



Board of Trustees Meeting Agenda

June 18, 2025 @ 5:30 p.m.

[Zoom Link](#)

- 1. Call to Order***
- 2. Roll Call***
- 3. Welcome Guests***
- 4. Approval of Agenda***
- 5. Public Comment*****
- 6. Approval of May 14, 2025 Board of Trustees Meeting Minutes****

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

- 8. Chair's Report***
 - a. Resolution of Appreciation for Shannon Boyd*
 - b. Resolution on Trustee Emeritus Designation for Arthur Kuckes*
 - c. Confirmation of Lisa Perfetti to the 2025-2026 Board Nominating Committee
 - d. Resolution on Delegation of Authority to the President for Personnel Appointments and Actions*
 - e. Updated Bylaws of the Board of Trustees

- 9. Treasurer/CFO Report***
 - a. Finance and Audit Committee Report
 - b. 2024 Audit Corrective Action Plan
 - c. Finance & Budget Update
 - i. Year-to-Date May 2025 Financial Statements
 - ii. May 2025 Budget and Finance Report
 - d. Resolution on Adoption of the Proposed 2025-2026 Operating Budget*
 - e. Resolution to Approve TC3 Student Fees for 2025-26*

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

10. Student Trustee's Report

11. President's Report

- a. Vice President Reports
- b. Organizational structure
 - i. Campus Technology
- c. Resolution to Adopt the Animals on Campus Policy*
- d. Resolution to Deactivate the General Studies Certificate*

12. Consent Agenda*

- a. Appointment of Personnel
- b. Approval of Position Description: Executive Director, 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)
 - i. Amendments to Community College Regulations: Memo from the SUNY Chancellor to the SUNY Board of Trustees, June 3, 2025 (*Sent to TC3 Board members via email on behalf of Chair Davison, 6/5/25*)
- b. TC3 Foundation

14. County Liaison Updates

- a. Cortland County
- b. Tompkins County

15. Adjournment

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

***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.***



Minutes



Minutes

May 14, 2025

Open Session @ 5:30 p.m.

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

Excused: Dean Corbin, Arthur Kuckes, Lisa Perfetti

County Liaisons: Mike Lane, Cathy Bischoff

Foundation Liaison: Loren Sparling

Staff: Amanda Bisson, Scot Beekman, Carolyn Boone, Amy Faben-Wade,
John Geer, Gina Holl, Amy Kremenek, Anndrea Mathers (v),
Nancy Murphy, Michelle Nightingale (v), Rob Palmieri,
Dennis Panagitsas, Donald Perkins, Anna Regula, Zach Snyder,
Sue Stafford, Malvika Talwar, Peter Voorhees (v)
(v) - virtual

- 1. Call to Order:** The meeting was called to order at 5:32 p.m. by Chair Davison in the Board Room at the College.
- 2. Roll Call:** Ms. Murphy called the roll.
- 3. Welcome Guests:** Chair Davison introduced Gregg Evans and Karen Lynch (v) from the Bonadio Group to present the audit. Loren Spaulding, newly named Liaison from the TC3 Foundation Board, was welcomed.
- 4. Approval of Agenda:** Ms. Buck moved the Board of Trustees May 14, 2025 meeting agenda be approved as submitted; seconded by Mr. Peacock; motion carried unanimously.
- 5. FY2023-24 Audit Presentation:** Chair McSherry introduced the Auditors from The Bonadio Group, Mr. Evans and Ms. Lynch, whom also presented to the Finance and Audit Committee on April 23, 2025. Mr. Evans presented the executive summary;

noting that “inter-company” findings between the College, FSA, and Foundation were likely due to staffing transitions. Ms. Lynch reviewed the single audit and stated the Federal deadline to submit will be adhered. Chair McSherry closed the presentation stating the Finance Office is increasing their staffing and the Finance and Audit Committee will increase Board monitoring of finances, procedures and the Corrective Action Plan.

6. Public Comment: Professor Sue Stafford, Community Coordinator, addressed the Board with concerns over the proposed deactivation of the Culinary Arts AAS Program and asked to postpone the decision. In addition, Chair Davison recognized student Taylor Cole, studying sustainability, farming and beverage studies. Ms. Cole shared her studies in the Culinary AAS Program and requested the Board to take into consideration Professor Stafford’s request.

7. Approval of April 16, 2025 Board of Trustees Meeting Minutes: Mr. McSherry moved that the minutes from the April 16, 2025 Board of Trustees meeting be approved as submitted; seconded by Ms. Buck; motion approved unanimously.

8. Chair’s Report:

- a. NYCCT Chair’s Testimony to the SUNY Board of Trustees’- Chair Davison referenced the testimony included in the packet from NYCCT Chair Cushman. NYCCT will be holding a meeting on May 22, 2025 at 3:00 p.m. with Ingerman Smith, the law firm that the association has entered into contract with regarding the proposed statewide Presidential hiring changes and contracting.
- b. President Kremenek proposed nominees for the NYCCT annual awards program. Cayuga Medical Center for the Edward J. Pawenski Business Industry Partnership Award; Linda Bruno, local high school business teacher, for the Friend of Community Colleges Award; and Kelly Tobin, YWCA Cortland Executive Director, for the Distinguished Alumni Award. Mr. Peacock moved for the approval and addition of the nomination resolutions to the agenda; seconded by Mr. McSherry; motion approved unanimously.

9. Treasurer/CFO:

- a. Financial & Budget Update - Mr. Panagitsas, VP of Finance, noted this is the eighth month of the fiscal year; the numbers are very comparable to last year, and he expects the College to finish on budget.
- b. 2025-26 College Operating Budget - The passage of the New York State Budget and notification of County Sponsorship support remaining flat led to the need for the Finance Office to propose alternatives to the Operating Budget proposal provided at the Finance and Audit Committee Meeting held on April 23, 2025.

Mr. Panagitsas presented three proposals for the Boards' consideration. 1. Increase student tuition by 1.7% . 2. Increase student tuition by 4.5%. 3. A reduction of 2-3 employees. The Board discussed the impact to the student, the staff, and the College community. Mr. McSherry moved the 2025-2026 Tuition and Fee Schedule with a 1.7% increase be approved as submitted; seconded by Mr. Peacock; motion carried unanimously. The approved resolution included in the minutes.

10. Student Trustee's Report:

Ms. Boyd noted Spring Fest took place the prior week and was well attended. The Student Government Association filled all but two slots for next semester, and the search for the incoming Student Trustee continues.

11. County Liaison Reports:

- a. Cortland County - Ms. Bischoff shared that the County Administrator and the head of IT are retiring. The county is looking to capture increased sales tax revenue. The county mental health facility is on track to open in September.
- b. Tompkins County - Mr. Lane shared there was a budget retreat on April 29, 2025 with a takeaway to strengthen and maintain fund balances.

12. College Senate Report: Professor Amy Faben-Wade, Chair of College Senate, stated the Senate has concerns regarding deactivation of the Culinary Program. They request that the Board table the decision for a semester. The College Senate has wrapped up meetings for the academic year, three new members will be joining in the fall. They are currently adding presenters to the calendar for the fall.

13. Committee and Affiliate Reports:

- a. New York Community College Trustees (NYCCT)- Ms. Buck was pleased the College is putting forth nominees for the awards program to be presented at the annual conference.
- b. New York Community College Association of Presidents (NYCCAP/SUNY) – President Kremenek gave an overview of the state budget as it relates to community colleges. The funding floor is dependent on enrollment returning to pre-Covid numbers. Additionally, there is \$8 million in operating support, divided 30 ways, and allocated to four purposes. TC3 is to receive \$100,000 towards student mental health and health care programs. The free community college program, SUNY Reconnect, is for students ages 25-55 without a degree, pursuing a degree in the high- demand fields. SUNY Reconnect's funding is for tuition, fees, and books. TC3 was accepted into the next cohort of Advancing Success in Associate Pathways (ASAP) - a wraparound advisement model that

helps students stay on track and graduate on time with academic, financial, and personal support. ASAP requires an advisor and director, these positions will not impact the budget, they will be internal postings.

- c. Auxiliary Operations – Ms. Holl, Director of Auxiliary Services, shared that a commercial real estate broker has been hired to represent the dorms. The finalization of the Cortland Extension Center sale is expected for this summer.
- d. TC3 Foundation – Mr. Sparling shared the inaugural Giving Day was a success, meeting the goal of over 100 donations, over \$10,000 raised. The new scholarship system is set to launch in May.

