion of TC3.
5. Applicants are required to have at least three years of math and science courses (Regents, AP and Honors preferred).
6. Accepted students must successfully complete all prerequisite courses and meet the minimum 3.3 cumulative and 3.3 prerequisite GPA by January and May of their year of entry to Upstate.
7. The Student Admissions Office will administer the program at SUNY Upstate Medical University. The liaison at SUNY Upstate Medical University will work closely with the liaison for TC3 in tracking the students accepted Early Assurance.

State University of New York
Upstate Medical University

Signature/Approval Page

Approved for:

Tompkins Cortland Community College
Dryden, NY 13053

Approved for:

SUNY Upstate Medical University
Syracuse, NY 13210



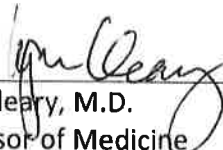
Margaret Moore
Interim Director of Admissions



Katherine Beissner, PT, PhD
Dean, College of Health Professions



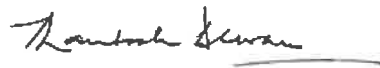
Aaron R. Tolbert, Ph.D.
Provost & Vice President of Academic Affairs



Lynn Cleary, M.D.
Professor of Medicine
Vice President for Academic Affairs



Amy Kremenek, D.M.
President
Tompkins Cortland Community College



Mantosh Dewan, M.D.
President
SUNY Upstate Medical University

EXHIBIT B

Required prerequisite courses for the Respiratory Therapy program are:

Subject	Semester Hours
Anatomy & Physiology I with lab	3-4
Two of any of the following courses (with labs preferred) Preferred: Anatomy & Physiology II, Microbiology Acceptable: Human Biology, Cell Biology, Physiology, General Biology, General Zoology or any biology course approved by both Admissions and the Department Chair	6-8
General Chemistry with lab	4
College Algebra or Pre-calculus or Calculus	3
English Composition	3
English Elective	3
Psychology or Sociology	3
Liberal Arts and Science Electives	26-29
Total Prerequisites	54

Minimum grade for transfer is a "C."

Prerequisites - Bachelor of Science in Medical Imaging Science/Radiography

Subject	Semester Hours
Anatomy & Physiology I with lab	3-4
Anatomy & Physiology II with lab	3-4
General Physics with lab*	3-4
College Algebra or Pre-calculus or Calculus	3
English Composition	3
English Elective	3
Psychology	3
Sociology	3
<u>Liberal Arts Electives</u>	29-32
Total	56

*Physics can be algebra or calculus-based.

Minimum grade for transfer is a "C."

Prerequisites - Bachelor of Science in Ultrasound

Bachelor of Science (BS) applicants enter with a liberal arts background and no previous education in Medical Imaging. An associate's degree is not required, but is welcome.

Requires a minimum of 56 semester hours including:

Subject	Semester Hours
Anatomy & Physiology I with lab	3-4
Anatomy & Physiology II with lab	3-4
General Physics with lab*	3-4
College Algebra or Pre-calculus or Calculus	3
English Composition	3
English Elective	3
Psychology	3
Sociology	3
Liberal Arts Electives	29-32
Total	56

* Physics can be algebra or calculus-based.

Minimum grade for transfer is a "C."

Prerequisites - Bachelor of Science in Radiation Therapy

Subject	Semester Hours
Anatomy & Physiology I with lab*	3-4
Anatomy & Physiology II with lab*	3-4
General Physics with Lab**	4
General Chemistry I	3-4
College Algebra or Pre-calculus or Calculus ***	3
English Composition	3
English Elective	3
Psychology	3
Sociology	3
Social Science elective	3
Liberal Arts and Science Electives	19-22
Total Prerequisites	53

* Or one semester of Anatomy with lab and one semester of Physiology with lab

** Physics can be algebra or calculus based

*** Pre-calculus and General Physics II are highly recommended

**TC3 Health Sciences, AS Course Requirements
and SUNY Upstate prerequisites**

Medical Imaging/Radiography (X-ray) (BS), Ultrasound (BS), Radiation Therapy (BS) and Respiratory Therapy (BS)

Course Number	Course name	Credits	Radiography and Ultrasound (BS) prerequisite met	Radiation Therapy (BS) prerequisite met	Respiratory Therapy prerequisite met
FIRST YEAR - FALL					
FSS elective	Biotech and Freshman Success Seminar	1	N/A	N/A	N/A
CHEM 107	General Chemistry I	4	Liberal Arts elective	General Chemistry I	General Chemistry I with lab
BIOL 104	General Biology I	4	Liberal Arts elective	Liberal Arts elective	Biology elective
PSYC 103 or SOC 101	Introduction to Psychology OR Introduction to Sociology	3	PSYC 103 meets	PSYC 103 meets	Psychology or Sociology

			Psychology	Psychology	
CAPS elective	CAPS elective (Computer Science)	1	N/A	N/A	N/A
ENGL 100 (1)	Academic Writing I (1)	3	English Composition	English Composition	English Composition
Total Credits		16			
FIRST YEAR - SPRING					
CHEM 108	General Chemistry II: Note: General Chemistry II is not a specific prerequisite for Radiography, Ultrasound, Radiation Therapy nor Respiratory Therapy, but will meet liberal arts elective credits	4	Liberal Arts elective	Liberal Arts elective	Liberal Arts elective
ENGL 101	Academic Writing II	3	English Elective	English Elective	English Elective
MATH 120 OR MATH 138 OR MATH 201	College Algebra OR Pre-Calculus OR Calculus	4	College Algebra or Pre-Calculus or Calculus; Plus 1 semester hour of Liberal Arts elective	College Algebra or Pre-Calculus or Calculus; Plus 1 semester hour of Liberal Arts elective	College Algebra or Pre-Calculus or Calculus; Plus 1 semester hour of Liberal Arts elective
BIOL 216 OR BIO 112 OR General Elective	General Microbiology OR Medical Microbiology OR General Elective (LAS) (5)	3 OR 4	BIOL 216 and BIO 112 meet Liberal Arts Elective. If not taking BIOL 216 or 112, take a liberal arts course to meet Liberal Arts elective	BIOL 216 and BIO 112 meet Liberal Arts Elective. If not taking BIOL 216 or 112, take a liberal arts course to meet Liberal Arts elective	BIOL 216 or BIO 112 meets the second Biology elective, however A & P II (BIOL 132 or BIOL 202) does as well. If A & P II with lab is used to meet the second biology elective, this will meet Liberal Arts elective
CAPS elective		1 OR 2	N/A	N/A	N/A
Total Credits		15-17			
SECOND YEAR - FALL					

BIOL 131 OR BIOL 201	Principles of Human Anatomy and Physiology I OR Human Anatomy and Physiology I	4	Anatomy Physiology I with lab	Anatomy Physiology I with lab	Anatomy Physiology I with lab
PHYS 104	General Physics I: Note: Physics isn't a specific requirement for Respiratory Therapy (4)	4	General Physics I with Lab	General Physics I with Lab	Liberal Arts elective
ENGL 210	Intercultural Communication	3	Liberal Arts elective	Liberal Arts elective	Liberal Arts elective
SUNY GEN ED (Humanities) (LAS)		3	Liberal Arts elective	Liberal Arts elective	Liberal Arts elective
Total Credits		14			
SECOND YEAR - SPRING					
BIOL 132 OR BIOL 202	Principles of Human Anatomy and Physiology II OR Human Anatomy and Physiology II	4	Anatomy Physiology II with lab	Anatomy Physiology II with lab	BIOL 132 OR BIOL 202 meets the second Biology elective, however General or Medical Microbiology (BIOL 216 OR BIO 112) does as well.
PSYC 103 or SOC 101	Introduction to Psychology OR Introduction to Sociology	3	SOC 101 meets Sociology	SOC 101 meets Sociology	Liberal Arts elective
MATH 200 OR General Elective (5) (LAS)	Statistics OR General Elective (LAS)	3	MATH 200 meets Liberal Arts elective. If not taking MATH 200, take a liberal arts course to meet Liberal Arts elective	MATH 200 meets Liberal Arts elective. If not taking MATH 200, take a liberal arts course to meet Liberal Arts elective	MATH 200 meets Liberal Arts elective. If not taking MATH 200, take a liberal arts course to meet Liberal Arts elective
SUNY GEN ED (US History and Civic Engagement/ World History and Global Awareness/World Languages/Arts) (5)		3	Take a liberal arts course to meet Liberal Arts elective	Take US History or World History to meet Social Science elective	Take a liberal arts course to meet Liberal Arts elective
Program Elective (3) (5) (LAS)	Restricted Elective (LAS course E.g. PSYC 263: Development Across the	3	Take a liberal arts course to	Take a liberal arts	Take a liberal arts