14. President's Report:

- a. Organizational Structure – President Kremenek announced that Enrollment Management & Student Affairs are undergoing an integration and reorganization creating an integrated system from the initial contact in admissions to post-graduate outcomes. This structure will continue to strengthen enrollment and retention.
- b. Vice President Reports – Dr. Tolbert, Provost and VP of Academic Affairs, acknowledged Professor Stafford, Ms. Cole, and the College Senate and thanking them for their comments regarding the deactivation of the Culinary Arts AAS. Dr. Tolbert gave a detailed overview of how the College came to the decision to apply for deactivation. In the fall the College will develop a feasibility process with the faculty, work with the currently enrolled students in the program and take a deeper look into the finances of the program.

15. Consent Agenda: Mr. Peacock moved the Consent Agenda be approved as submitted; seconded by Ms. Buck; motion carried unanimously.

- a. Appointment of Personnel
- b. Resolution to Deactivate Culinary Arts AAS
- c. Approval of Position Description – Vice President, Enrollment Management & Student Affairs
- d. Resolution of Appreciation for Retirees
 - i. Debra Henson, 45 years
 - ii. Mary Sue Keep, 20 years
 - iii. Gail Neely, 8 years
 - iv. James Jacob, 25 years
 - v. Kimberly Sharpe, 24 years
- e. Resolution of 2025 Chancellor's/Trustees Award
 - i. Excellence in Adjunct Teaching – Steve Weed
 - ii. Excellence in Classified Service – Cathy Christopher
 - iii. Excellence in Faculty Service – Kerry Curran

- iv. Excellence in Professional Service – Carrie Coates Whitmore
- v. Excellence in Scholarship and Creative Activities – Melissa Schmidt
- vi. Excellence in Teaching – Lisa Seyfried
- f. Purchase of 3-D Digital Optical Microscope Resolution
- g. Anti-Hazing Policy Resolution
- h. Modification to Maintenance of Public Order Policy

16. Executive Session: Mr. McSherry moved that the meeting convene in Executive Session for the purpose of discussion of President's Annual Evaluation and 2025-26 Employment Contract at 8:03 p.m.; seconded by Ms. Boyd; motion carried unanimously. At 8:35 p.m. the Board returned to General Session.

17. Adjournment: Mr. Peacock moved that the meeting be adjourned at 8:45 p.m.; seconded by Mr. McSherry; motion carried unanimously.

18. Informational Items

- a. Data from Aspen Institute Tompkins Cortland, Labor Market Data Report
- b. Nurse Pinning Ceremony, May 21, 2025
- c. Commencement, May 21, 2025
- d. Board Finance & Audit Committee Meeting, June 11, 2025
- e. Board of Trustees Meeting, June 18, 2025
- f. Board of Trustees Retreat, August 15, 2025 | Sprole Conference Rm (204)
- g. NYCCT Annual Conference, September 10-12 | Saratoga Casino Hotel

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

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-55**

2025-2026 TUITION AND FEE SCHEDULE

WHEREAS, the 2025-2026 Tuition and Fee Schedule has been reviewed and is recommended by the Administration of the College, be it therefore

RESOLVED, that full-time tuition will increase by \$94 to \$5,664 per academic year for residents, and be it further

RESOLVED, that full-time tuition will increase by \$194 to \$11,649 per academic year for nonresident or New York State students not presenting a Certificate of Residence and out-of-state students, and be it further

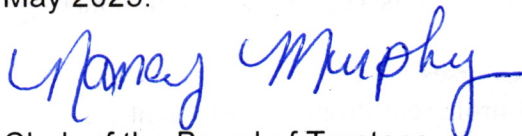
RESOLVED, that part-time tuition will increase \$28 to \$236 per credit hour for residents and \$32 to \$485 per credit hour for nonresident or New York State students not presenting a Certificate of Residence and out-of-state students, and be it further

RESOLVED, that the attached 2025-2026 Tuition and Fee Schedule be adopted by the Board of Trustees of Tompkins Cortland Community College.

STATE OF NEW YORK:
SS:
COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of Trustees 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 the 14th day of May 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 14th day of May 2025.



Clerk of the Board of Trustees
Tompkins Cortland Community College

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE TUITION AND FEE SCHEDULE – 2025-2026
TOMPKINS CORTLAND COMMUNITY COLLEGE**

Tuition -	New York State residents who are residents of the sponsorship area or non-residents of the sponsorship area who present a Certificate(s) of Residence:	
	Full-Time (per academic year)	\$5,664.00
	Part-Time (per credit hour)	\$236.00
Tuition -	New York State residents who are not a resident of the sponsorship area and do <u>not</u> present a Certificate of Residence:	
	Full-Time (per academic year)	\$11,649.00
	Part-Time (per credit hour)	\$485.00
Tuition -	New York State residents who have been awarded the Excelsior Scholarship and who are residents of the sponsorship area or non-residents of the sponsorship area who present a Certificate(s) of Residence:	
	Full-Time (per academic year)	\$5,664.00
Tuition -	New York State residents who have been awarded the Excelsior Scholarship and who are not a resident of the sponsorship area and do <u>not</u> present a Certificate(s) of Residence:	
	Full-Time (per academic year)	\$11,649.00
Tuition -	Out-of-State Students:	
	Full-Time (per academic year)	\$11,649.00
	Part-Time (per credit hour)	\$485.00
Tuition -	Auditing a Course (per credit hour)	\$236.00
	Non-Resident	\$485.00
	Out-of-State	\$485.00
Off Semester, Off Hours, Off Campus Tuition (per credit hour):		
	Web-Based Courses	\$236.00
	Concurrent Enrollment Program - Resident	\$ 79.00
	Concurrent Enrollment Program – Nonresident	\$158.00
Tuition Deposits-	Full-Time	\$50.00
	Part-Time	-0-

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE TUITION AND FEE SCHEDULE – 2025-2026
TOMPKINS CORTLAND COMMUNITY COLLEGE**

The following fees are charged only to those who receive the services rendered (fees are nonrefundable):

<u>Student Service Fee</u>		<u>Charge Per</u>	<u>Service Rendered</u>
Transcript Fee	\$ 8.00	Official Transcript	Online Request – Paper
	\$ 8.00	Official Transcript	Online Request – Electronic
	\$ 15.00	Official Transcript	Manual Request and Payment
	\$ 25.00	Official Transcript	Emergency Service
International Application Fee	\$ 50.00	Application	Begin Admissions Process
Technology Service Fee	\$ 23.00	Credit	Technology Services
Web Course Fee	\$ 6.00	Credit	Technology Services
OER Fee	\$ 10.00	Student	Course Materials
Late Payment Fee			
Part-Time	\$ 10.00	Student	Acceptance of Late Payment
Full-Time	\$ 20.00	Student	Acceptance of Late Payment
Matriculation Fee	\$ 50.00	Student	Provides for cost of cap and gown for graduation and access to unofficial transcripts.
Experiential Credit	\$ 50.00	Evaluation	Portfolio Evaluation
Proficiency Exams	\$ 10.00	Credit	Administration of Exam
	\$ 30.00	Minimum	
	Note: there is an additional charge for the Dante exam		
Nursing Proficiency Exam	\$105.00	Exam	Administration of Exam
Returned Check Charge	\$ 25.00	Occurrence	Processing Returned Check
Library Lost Book Fee	\$ 15.00	Occurrence	Processing Fee for Replacement Book
Library Reserved Materials			
Late Fines	\$.25	Hour	
Late Return of Media Equipment	\$ 5.00	Hour	
Study Abroad Program Fee	\$200.00	Semester	Administrative Services
Administrative Withdrawal Fee			
Full-Time	\$100.00	Semester	Administrative Services
Part-Time	\$ 10.00	Credit	Administrative Services

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE COURSE FEE – 2025-2026
TOMPKINS CORTLAND COMMUNITY COLLEGE**

Course Fees:

ART 109	\$70	Course Kit Purchased for Students
ART 111	\$250	Course Kit Purchased for Students and Course Fee
ART 112	\$250	Course Kit Purchased for Students and Course Fee
ART 115	\$120	Course Kit Purchased for Students
ART 116	\$120	Course Kit Purchased for Students
ART 117	\$70	Course Kit Purchased for Students
ART 118	\$100	Course Kit Purchased for Students
ART 120	\$120	Course Kit Purchased for Students
ART 123	\$70	Course Kit Purchased for Students
ART 124	\$30	Course Kit Purchased for Students
ART 180	\$100	Course Kit Purchased for Students
ART 212	\$150	Course Kit Purchased for Students
ART 222	\$150	Course Kit Purchased for Students
ART 270	\$50	Course Kit Purchased for Students
ART 271	\$80	Course Kit Purchased for Students
BIOL 100	\$30	Lab fee for supplies
BIOL 101	\$30	Lab fee for supplies
BIOL 102	\$30	Lab fee for supplies
BIOL 104	\$30	Lab fee for supplies
BIOL 105	\$30	Lab fee for supplies
BIOL 112	\$30	Lab fee for supplies
BIOL 119	\$30	Lab fee for supplies
BIOL 125	\$30	Lab fee for supplies
BIOL 131	\$30	Lab fee for supplies
BIOL 132	\$30	Lab fee for supplies
BIOL 201	\$30	Lab fee for supplies
BIOL 202	\$30	Lab fee for supplies
BIOL 206	\$30	Lab fee for supplies
BIOL 211	\$30	Lab fee for supplies
BIOL 216	\$30	Lab fee for supplies
BIOL 221	\$30	Lab fee for supplies
BIOL 232	\$30	Lab fee for supplies
CAPS 191	\$100	Software Fee
CHEM 101	\$30	Lab fee for supplies
CHEM 102	\$30	Lab fee for supplies
CHEM 107	\$30	Lab fee for supplies
CHEM 108	\$30	Lab fee for supplies
CHEM 205	\$30	Lab fee for supplies

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE COURSE FEE – 2025-2026
TOMPKINS CORTLAND COMMUNITY COLLEGE**

CHEM 206	\$30	Lab fee for supplies
CONT 208	\$90	Certification for OSHA 10
CONT 209	\$40	Lab Fee for Supplies
CONT 216	\$40	Lab Fee for Supplies
CULI 101	\$250	Lab Fee – Culinary Center/Food
CULI 102	\$300	Lab Fee – Culinary Center/Food
CULI 110	\$200	Lab Fee – Culinary Center/Food
CULI 120	\$150	Lab Fee – Culinary Center/Food
CULI 205	\$300	Lab Fee – Culinary Center/Food
ELEC 102	\$90	Course Kit Purchased for Students and software fee
DRAF 127	\$25	Software Fee
DRN 101	\$175	Exam Fee
ELEC 126	\$10	Software Fee
ELEC 127	\$10	Software Fee
ELEC 128	\$10	Software Fee
ELEC 224	\$90	Lab Fee for supplies
ENSC 137	\$40	Software Fee
ENSC 203	\$10	Software Fee
ENSC 204	\$40	Software Fee
ENVS 110	\$30	Lab Fee – Farm
ENVS 116	\$20	Lab Fee – Farm
ENVS 117	\$100	Lab Fee – Farm
ENVS 141	\$20	Lab Fee – Farm
ENVS 142	\$100	Lab Fee – Farm
ENVS 202	\$20	Lab Fee – Farm
ENVS 203	\$100	Lab Fee – Farm
FITN 101	\$10	Red Cross Certification Fee
FITN 102	\$10	Red Cross Certification Fee
FITN 107	\$240	Certification Fee and Course Equipment
FITN 109	\$300	Lift Ticket Purchased for Students
FITN 112	\$10	Red Cross Certification Fee
FITN 120	\$25	Equipment Fee
FITN 121	\$25	Equipment Fee
FITN 203	\$120	Lane Rental Purchased for Students
FITN 216	\$85	Red Cross Certification Fee
FITN 221	\$100	Lift Ticket Purchased for Students
FSS 131	\$10	Testing Fee
HLTH 111	\$125	Course Equipment/Red Cross Fee
GEOG 130	\$40	Software Fees

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE COURSE FEE – 2025-2026
TOMPKINS CORTLAND COMMUNITY COLLEGE**

HLTH 205	\$40	Red Cross Certification Fee
HRMG 100	\$30	Servsafe Testing Fee
HRMG 105	\$40	Servsafe Testing Fee
NURS 110	\$451.75	Software Fee & Materials
NURS 120	\$326.75	Software Fee
NURS 208	\$326.75	Software Fee
NURS 225	\$326.75	Materials
MNT 100	\$250	Course Fee
MNT 101	\$225	Course Fee
PSED 160	\$10	Exam Fee
RECR 107	\$210	Certification Fee and Course Equipment
RECR 110	\$40	Conference Attendance Fee
RECR 140	\$120	Certification Fee
RECR 210	\$25	Student Inclusion Certification Fee
RECR 274	\$50	Course Equipment/Travel
RECR 276	\$375	Course Equipment/Travel
RECR/FITN 159	\$100	Course Equipment/Travel
RECR/FITN 160	\$40	Course Equipment/Travel
RECR/FITN 161	\$30	Course Equipment/Travel
RECR/FITN 163	\$30	Course Equipment/Travel
RECR/FITN 164	\$25	Course Equipment/Travel
RECR/FITN 165	\$30	Course Equipment/Travel
RECR/FITN 166	\$30	Course Equipment/Travel
SPMT 190	\$60	Course Fee Travel
SPMT 195	\$60	Course Fee Travel
WINE 110	\$400	Lab Fee – Culinary Center
WINE 120	\$300	Lab Fee – Culinary Center
WINE 130	\$200	Lab Fee – Culinary Center
WINE 200	\$200	Lab Fee – Culinary Center
WINE 202	\$300	Lab Fee – Culinary Center
WINE 220	\$200	Lab Fee – Culinary Center
STUDY ABROAD	TBD	Travel Fees (typically \$3000-\$4500) are established closer to the start of each semester as costs vary greatly



Sustaining a **vibrant** *Future.*

Strategic Plan 2025-28

Draft



A person with curly hair, wearing a dark jacket and large headphones, is seated at a white table, working on a laptop. They are positioned in front of a large window with light-colored curtains. The room is bright, and the view outside shows greenery and a wooden structure. The overall atmosphere is professional and focused.

1

STRATEGIC DIRECTION: ACCOUNTABILITY AND TRANSPARENCY

TC3 demonstrates its integrity by being accountable to internal and external constituencies through transparent governance and sharing of data, including institutional effectiveness and learner outcomes.

Draft

1.1.

Refine the shared governance structure to incorporate best practices in shared governance; develop mechanisms for communication and training in shared governance at all levels by the end of Fall 2028.

1.1.1. Create a map of the current shared governance structures on campus to understand the current state by the end of Fall 2025.

1.1.2. Create a shared governance online presence with committee charge documents, meeting minutes, and annual/semester updates by the end of Fall 2025.

1.1.3. Identify gaps in the shared governance model and use best practices to develop a framework with recommendations by the end of Spring 2026.

1.1.4. Implement all recommended changes in shared governance by the end of Spring 2028.

1.2.

Set student success and institutional effectiveness benchmarks based on an analysis of aspirational community colleges to serve as goals to be met by the beginning of Spring 2028.

1.2.1. Establish annual goals for credit momentum, retention, completion (graduation rates), transfer, and employment for A.S., A.A.S. certificate and microcredential offerings by the end of Fall 2025 using best practices in benchmarking.

1.2.2. Research, review, and determine institutional effectiveness metrics to be met in annual targets for 2026, 2027, and 2028 by the beginning of Spring 2026.

1.2.3. Convene an annual college-wide reflection regarding enrollment projections, student outcomes and institutional effectiveness metrics by end of Fall 2026.

1.3.

Launch and maintain a college-wide, data-driven planning and assessment infrastructure that aligns institutional planning and financial planning to meet academic and student services success metrics by the beginning of Spring 2028.

1.3.1. Establish a new planning and assessment structure by the end of Fall 2025.

1.3.2. Train relevant stakeholders to gain a shared understanding of new technology tools and best practices in non-academic assessment by the end of Spring 2026, and complete one full cycle of implementation with input from the college's institutional effectiveness committee.

1.3.3. Enhance and create robust annual opportunities for non-academic and academic assessment training to enhance institutional capacity by the end of Fall 2026.

1.4.

Create a structural framework for organizational community relations by the beginning of Fall 2028.

1.4.1. Identify stakeholder groups for regular engagement by the end of Spring 2026.

1.4.2. Develop yearly methods for sharing institutional updates to the community that include a calendar and communication plan for annual events and publications by the beginning of Fall 2026.

1.4.3. Organize annual opportunities for any student or employee to participate in community service beginning in the Fall 2026 semester and each subsequent semester.

1.4.4. Refine annual institutional responsibilities for community relations and define a regular cadence for check-ins with key community groups by the end of Fall 2025.

Draft

A photograph of three students outdoors. On the left, a student with blonde hair and glasses, wearing a plaid shirt over a black t-shirt with a graphic, holds a smartphone. In the center, a student with blonde hair and glasses, wearing a dark jacket, points at the phone. On the right, a student with red hair, wearing a plaid shirt, holds a piece of paper and a small orange object. The background is a blurred green field.