	Lifespan OR General Elective (LAS)		meet Liberal Arts elective	course to meet Liberal Arts elective	course to meet Liberal Arts elective
Total Credits		16			
Minimum Credits Required for Graduation:		60			
(1) - A "C" or better grade is required in ENGL 100, ENGL 101. A student exempted from ENGL 100 must substitute a three-credit unrestricted elective. The course should be selected in consultation with the student's advisor. Students are encouraged to take ENGL 103 OR HLTH 104					
(2) SUNY GEN ED Electives: To earn SUNY Bachelor's degree, you must earn 30 credits in at least 7 of the 10 skill areas. Select one from the following areas: US History and Civic Engagement/ World History and Global Awareness/World Languages/Arts					
(3) Select course Program Elective: Courses should be selected in consultation with the student's advisor and should be based on requirements at the intended four-year transfer institution. Applied learning experiences and/or internships are highly encouraged.					
(4) TC3 can substitute a course as needed. Prospective Respiratory Therapy students opting to take a different class will need to replace this course with a 4-semester hour liberal arts elective (https://www.upstate.edu/chp/admissions/undergraduate/liberal-arts-professional-electives.php).					
(5) SUNY Upstate examples of liberal art electives may be found: https://www.upstate.edu/chp/admissions/undergraduate/liberal-arts-professional-electives.php					
Go to http://www.tc3.edu/docs/academic/SUNY_GEN_ED.pdf for SUNY General Education and Liberal Arts & Sciences					

- Prerequisite courses must have grades of "C" or better to meet requirements. Grades of "B" or higher are preferred.
- With the exception of General Chemistry I for Radiation Therapy and the biology electives (excluding Anatomy and Physiology I) for Respiratory Therapy, the science prerequisites must include laboratories.

Upstate's AP and IB credit policy: In order to utilize Advanced Placement (AP) or International Baccalaureate (IB) college credits to fulfill prerequisites at SUNY, it is necessary for the credits to have been accepted by the student's previous accredited college. The AP and/or IB credits must be clearly indicated on the previous college's transcript, specifying the courses they fulfilled. Alternatively, Upstate Student Admissions can accept an official email from an Academic Advisor or Registrar's Office representative from TC3 confirming the acceptance of the AP and/or IB credits. Additionally, an official score report from College Board (AP) or International Baccalaureate (IB) will be required for verification purposes.

TC3 students interested in applying to the Respiratory Therapy (BS), Medical Imaging/Radiography (X-ray) (BS), Radiation Therapy (BS) or Ultrasound (BS) program at Upstate and who plan to take any prerequisite courses at a college other than TC3 needs to get the course pre-approved by the program Admissions Advisor at Upstate (admiss@upstate.edu).



Vice President Reports

John Geer, VP of Administration

Campus Police

Campus Police had a dynamic and engaging month of June. The department extends sincere appreciation to all partners who contributed to the successful BOCES graduation ceremonies, where the College hosted approximately 600 student completers and welcomed over 3,000 visitors to campus. The month's largest public engagement, however, was the Annual Dryden Dairy Parade. Campus Police was honored to lead the College's contingent and provided event and traffic support in collaboration with the Dryden Police Department. On the same day, officers also participated in the Annual C4 Juneteenth Ceremony at Courthouse Park in Cortland, demonstrating continued community involvement.

The department also marked the successful completion of the NAMI-sponsored Peer-to-Peer Support training, with eleven participants from six departments taking part. This initiative is part of a broader effort to establish a comprehensive first responder wellness program across both Tompkins and Cortland Counties. Looking ahead, Campus Police will be finalizing its first round of mandatory trainings and publishing the Annual Security and Fire Safety Report.

Facilities

The Facilities team was fully engaged in a wide range of maintenance, cleaning, and event support efforts throughout June. Grounds staff were busy with extensive mowing, trimming, and storm-related pruning across campus. They also removed a tree and stump near the dorms, repaired the daycare lawn, and completed several large transport tasks, including relocating 26 lockers from Chenango Forks, a desk from the Ithaca Extension Center, 70 chairs from storage, five cows for Dairy Day, and furniture for inventory in the storage units. Notably, the team also repaired the flagpole at the turf field and performed considerable fieldwork to support the PBR baseball series.