2

STRATEGIC DIRECTION: INNOVATION AND EXCELLENCE

TC3 invests in the infrastructure that supports academic excellence, including professional development and scholarship, technology, and the physical resources that enhance teaching, learning, and student success.

Draft

2.1.

Modernize software and the myTC3 user experience by the beginning of Fall 2027 to streamline processes and improve efficiency for students and employees, with measurable performance improvements.

2.1.1. Create an inventory of all software in use and current functionalities for faculty, staff, and students by the end of Fall 2025.

2.1.2. Share documentation and data-gather from users and stakeholders to identify which software to cut/consolidate by end of Spring 2026.

2.1.3. Use Slate to create a single software hub for student information and communications from admission through completion to enhance enrollment and retention by end of Spring 2026.

2.1.4. Implement single sign-on and streamline employee logins for essential systems as feasible by end of Summer 2026 to enhance the user experience and function.

2.2.

Invest in professional development, physical infrastructure, and technologies to strengthen flexible learning modalities, measuring impact through academic assessment process, retention, and completion rates within courses using these modalities by the beginning of Fall 2027.

2.2.1. Identify short-term and long-term methods to increase the user and learner classroom experience in hyflex/hybrid/online (flexible) teaching modalities by end of Spring 2026.

2.2.2. By the end of Spring 2026 build enhanced training and professional development tools for flexible online teaching modalities by creating and disseminating templates and best-practice guidelines for learning management system; develop instructor-driven monthly training opportunities for classroom technologies in the academic year 2025-2026.

2.2.3. Develop and implement an annual cycle for reviewing student outcomes by teaching modality to monitor concerns in online learning by the end of Spring 2026.

2.3.

Create a library of “just in time” training by developing standardized tutorials and process maps for key campus technologies to enhance effectiveness by the end of Spring 2028.

2.3.1. Identify and prioritize tutorials/process maps needed for enhancing teaching, learning and student support functions by the end of Fall 2025.

2.3.2. Identify who will provide information from each department by the end of Spring 2026 and continue as improvements are implemented.

2.3.3. Prioritize and create tutorials/process maps for key operational functions by Summer 2026 and continue as improvements are implemented.

2.3.4. Create standardized templates for tutorials/process maps by the end of Summer 2026 and develop a library of tutorials/process maps that is regularly updated by end of Fall 2027.

2.4.

Ensure physical infrastructure conditions that encourage innovation and excellence by the end of Spring 2028.

2.4.1. Document facilities including furniture, configurations, and technology, within each room, and make it accessible to campus and public by the end of Spring 2026.

2.4.2. Improve wayfinding on campus by the end of Spring 2026.

2.4.3. Identify and prioritize realistic potential upgrades from the facilities plan that enhance user experience and inclusivity by the end of Summer 2026; implement by the end of Summer 2028.

2.4.4. Prioritize funding for facilities and infrastructure that increases campus visibility (i.e. create an event/performance space for lectures/demonstrations) by the end of Spring 2028.

Draft



3

STRATEGIC DIRECTION: TRANSFER AND CAREER

TC3 enhances its connection to the greater community by aligning its programs to assure the social and economic mobility of our learners through relevant programs and transfer pathways.

3.1. Establish high-functioning advisory board clusters for all academic programs during the 2025-2026 academic year.

3.1.1. Determine the clusters of advisory boards needed by the end of Fall 2025.

3.1.2. Finalize advisory board creation and operational procedures by the end of Fall 2025.

3.1.3. Identify 8-12 individuals to serve on each advisory board by the end of Fall 2025.

3.1.4. Advisory boards to hold first meeting by the end of Spring 2026.

3.2. Develop 3-4 new academic programs that lead to strong career or transfer outcomes and increased Fall 2028 enrollment.

3.2.1. Conduct the feasibility analysis for new program proposals using labor market data, facilities availability, living wage job data and industry and faculty expertise by the end of Fall 2025.

3.2.2. Develop a project management plan for program openings by the end of Spring 2026.

3.2.3. Implement the project management plan starting in the beginning of Fall 2026.

3.3. Develop at least three signature articulation agreements for each transfer degree program, signed by August 2027.

3.3.1. Identify three core colleges for each transfer program and reach out for interest by the end of Fall 2025.

3.3.2. Develop articulation agreements to be signed by the beginning of Fall 2027.

3.4. Ensure 100% of all applied associates programs have a keystone applied learning experience with a potential future employer by the beginning of Fall 2026.

3.4.1. Collaborate with faculty to develop the plan for integration of applied learning experiences into all career programs for implementation in the beginning of Fall 2026.

3.4.2. Conduct outreach to local employers to explore collaborative applied learning experiences with industry by the end of Spring 2026.

3.4.3. Obtain all necessary curricular programmatic change approvals necessary for Fall 2028 implementation by the beginning of Spring 2026.

A background image showing a group of students in a classroom or meeting setting. Two young men are seated at a table in the foreground, smiling. The man on the left has curly blonde hair and is wearing a yellow t-shirt. The man on the right has dark curly hair and is wearing a black and white jacket. A woman with blonde hair is seen from the back in the foreground. Other students are visible in the background, and the room has large windows and posters on the wall.

4

STRATEGIC DIRECTION: IDENTITY AND BELONGING

TC3 builds a culture of inclusion and belonging by creating a strong identity for the college community of learners, faculty, and staff, as well as a strong identity for the college with the communities we serve.

Draft

4.1.

Design and implement an integrated student development framework from initial recruitment through post-graduation, which addresses the diverse needs of our student population by the beginning of Fall 2027.

4.1.1. Reactivate the first year experience committee in the beginning of Fall 2025 to help create a coordinated student development experience for incoming students.

4.1.2. Conduct a student needs assessment and equity audit by end of Spring 2026.

4.1.3. Use the audit data to implement an integrated student development framework from admission to completion and beyond by the beginning of Fall 2027.

4.1.4. Ensure student metrics outlined in the College's Equity, Diversity, Justice and Inclusion (EDJI) plan are reviewed annually, and that targets are met by the end of Spring 2027.

4.2.

Expand strategic alignment with community partners focusing on local high schools, transfer institutions, and regional employers by the end of Spring 2028.

4.2.1. Develop career-focused college in high school pathways with local high schools by the end of Spring 2028.

4.2.2. Create dual admission agreements with four-year institutions to strengthen transfer pathways by the end of Spring 2028.

4.2.3. Build a career center at the college by the beginning of Fall 2028 that serves as a hub for regional employers and for students/alumni seeking employment and internships.

4.3.

Cultivate a positive and supportive work environment that prioritizes training, professional development, and engagement for new and current employees at TC3 by the end of Spring 2028.

4.3.1. Establish an employee orientation and mentorship ecosystem for implementation with new hires and continuing faculty and staff by the beginning of Fall 2026.

4.3.2. Create an ongoing training and education platform to consolidate all professional development opportunities by the end of Spring 2028.

4.3.3. Develop and publish a comprehensive calendar of social and community events for all faculty and staff by the beginning of Fall 2026.

Draft



Strategic Plan 2025-28



Chair's Report

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-60

IN APPRECIATION OF SHANNON BOYD

WHEREAS, Shannon Boyd has served as the student member of the Tompkins Cortland Community College Board of Trustees for the Academic Year 2024-2025, and

WHEREAS, Ms. Boyd has been an exemplary member of the student body with her participation as Faculty Student Association Student Board member, an enrollment ambassador, student tutor, treasurer of the Gender Sexuality Alliance Club, and recipient of the Charles A. Burns Outstanding Adult Student Award, and

WHEREAS, Ms. Boyd has provided the Board of Trustees with advice and comments useful in the decision making at Board of Trustees meetings, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College expresses great appreciation to Ms. Boyd for her contributions to the College, and be it further

RESOLVED, that the Board of Trustees extends best wishes to Ms. Boyd in all of her future endeavors.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees Tompkins
Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE RESOLUTION
2024-2025-66

TRUSTEE EMERITUS DESIGNATION – Arthur Kuckes

WHEREAS, the Board of Trustees of Tompkins Cortland Community College approved Resolution #1997-98-39, Policy on Trustee Emeritus, in February 1998, and reapproved the policy in May 2007, and November 2016; and

WHEREAS, Arthur Kuckes served with great distinction and in an outstanding manner as a member of the Tompkins Cortland Community College Board of Trustees, and

WHEREAS, Arthur Kuckes earned the admiration and respect of his colleague Trustees, TC3 students, faculty, and staff, and

WHEREAS, the President and Chair of the Board recommend Arthur Kuckes, whose term is expiring on June 30, 2025, for Trustee Emeritus designation, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby confers the designation of Trustee Emeritus upon Arthur Kuckes, and be it further

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College authorizes those awarded Trustee Emeritus designation be afforded such rights and responsibilities as determined by said status.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

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

DO HEREBY CERTIFY the foregoing resolution is a true copy of a resolution duly adopted by the Board of

Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-61

**DELEGATION OF AUTHORITY TO THE PRESIDENT FOR PERSONNEL APPOINTMENTS AND
ACTIONS**

WHEREAS, the Board of Trustees appoints the President to serve as the chief executive and administrative head of the college, exercising overall authority, subject to the direction of the Board of Trustees; and

WHEREAS, the Board of Trustees recognizes the need for timely, efficient, and consistent implementation of matters in concordance with the responsibilities of the president and the mission and operations of the College;

WHEREAS, New York State Education Law §6306(2) provides that:

"The board of trustees of each community college shall appoint a president for the college, subject to approval by the state university trustees, and it shall appoint or delegate to the president the appointment of other members of the staff..."; and

WHEREAS, 8 NYCRR §604.2(b) of the Regulations of the Commissioner of Education provides that:"The governing board of a community college may delegate to the president the authority to appoint members of the administrative staff and other employees of the college..."; and

WHEREAS, responsibility for the implementation of personnel policies, including appointments, promotions, tenure, and dismissal of faculty and staff members, is delegated to the President by the Board of Trustees pursuant to 8 NYCRR §604.2(b) and Education Law §6306; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby delegates to the President the authority to take all employment actions necessary for the administration of the College, including but not limited to:

- Appointment, promotion, and reassignment of faculty, staff, and administrators;
- Evaluation and oversight of personnel performance;
- Decisions regarding tenure and renewal of appointments;
- Disciplinary actions, including suspension and dismissal;
- Termination of employment and separation from service; and
- Execution of employment contracts and personnel documents;

DELEGATION OF AUTHORITY TO THE PRESIDENT FOR PERSONNEL APPOINTMENTS AND ACTIONS

(continued)

STATE OF NEW YORK: *I, NANCY MURPHY, CLERK* of the Board of
SS: Trustees of Tompkins Cortland Community College,
COUNTY OF TOMPKINS: ***DO HEREBY CERTIFY*** the foregoing resolution is
a true copy of a resolution duly adopted by the Board of
Trustees of Tompkins Cortland Community College at a regular meeting of said Board on
the 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College



Financial and Budget Update

TC3 Finance Report

May 2025 Financials

At the end of May we have utilized about 80% of our appropriations. This is favorable to last year's spending and we are on track with the budget.

Our revenue is also on track. The previous shortfall in enrollment and the expected improvements in chargebacks are accounted for.

Overall, the close of the year is expected to be on par with the budget.

2025 Summer Work

With the Department being stuffed we are going to be pursuing the following:

- Ensure balance of all the intracompany and intercompany accounts
- Reconcile Grants
- Build the structure to accommodate the Corrective Action Plan as a response to the audit
- By August complete the year and be ready to start the Audit work in October. Audit to be complete by January 2026
- Build the structure to satisfy the recently adopted Grants Policy and reporting requirements

2025-26 Budget

As the Board have adopted the 2025-26 budget we will execute the plan for additional efficiencies as described in the budget. The federal and state administrations continue in a general uncertainty requiring the need to remain strict and minimize expenses, taking advantage of the efficiencies to improve our fund balance.

The Foundation and Faculty Student Association budgets are nearly complete and will be presented to the two Boards in June.

Memorandum

TO: Tompkins Cortland Community College Finance and Audit Committee

FROM: Dionysios Panagitsas, Vice President of Finance

CC: Amy Kremenek, President

DATE: June 11, 2025

SUBJECT: Corrective Action plan to address Tompkins Cortland Community College 2024 Audit

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

1. Tompkins Cortland Community College Board of Trustees will pass a resolution in July requiring the Finance Division to reconcile monthly all accounts restricted and unrestricted in the College.
2. 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.
3. There will be a process supervised by the Vice President of Finance/CFO that by the 15th of every month to reconcile the College General Ledger. The comptroller will be signing off on all the reconciliations and relevant-entries ensuring accuracy and completeness of the accounting records for the College and between component units.
4. The principal account clerk will be reconciling all the restricted and unrestricted accounts for the Foundation and the Faculty Staff Association. The Principal Account 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 in the Attachment # 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.

Tompkins Cortland Community College
2024-2025 Appropriations
Year-to-Date through May 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	16,679,820	14,078,517	2,601,303	84.4%	16,493,598	13,007,450	78.9%	(1,071,067)	-6.5%
Equipment	100,000	79,257	23,425	79.3%	43,929	42,696	97.2%	(36,560)	-83.2%
Contractual Expenses	6,680,409	4,824,309	1,856,100	72.2%	6,285,245	3,874,230	61.6%	(950,079)	-15.1%
Employee Benefits	8,339,910	7,025,588	1,314,322	84.2%	6,312,283	7,331,653	116.1%	306,065	4.8%
Total Forecasted Departmental Appropriations¹	31,800,139	26,007,670	5,795,151	81.8%	29,135,055	24,256,029	83.3%	(1,751,641)	-7.2%
Scholarships & Awards									
Student Services	95,000	269,968	(174,968)	284.2%	343,913	343,913	100.0%	73,945	21.5%
Academic Support	3,290,136	2,242,592	1,047,544	68.2%	3,369,560	3,354,076	99.5%	1,111,484	33.1%
Total Scholarships & Awards	3,385,136	2,512,560	872,576	74.2%	3,713,473	3,697,989	99.6%	1,185,429	32.1%
Total Forecasted Appropriations²	34,555,428	30,292,685	4,262,743	87.7%	32,168,617	28,481,343	88.5%	(1,811,342)	(6.4%)
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	14,078,517	2,601,303	84.4%	16,493,598	13,007,450	78.9%	(1,071,067)	-6.5%
Equipment	100,000	79,257	23,425	79.3%	43,929	42,696	97.2%	(36,560)	-83.2%
Contractual	6,680,409	4,824,309	1,856,100	72.2%	6,285,245	3,874,230	61.6%	(950,079)	-15.1%
Scholarship & Awards Offset	3,385,136	2,512,560	872,576	74.2%	3,713,473	3,697,989	99.6%	1,185,429	31.9%
Fringe Benefit	8,339,910	7,025,588	1,314,322	84.2%	6,312,283	7,331,653	116.1%	306,065	4.8%
Total Approved Budget Appropriations⁴	35,185,275	28,520,230	6,667,727	81.1%	32,848,528	27,954,018	85.1%	(566,212)	-2.0%