Custodial staff transitioned their focus to dormitory cleaning, with trash-out completed and apartment cleaning underway in Buildings A–D. Two large dumpsters were filled during the process, and crews are on track to complete work in Dormitories C and D by early July. The custodial team also provided support for several college events, including the BOCES and P-TECH commencements, through setup and breakdown of tables and seating.

Main Campus Maintenance staff addressed a variety of tasks, including replacing the daycare's fan coil unit and repairing a water main leak in the Student Life Center. They completed Promethean panel installations in rooms 287A and B, added electrical outlets in Nano Labs 121C and D, and provided support for office moves and data relocation. Additionally, the division spent time with Serve-Pro and C&S in preparation for the Facilities Master Plan and began decommissioning the Cortland Extension Center. Repairs were also initiated in Dormitory D.

The Foundation maintenance team in Ithaca completed plumbing upgrades, including the replacement of a wall-hung toilet and flush valve, and cleared the main sewer line. Graffiti removal and parking lot wall point repairs continued, alongside HVAC maintenance involving multiple heat pumps and rooftop units. Within the dormitories, the focus remained on addressing move-out repairs, particularly in Building C.

Human Resources

The Human Resources department has focused heavily on the annual performance evaluation process. This year marks the first use of Paycor's electronic evaluation system and the department has been actively supporting both staff and supervisors as they navigate the platform and fulfill requirements in alignment with respective collective bargaining agreements.

In terms of system improvements, HR has been testing Paycor's leave management functionality to streamline time-off tracking, replacing what has long been a fragmented and manual process. Additionally, an electronic data interface (EDI) was successfully implemented with the College's dental and vision insurance provider, with work continuing on integration with the health insurance provider. These enhancements aim to automate and simplify benefits processing.

Recruitment efforts remained active, particularly in support of fall adjunct hiring. Several postings are at various stages, and orientation dates have been scheduled, with notifications forthcoming as offers are finalized. The department is also advancing searches for open positions in other College units and the FSA, with multiple processes moving forward in parallel.

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 presented to Executive Council, College Senate, and the Board of Trustees.
 - 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. We expect to have a version available for testing by the end of Summer 2025.
- 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 began 2025 Security Awareness Training in March with the 2025 Mitnick Update, and will 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.

Chief Policy and Compliance Officer

Working with Steve Erwin, UI/UX Front-End Developer & Web Captain, a new, easier to navigate policy web template is in progress and nearing completion. The organization and search listings will be much more user-friendly.

The Middle States Self-Study Steering Team met and reviewed progress of the drafts of each standard. **Standard II - Ethics and Integrity**, which I co-chair with Assistant Professor Virginia Shank, will have a completed draft within the timeframe established. New evidence and changes do require re-drafting, but also are a good reminder that having written and accessible processes benefits everyone.

I am retiring from TC3 at the end of August and will be transitioning electronic files and other inside-my-brain information to other people and offices.

Policy

There are no new policies or revisions until after the resumption of shared governance activities. There are currently three new policies awaiting, and a number of others (both revisions and new) in the process of final drafting for governance action.

Compliance

In addition to our Counsel (Bond, Schoeneck & King), the SUNY Compliance group will be a useful partner in assisting the President and the Executive Council teams in assuring compliance with various Federal and New York State laws and regulations as well as those SUNY policies applicable to community colleges.

The New Enrollment Management & Student Affairs Division

The integration of Enrollment Management and Student Affairs is progressing with follow-up meetings with each Student Affairs Director, a comprehensive audit of student conduct and Title IX policies and processes, and the identification of staff data needs and reporting. Simultaneously, we are planning a redesign of our student online orientation with a dedicated emphasis on supporting adult learners, increasing the number of incoming students who complete their enrollment checklists including financial aid, immunizations, and certificate of residence prior to the start of classes, and providing targeted support from Residence Life for students planning to live on campus. To further align this work across the campus, we've launched a cross-divisional Enrollment Operations Leadership Committee, expanding the scope of our current Welcome Center Leadership Committee. These coordinated efforts are laying a robust foundation for improved communication, a shared strategic vision, and effective, cross-functional collaboration.

Division leaders are dedicating the summer to developing office and division goals for 2025–26 that align with the priorities outlined in the new College Strategic Plan, as well as the Strategic Enrollment Plan (SEP), Academic Affairs Primary Plan, Diversity, Equity, and Action Council Plan (DEAC), and Technology Plan.