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	6,253,436	619,983	91.0%	6,847,186	5,833,728	85.2%	(419,708)	(7.2%)
Equipment		1,891	(1,891)	0.0%	1,233		0.0%	(1,891)	0.0%
Contractual Expenses	1,770,800	1,173,338	597,462	66.3%	1,526,606	1,123,846	73.6%	(49,492)	(4.4%)
Employee Benefits	3,436,727	3,146,763	289,964	91.6%	2,707,726	3,328,117	122.9%	181,355	5.4%
Total Instruction	12,080,946	10,575,428	1,505,518	87.5%	11,082,751	10,285,691	92.8%	(289,737)	(2.8%)
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	1,258,467	471,782	72.7%	1,723,663	1,297,843	75.3%	39,376	3.0%
Equipment		13,152	(13,152)	0.0%			0.0%	(13,152)	0.0%
Contractual Expenses	293,470	99,061	194,409	33.8%	177,992	58,544	32.9%	(40,516)	(69.2%)
Employee Benefits	865,124	626,510	238,614	72.4%	660,146	730,631	110.7%	104,121	14.3%
Total Academic Support	2,888,843	1,997,189	891,654	69.1%	2,561,801	2,087,018	81.5%	89,829	4.3%
Libraries									
Personal Services	582,717	435,195	147,522	74.7%	568,333	437,031	76.9%	1,836	0.4%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	313,250	218,031	95,219	69.6%	297,591	126,922	42.6%	(91,109)	(71.8%)
Employee Benefits	291,359	221,482	69,877	76.0%	252,082	241,543	95.8%	20,062	8.3%
Total Libraries	1,187,326	874,707	312,619	73.7%	1,118,006	805,496	72.0%	(69,211)	(8.6%)
Student Services									
Personal Services	2,509,121	1,954,343	554,778	77.9%	2,395,914	1,785,431	74.5%	(168,913)	(9.5%)
Equipment		2,032	(2,032)	0.0%	1,156	1,156	100.0%	(876)	(75.8%)
Contractual Expenses	859,603	418,472	441,131	48.7%	772,384	497,426	64.4%	78,954	15.9%
Employee Benefits	1,254,545	1,014,411	240,134	80.9%	897,783	1,006,076	112.1%	(8,335)	(0.8%)
Total Student Services	4,623,269	3,389,258	1,234,011	73.3%	4,067,237	3,290,089	80.9%	(99,169)	(3.0%)
Maintenance and Operations									
Personal Services	1,933,723	1,594,250	339,473	82.4%	2,032,462	1,476,158	72.6%	(118,092)	(8.0%)
Equipment	100,000	21,013	78,987	21.0%	9,426	9,426	100.0%	(11,587)	(122.9%)
Contractual Expenses	1,149,290	879,537	269,753	76.5%	1,130,432	801,296	70.9%	(78,241)	(9.8%)
Employee Benefits	966,861	798,840	168,021	82.6%	743,277	838,529	112.8%	39,688	4.7%
Total Maintenance and Operations	4,149,874	3,293,640	856,234	79.4%	3,915,597	3,125,409	79.8%	(168,231)	(5.4%)
Institutional Support									
Personal Services	1,724,826	1,347,633	377,193	78.1%	1,689,321	1,271,388	75.3%	(76,245)	(6.0%)
Equipment		2,682	(2,682)	0.0%			0.0%	(2,682)	0.0%
Contractual Expenses	414,625	471,098	(56,473)	113.6%	614,362	316,161	51.5%	(154,937)	(49.0%)
Employee Benefits	862,413	676,202	186,211	78.4%	626,478	704,229	112.4%	28,028	4.0%
Total Institutional Support	3,001,864	2,497,614	504,250	83.2%	2,930,162	2,291,778	78.2%	(205,836)	(9.0%)
General Institutional Services									
Personal Services	1,325,765	1,235,193	90,572	93.2%	1,236,718	905,873	73.2%	(329,320)	(36.4%)
Equipment		38,486	(38,486)	0.0%	30,502	30,502	100.0%	(7,984)	(26.2%)
Contractual Expenses	1,879,371	1,564,772	314,599	83.3%	1,765,879	950,035	53.8%	(614,737)	(64.7%)
Employee Benefits	662,881	541,381	121,500	81.7%	424,791	482,527	113.6%	(58,854)	(12.2%)
Total General Institutional Services	3,868,017	3,379,832	488,185	87.4%	3,457,890	2,368,937	68.5%	(1,010,896)	(42.7%)
Total Forecasted Departmental Appropriations¹	31,800,139	26,007,670	5,792,469	81.8%	29,133,443	24,254,417	83.3%	(1,753,253)	-6.0%

2024-2025 Appropriations
Schedule of Employee Benefits
as of May 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	306,120	95.0%	92,360	30.2%
HRA Retiree Benefits	81,651	61,856	19,795	75.8%	102,221	79,218	77.5%	17,362	21.9%
State Employee's Retirement	1,076,389	1,082,083	(5,694)	100.5%	1,071,518	1,002,988	93.6%	(79,095)	(7.9%)
State Teacher's Retirement	179,135	72,964	106,171	40.7%	179,435	142,466	79.4%	69,502	48.8%
Optional Retirement Fund	778,863	792,313	(13,450)	101.7%	681,867	521,594	76.5%	(270,719)	(51.9%)
Social Security	1,248,047	1,090,724	157,323	87.4%	1,292,720	1,009,989	78.1%	(80,735)	(8.0%)
Worker's Compensation	92,888	49,078	43,810	52.8%	14,453	638	4.4%	(48,440)	(7591.2%)
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	2,101,730	803,419	72.3%	2,983,178	2,060,749	69.1%	(40,980)	(2.0%)
Post Retirement Health Insurance	1,513,592	1,080,000	433,592	71.4%	117,053	985,616	842.0%	(94,384)	(9.6%)
Employee Tuition Benefits	125,841	81,595	44,246	64.8%	98,988	97,532	98.5%	15,937	16.3%
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	67,500	45.2%	0	0.0%
Miscellaneous	3,180	2,464	716	77.5%	3,875	3,000	77.4%	536	17.9%
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	6,736,719	1,603,191	80.8%	7,044,942	6,289,610	89.3%	(447,110)	(7.1%)

Tompkins Cortland Community College
YTD Revenues 2024-2025
May 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	3,738,640	155,651	96.0%	3,826,135	3,884,505	101.5%	(145,866)	-3.8%
Spring	3,442,436	3,386,623	55,813	98.4%	3,398,654	3,437,344	101.1%	(50,722)	-1.5%
Winter	140,361	157,803	(17,442)	112.4%	157,578	159,385	101.1%	(1,583)	-1.0%
Summer	614,802	580,449	34,353	94.4%	496,880	476,299	95.9%	104,150	21.9%
Nonresident Tuition	800,000	1,177,869	(377,869)	147.2%	1,010,787	1,040,412	102.9%	137,456	13.2%
Student Fee Revenue	982,033	997,511	(15,478)	101.6%	1,002,981	999,504	99.7%	(1,992)	-0.2%
Total Core Student Revenue	9,873,923	10,038,894	(164,971)	101.7%	9,893,015	9,997,450	101.1%	41,444	0.4%
Concurrent Enrollment Tuition	3,290,136	2,242,178	1,047,958	68.1%	3,367,146	3,351,425	99.5%	(1,109,247)	-33.1%
Total Student Revenue	13,164,059	12,281,072	882,987	93.3%	13,260,161	13,348,875	100.7%	(1,067,803)	-8.0%
Government Appropriations									
New York State	9,762,800	7,534,013	2,228,787	77.2%	9,762,800	7,322,100	75.0%	211,913	2.9%
Local Sponsors	4,882,882	2,456,856	2,426,026	50.3%	4,882,897	2,441,456	50.0%	15,400	0.6%
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	5,652,571	47,429	99.2%	5,716,385	5,578,908	97.6%	73,663	1.3%
Total Govt Appropriations	21,473,107	16,770,865	4,702,242	78.1%	21,365,644	16,346,026	76.5%	424,839	2.6%
Other Revenues									
Service Fees	96,040	75,387	20,653	78.5%	94,098	85,011	90.3%	(9,624)	-11.3%
Interest Earnings	9,007	7,692	1,315	85.4%	13,946	10,517	75.4%	(2,825)	-26.9%
Rental of Real Property	11,035	600	10,435	5.4%	1,400	1,400	100.0%	(800)	-57.1%
Contract Courses	25,031	101,693	(76,662)	406.3%	96,899	65,777	67.9%	35,916	54.6%
Noncredit Tuition	174,870	121,771	53,099	69.6%	126,420	88,613	70.1%	33,158	37.4%
Grant Offsets	180,373	7,567	172,806	4.2%	187,099	114,339	61.1%	(106,772)	-93.4%
Unclassified Revenues	51,753	39,960	11,793	77.2%	223,195	83,541	37.4%	(43,581)	-52.2%
Total Other Revenues	548,109	354,670	193,439	64.7%	743,056	449,199	60.5%	(94,528)	-21.0%
TOTAL REVENUES	35,185,275	29,406,607	5,778,668	83.6%	35,368,861	30,144,100	85.2%	(737,492)	-2.4%
Student Revenue	13,460,000	12,579,923	880,077	93.5%	13,577,578	13,588,276	100.1%	(1,008,353)	-7.4%
State Revenue	9,762,800	7,534,013	2,228,787	77.2%	9,762,800	7,322,100	75.0%	211,913	2.9%
Local Revenue	10,582,882	8,109,427	2,473,455	76.6%	10,599,282	8,020,364	75.7%	89,063	1.1%
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	55,819	196,349	22.1%	425,639	209,798	49.3%	(153,978)	-73.4%
Total	35,185,275	29,406,607	5,778,668	83.6%	35,368,861	30,144,100	85.2%	(737,492)	-2.4%

TOMPKINS CORTLAND COMMUNITY COLLEGE RESOLUTION
2024-2025-69

ADOPTION OF THE PROPOSED 2025-2026 OPERATING BUDGET

WHEREAS, a proposed executive budget for Tompkins Cortland Community College for the fiscal year September 1, 2025 through August 31, 2026 has been presented to the Board of Trustees of Tompkins Cortland Community College pursuant to Section 6306 of the Education Law, be it therefore

RESOLVED, that an operating budget in the amount of \$34,134,942 for the fiscal year September 1, 2025 through August 31, 2026 is adopted pursuant to Section 6306 of the Education Law, and be it further

RESOLVED, that the Clerk of the Board of Trustees will forward certified copies of the resolution to the Cortland County Legislature, the Tompkins County Legislature, and the State University of New York for their approval.

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 18 th day of June 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 18th day
of June 2025.

Clerk to the Board of Trustees
Tompkins Cortland Community College

TC3 2025-26 Operating Budget

	2024-25 Budget	2025-26 Budget
Revenues		
Core Student Tuition	\$8,905,672	\$ 9,057,068
Concurrent Student Tuition	\$3,290,136	\$ 3,200,000
Core Student Fee Revenue	\$982,033	\$ 982,033
NY State Aid	\$9,762,800	\$ 9,384,444
Sponsoring County Contributions	\$4,882,882	\$ 4,882,882
Chargebacks other NY Counties	\$5,700,000	\$ 5,800,000
Other Revenues	\$534,327	\$ 800,000
<i>Revenues</i>	\$34,057,850	\$ 34,106,427
Approved Use of Fund Balance	\$1,127,425	\$ 28,515
Operating Revenues	\$35,185,275	\$ 34,134,942
Expenses		
Wages	\$16,679,820	\$ 16,129,462
Equipment	\$100,000	\$ 100,000
Contractual	\$6,775,409	\$ 6,043,959
Tuition Scholarship Offsets	\$3,290,136	\$ 3,200,000
Fringes	\$8,339,910	\$ 8,661,521
Operating Expenditures	\$35,185,275	\$ 34,134,942

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-59**

2025-2026 STUDENT FEES

WHEREAS, the purposes of the Faculty Student Association of Tompkins Cortland Community College are to establish, manage, promote and cultivate educational and co-curricular activities in collaboration and coordination with the educational goals of Tompkins Cortland Community College, and

WHEREAS, the Bylaws of the Faculty Student Association of Tompkins Cortland Community College require upon recommendation approval by the College Board of Trustees of student fees in collaboration and coordination with the educational goals of Tompkins Cortland Community College, and

WHEREAS, the Faculty Student Association of Tompkins Cortland Community College has reviewed the 2025-2026 Student Fee and recommends that it be,

RESOLVED, that full-time Student Fee remain at \$399 per semester for full time students, and be it further

RESOLVED, that Student Fees remain at \$34 per credit hour for part time students, and be it further

RESOLVED, that the Student ID Card Fee remain at \$25 per semester for students, and be it further

RESOLVED, that the Residence Hall Council Fee remains at \$15 per semester for students residing in the residence halls, and be it further

RESOLVED, the Student Fee schedule as recommended is approved, with a copy of this resolution transmitted to the Faculty Student Association, by the Board of Trustees of Tompkins Cortland Community College

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board
of Trustees 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 the 18th day of June 2025 and the same is a complete copy of the whole
of such resolution.

2025-2026 STUDENT FEES
(Continued)

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland
Community College

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

- SUNY Senior Vice Chancellor Dr. Donna Linderman visited campus on 5/27. Highlighted topics were student success strategies including the redesign of the Enrollment Services Center, coaching and wrap-around supports, credit momentum and strengthening transfer.
- Recommendations from the SUNY Campus Climate Student Survey have been received from the Diversity Equity Action Council (DEAC). Students who responded reported a high satisfaction with our services and a respectful and welcoming environment. Recommendations include increasing engagement on diversity, equity and inclusion topics, generating awareness of incident reporting systems and needed campus safety upgrades such as more lighting in exterior spaces.

CAMPUS: INSTITUTIONAL RESOURCES AND ASSETS

- Efforts continue to finalize the 2025-26 College Operating Budget, to be presented to both local sponsor counties in June at a flat level as agreement by both counties on the proposed increase was unsuccessful.
- Work has begun with the local sponsoring counties on the 2025-26 proposed Capital Budget request to include deferred maintenance, parking lot paving and the necessary replacement of the Student Information System. Support from both counties is required to access the available 50% state match.
- A comprehensive review of the College Policy Manual, including all legacy policies, is underway by our external attorney to ensure compliance with updated legal and regulatory requirements since the last full review in 2016. Updated policies will be presented in their entirety for Board approval this fall.

CAMPUS COMMUNITY: ENGAGEMENT AND PARTICIPATION

- Recommendations from the SUNY Campus Climate Faculty/Staff Survey have been received from the Diversity Equity Action Council (DEAC). When compared with peer institutions, faculty and adjunct faculty, individuals with disabilities and LGBTQIA+ individuals responded at higher rates than peer institutions, with key findings that employees of color are less likely to feel welcome in the surrounding community and less agreement about having participated in diversity training. Recommendations include hosting more regular training focused on diversity, equity and inclusion, updating the Campus Resource Guide, increasing efforts to hire and retain diverse individuals and hosting more campus programming to celebrate diversity.

EXTERNAL COMMUNITY: PARTNERSHIPS & COLLABORATION

- I spoke at the Tompkins County Legislature's Intergovernmental Relations Committee meeting, highlighting the Free Community College Tuition Program for Adult Students, the College's new "Fast Facts," and efforts regarding the sale of the residence halls and the pursuit of a sublease tenant for Coltivare to address the longstanding issues that negatively affect the College's financial position.
- I served as the keynote speaker with remarks entitled, "It Takes a Village," for the Cortland YWCA Annual Meeting on May 1.
- Nominations from TC3 have been submitted in three categories for the annual NYCCT Awards Program.



Vice President Reports

Public Safety

May was a very busy and exciting month for Campus Police. The department takes great pride in supporting the graduating class and is pleased to report that no police incidents occurred during or after the Commencement activities—an outcome that reflects the positive spirit and cooperation of the campus community.

The department also supported the Dryden Police Department during the Annual Memorial Day Parade by staffing a traffic detail and debuting the new police cruiser, which led the parade behind the Dryden PD vehicle. This was a valuable opportunity to represent both the College and the department while strengthening ties with the greater Dryden community.

Looking ahead, Campus Police will participate in the upcoming Dairy Day Parade as part of ongoing community engagement. Officers will also staff two BOCES graduation ceremonies in June to ensure a safe and enjoyable experience for attendees.

On June 18, the department will take part in the Cops, Kids, and Toys event—an initiative the team is proud to support. Additionally, Campus Police will host a NAMI Overwatch peer support class on June 23 and 24. This training, open to all first responders in the Finger Lakes region—including law enforcement, fire, EMS, military, dispatch, and nursing staff—is designed to build and strengthen peer mentoring programs across public safety professions.

Facilities

Environmental Health & Safety (EHS)

EHS staff focused efforts on developing a comprehensive master fire safety inspection spreadsheet to support compliance initiatives. Smoke detector, carbon monoxide, and general safety inspections were successfully completed in campus dormitories. A collaborative meeting was held with the Fire Department Chief, Deputy Chief, Director of Facilities, and Director of Campus Police to strengthen interdepartmental relationships. The team evaluated demonstrations of three facility maintenance work order software platforms and three safety data sheet (SDS) management systems. EHS is actively gathering data to support the implementation and population of the selected SDS software.

Grounds

In May, Grounds staff concentrated on baseball game preparation, field mowing, and trash cleanup. Crews mulched numerous areas, installed tree rings, and weeded/mulched flower beds in advance of Commencement. Grounds staff also performed regular mowing (weather permitting), maintained all mowing equipment, and completed several moving tasks including: relocating scrap metal from the east side of the building to the recycling dumpster, moving two loads of IEC chairs from Bolt Storage to campus, and transporting three loads of tires to the recycling center. Additional support was provided to the campus daycare, including moving planter boxes and working on willow tunnels.



Foundation

Foundation staff worked on priority work orders and addressed a significant portion of the December violations, repairing approximately 65 and compiling a materials list to abate the remaining items. Tasks included inspecting and repairing smoke and carbon monoxide detectors, clearing out storage areas, and optimizing current spaces. A detailed inspection of all rooms for damages was completed. Staff also continued the inflow and infiltration (I&I) investigation, using a camera to evaluate 80% of the sanitary system—no major issues were found. Other completed work included plumbing the vanity and removing the cabinet and sink in the C Dormitory. In Ithaca, staff focused on graffiti removal at the bank and an exterior wall repair at the IEC parking lot and accompanying the State elevator technician for the annual evaluation. Additional efforts included resetting the hot water heater at the restaurant, cleaning Unit #8 in response to a trouble alarm, and evaluating the walk-in cooler at the farm.

Custodial

Custodial efforts in May focused on projects within the Athletics Facilities in preparation for Commencement. The team completed deep cleaning of the atrium, public restrooms, locker rooms, gymnasium, and fieldhouse to ensure the campus was ready for graduation events.