Opportunity Programs

The college has launched the Advancing Success in Associate Pathways (ASAP) program, aiming to recruit 150 students for Fall 2025. ASAP promotes timely completion of associate degrees by offering academic advising, financial aid, career development, and wraparound services. To date, 410 eligible students have been identified and 64 have submitted interest forms. We're currently conducting an internal search to appoint an ASAP Director and Advisor to ramp up recruitment and enrollment.

The Educational Opportunity Program (EOP) continues its recruitment efforts to enroll 25 new students and reach a total cohort of 51. So far, 30 offers have been made and 13 acceptances received. EOP provides academic support and financial assistance to historically underserved, economically disadvantaged students. A Summer Bridge program, scheduled for late August, will onboard new students and strengthen their transition into college.

Community Partnership Highlights

In late June, 10 students celebrated their successful completion of the Certified Nursing Assistant (CNA) program, part of Workforce & Continuing Education offerings. Participants engaged in an alumni–employer panel, networking sessions with representatives from CMC and Guthrie Cortland, and a recognition ceremony attended by family and friends. Students are awaiting results of the State Certification exams. In July, the TC3–TST BOCES Commercial Driver's License (CDL) program will run on campus, and planning is underway for a Fall EMS Professional Development Day with Upstate Medical and Tompkins County. The college will also host the Fall EMT program taught by Upstate Medical.

Athletics & Recreation is launching its Summer Sports Camps on July 9th drawing more than local youth. In mid-June, TC3 successfully hosted commencements for both the OCM and TST BOCES programs, with seamless coordination from Campus Police and Facilities. Both programs have already booked for 2026.

Reflections on 6 Months at TC3

Looking back at 6 months in I'd like to acknowledge the exceptionally warm welcome I have received from the faculty, staff, and executive peers here at TC3. From casual pop-ins, to serious discussions and insights into the history, culture, strengths and opportunities for the college, I've had wonderful robust support. Indeed, the college has an excellent team that has really helped me land and acclimate to the many projects we are all endeavoring to accomplish. I see numerous opportunities for Academic Affairs to actualize, and my focus now is on organizing our work in such a way that we can collectively take advantage of as many of those opportunities as possible.

SUNY CAO Conference

In June I traveled to the SUNY CAO conference in Clayton, NY to meet my peers and get a better understanding of how some of our SUNY relationships work. Key focuses for the time included: SUNY ReConnect, the new General Education Outcome on Civic Discourse, the federal landscape, and community relations. We have some great partners emerging and opportunities with numerous SUNY partners on everything from articulation agreements to professional guidance on program design to sharing common interests in the community college sector. Now, I am working with the president to determine which relationships to build more deliberately first.

Achieving the Dream

In late June, a team of the college traveled to Charlotte, NC to kick-off our entry into this powerful, broad reaching, international network of community colleges engaged in the work of student success and community vibrancy. Faculty members Associate Professor Sue Mueller, Ph.D. (Nursing) and Assistant Professor Cindy Whitney, Ph.D. (Criminal Justice) attended with the team bringing key faculty insights into this work. Also in attendance were President Kremenek, myself, VP Rober Palmieri, Michelle Nightengale (Dean of Organizational Development and Institutional Effectiveness) and Glenda Gross, Ph.D. (Director of Student Success Services). Joining ATD gives the college a framework, the tools, coaches, a community with and outside of SUNY, and peer mentorship that will help empower taking action on all the key goals of the strategic plan, the Strategic Enrollment Management plan, and Academic Affairs Primary plan, and more. The network has many benefits, but the most critical is the opportunity to shorten the timeframe to engage our key goals effectively by having peers to model similar, effective work that has been proven successful at their institutions. More members of our community will be attending future ATD events as we engage our collective work.



Consent Agenda

TOMPKINS CORTLAND COMMUNITY COLLEGE

RESOLUTION 2024-2025-74

Approval of TC3 2025-28 Strategic Plan:

Sustaining a Vibrant Community

WHEREAS, the Board of Trustees of Tompkins Cortland Community College approved resolutions for the College's updated Mission, Vision and Values, and the Board of Trustees' Strategic Planning Guiding Principles in September 2024, and

WHEREAS, a Strategic Planning Committee was thereby appointed consisting of representatives from across campus, guided by external consultants Dr. Ken Ender and Dr. Rey Garcia, and

WHEREAS, a robust process to develop the 2025-28 Strategic Plan included input and feedback from a large number of stakeholders, including students, external partners, community leaders, alumni, community members, college and student governance bodies and faculty and staff, and

WHEREAS, the framework for the 2025-28 Strategic Plan consists of four Strategic Pillars: Accountability and Transparency, Innovation and Excellence, Transfer and Career, and Identity and Belonging, and

WHEREAS, the 2025-28 Strategic Plan consists of the building blocks necessary to advance the Mission, Vision and Values, and, as the "community's college" to focus and steward resources to Sustain a Vibrant Community, and

WHEREAS, the 2025-28 Strategic Plan: *Sustaining a Vibrant Community* is recommended by the President and the Strategic Planning Committee; now therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College accepts and adopts the 2025-28 Strategic Plan: Sustaining a Vibrant Community; and be it further

RESOLVED, that the Board of Trustees recognizes and extends its appreciation to the members of Strategic Planning Committee for their excellent and steadfast efforts, and directs that a copy of this resolution be provided to each committee member in recognition of their important work.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of Trustee of Tompkins Cortland Community College,

DO HEREBY CERTIFY that 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 this 16th day of July 2025 and the same is a complete copy of the whole of such

TOMPKINS CORTLAND COMMUNITY COLLEGE

RESOLUTION 2024-2025-74

Approval of TC3 2025-28 Strategic Plan:

Sustaining a Vibrant Community

Continued

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 July 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College



Office of the President

TO: TC3 Board of Trustees

FROM: Amy Kremenek, President

DATE: June 30, 2025

RE: Recommendations for Promotion, Appointments and Excellence Awards for the 2025-26 Academic Year

I am pleased to present to the Board of Trustees the following faculty, upon recommendation to me by their respective Vice Presidents, for the purposes of Promotion, according to criteria contained within the following Collective Bargaining Agreement:

- *Faculty Promotions and Excellence Awards:* Articles 9 and 13 of the collective bargaining agreement with the TC3 Faculty Association.

Faculty Promotions:

From the Rank of Instructor to Assistant Professor:

- Deidre Kirkem, Office of Diversity Education and Support Services
- Jenai Rossow, Health and Wellness Services

cc: Executive Council Members
Office of Human Resources

AUXILIARY OPERATIONS MONTHLY UPDATE – JULY 2025

TC3 Auxiliary Services continues to focus on the strategic priorities previously communicated. This report highlights major operational milestones and activities for the month of July.

STRATEGIC PRIORITIES

Revenue Recovery: Actively securing short-term income through transitional use of facilities (e.g., events, short-term leases).

Operational Optimization: Pursuing efficiency in operations, budgeting, and facilities management.

Strategic Divestment & Reinvestment: Advancing plans to offload or restructure underutilized assets.

OPERATIONAL HIGHLIGHTS BY ASSET AREA

Culinary Arts Center

- **Leasing Strategy:** National tenants are exploring venture capital and/or franchising partnerships as potential pathways to purchase options.
- **Lease Restructuring:** TC3 and the listing agent are collaborating with the City of Ithaca and their consultant, MJB Consulting, on market repositioning strategies and exploring transfer or buyout terms for the Cayuga Green lease.
- **Academic Transition:** An interim operational plan has been finalized with the Provost's Office, and recruitment is underway for a short-term facility manager. The plan remains for the academic program to relocate in the Spring semester.

Ithaca Extension Center: Current occupancy stands at approximately 50%, with a target of reaching 75% by year-end. Lease negotiations are in progress with Tompkins County for full occupancy of the 4th floor and a portion of the 3rd floor. The 6th floor has proven more challenging to lease due to its classroom configuration and the significant refit required to accommodate non-instructional tenants.

Residence Halls: CBRE has been engaged to broker the sale of the properties. Preparations for marketing are underway, with a public listing anticipated in August 2025.

INSTITUTIONAL SUPPORT FUNCTIONS

FY 25/26 Budget Process

- **The FSA Board of Directors** approved the FY 25/26 academic budget on June 25, 2025, resulting in approximately \$200,000 less in direct College funding support compared to last year.
- The Foundation's Audit & Finance and Executive Committees have recommended the draft budget proceed to the full Board meeting in July for final approval. Strategic reorganizations and operational alignments involving the Culinary Arts Center, Ithaca Extension Center, and the sale of the Cortland Extension Center have contributed to an estimated \$1 million budget reduction in costs allocated from the College to the Foundation.

Summer efforts will focus on realigning Board governance and strengthening College partnerships with auxiliary entities, fostering collaborative operational models to achieve clearer roles and more impactful outcomes.