Maintenance

Maintenance staff were actively engaged in May with a focus on preparing campus facilities for Commencement. Work included repairing netting on the Field House walls, fixing a leak in Room 200, starting up and repairing the chiller, and upgrading the shrouds on rooftop units (RTU) #11 and #9. Additional projects included painting, electrical work, and general moving tasks. Notable efforts included evaluation of the fire alarm booster panel, repair of the baseball scoreboard, initiation of Promethean panel installation in Rooms 187A and 187B, and power installation for the new Nano Labs and Room 166. Painting was completed in the new office within the President's Suite, Room 166, and the hallway between Rooms 263 and 265. Crews also removed carpet to prepare the Nano Lab for new flooring.

Human Resources

Paycor Implementation and Enhancements

The Applicant Tracking System (ATS) is the next major Paycor module scheduled for implementation. As the most complex component after payroll, careful attention is being paid to regulatory compliance, workflow design, and alignment with the College's hiring needs. The department finalized the setup to begin processing all student employment through Paycor starting in the fall semester. A Lunch and Learn session has been scheduled for July to train supervisors of student workers on ATS use.

Additionally, the Performance Management Module is being used to facilitate annual evaluations, including performance reviews, colleague evaluations, and self-assessments for the current academic year. Work continues within the Benefits Module to establish electronic data feeds for benefit enrollment changes, especially for high-utilization plans. This will improve reporting and streamline state retirement submissions.

The department is also continuing updates within the Position Management Module, ensuring job descriptions are current and accurately reflect institutional needs.

Recruitment and Hiring

Recruitment efforts for the fall semester remained active throughout May. Several adjunct postings are in various stages of the search process. HR has also focused on filling multiple vacancies in the Childcare Center that occurred this spring.

John Geer, VP of Administration

Status of Open Positions as of June 4, 2025

UNCLASSIFIED STAFF

POSITION	DESIRED EMPLOYMENT DATE	ADVERTISED	APPLICATION REVIEW BEGINS	CURRENT STATUS
Assistant Comptroller	ASAP	February 21, 2025	March 21, 2025	Hired: Hilina Tiba (05/19/25) Internal Movement
Assistant Registrar	ASAP	May 2, 2025	June 2, 2025	Accepting/Reviewing Applications
Nursing Faculty	August 18, 2025	April 3, 2025	May 5, 2025	Final Interviews Scheduled
Technology Support Associate	ASAP	March 20, 2025	April 21, 2025	Hired: Michael Morgan (06/16/25)

CLASSIFIED STAFF

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Administrative Assistant – Level 4 (TC3 Administrative Assistant) 1.0 FTE)	Registrar	ASAP	Tompkins County Department of Human Resources Canvass of Eligible Candidates Completed
Payroll Specialist – TC-3 (1.0 FTE)	Finance	ASAP	Accepting Applications via Tompkins County Department of Human Resources
Project Assistant (Part-time/Temp.)	Copy & Mail Center	ASAP	Reviewing Applications

FACULTY STUDENT ASSOCIATION

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Substitute Teacher	Childcare	July 2023	Continuous Recruitment Hired: Kylie Freeman (06/03/25)
Teacher Aide	Childcare	ASAP	Accepting Applications
Kitchen Assistant	Childcare	ASAP	Hired: Tammy Snyder (05/05/25)
Lifeguard	Athletics	ASAP	Accepting Applications
Head Coach, Women's Softball	Athletics	May 2025	Hired: Paul Bernardini (05/14/25)

Status of Grievances
as of June 4, 2025

COMPLAINANT/SUBJECT

DISPOSITION

CSEA

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

Arbitration scheduled for July 7th.
College and CSEA have recently agreed to meet prior to arbitration in an attempt to collectively resolve. Parties are currently comparing calendars.

FACULTY ASSOCIATION

Filed a grievance alleging violation of Articles 9.4 and 9.5. Specifically, allegations that a faculty member was underpaid from the 2021-2022 academic year to current.

Stage 1 – Abstained. Human Resources matter.
Stage 2 – Denied. Time barred, pursuant to the CBA.
Stage 3 – Resolved on a non-admit/non-precedent basis.

PROFESSIONAL ADMINISTRATORS ASSOCIATION

Demand to Impact Bargain. Alleges that the College cannot unilaterally change payroll Schedule.

College does not necessarily agree with the bargaining unit's assertion, but has agreed to meet with representatives in the interest of a working relationship. Parties are scheduled to meet on June 17th.

TC3 ADJUNCT ASSOCIATION

None.



John Geer, VP of Administration

Resignations/Retirements/Separations

Presented to the Board of Trustees
June 18, 2025

NAME	TITLE	DEPARTMENT	EFFECTIVE	REASON
Deborah Ellis	Cleaner	Facilities	10/03/25	Retirement
Morgan Ryan	Instructor	Academic Affairs	05/21/25	Resignation

FACULTY STUDENT ASSOCIATION

None

Appointment of Personnel
Tuesday, June 3, 2025
Presented to the Board of Trustees

Employee	Department	Title/Rank	Salary	Employment Dates
January				
Weed, Steve	CTC New Teaching Mentorship Program with C. Farrell	Adjunct	\$382.50	1/27/2025 To 5/16/2025
Zaia, Heather	Participation in Employee of the Month Committee	Adjunct	\$100.00	1/27/2025 To 5/16/2025
March				
Evans, Christine	CollegeNow Faculty Liaison	Adjunct	\$309.98	3/29/2025 To 5/16/2025
Farah, Fred	CollegeNow Faculty Liaison	Adjunct	\$371.97	3/29/2025 To 5/16/2025
LaMorte, Michelle	CollegeNow Faculty Liaison	Adjunct	\$62.00	3/29/2025 To 5/16/2025
Need, Barbara	CollegeNow Faculty Liaison	Adjunct	\$867.93	3/29/2025 To 5/16/2025
April				
Weed, Steve	English Developmental Education Meeting/Participation	Adjunct	\$50.00	4/7/2025
Zaia, Heather	English Developmental Education Meeting/Participation	Adjunct	\$50.00	4/7/2025
Aslanis, Ruth	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Coleman, Cynthia	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Delisle, Jake	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Evans, Christine	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Gammage-Sikora, Gina	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Izzo, Sophia	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Kilanowski, Deanna	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Mack, Joshua	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Marvin, Tracy	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Schat, Marjolein	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Sewell, Patrick	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Sylstra, Jennifer	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Timonin, Michael	Attending CCCAT	Adjunct	\$100.00	4/25/2025
van der Veur, Shirley	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Wojciechowicz, Donald	Attending CCCAT	Adjunct	\$100.00	4/25/2025
Wojciechowicz, Lori	Attending CCCAT	Adjunct	\$100.00	4/25/2025
May				
Sewell, Patrick	PHIL101/201 MCS Updates	Adjunct	\$150.00	5/5/2025
Tiba, Hilina	Finance - Assistant Comptroller	Grade 2	\$66,500.00 *	5/19/2025
Almann, Nancy	BIOL114 BL1	Adjunct	\$4,014.00	5/29/2025 To 7/3/2025
Cicciarelli, Richard	BIOL100 BL1	Adjunct	\$4,165.00	5/29/2025 To 7/3/2025
Coleman, Cynthia	SOCI101 BL1	Adjunct	\$4,014.00	5/29/2025 To 7/3/2025
Earley, Bernard	ENGL100 BL1 ENGL102 BL1	Adjunct	\$8,028.00	5/29/2025 To 8/8/2025
Eaves, Robert	MATH200 BL1	Adjunct	\$3,195.00	5/29/2025 To 8/8/2025
Evans, Christine	HLTH215/SPAN149 Immersion, SPAN149	Adjunct	\$9,031.50	5/29/2025 To 8/8/2025
Mack, Alyssa	BIOL101 BL2	Adjunct	\$3,930.50	5/29/2025 To 8/8/2025
Marvin, Tracy	ENGL201 BL1	Adjunct	\$3,369.00	5/29/2025 To 7/3/2025
McComb, Jared	MATH029 EL10 MATH200 M10 MATH200 EL10	Adjunct	\$6,390.00	5/29/2025 To 8/8/2025
McLane, Todd	ENVS203 F15	Adjunct	\$8,028.00	5/29/2025 To 8/8/2025
Reed, Bryan	PHSC211 M49C INDP	Adjunct	\$1,664.00	5/29/2025 To 8/8/2025
Richards, David	BUAD201 BL1	Adjunct	\$4,014.00	5/29/2025 To 8/8/2025
Schat, Marjolein	ENVS101 BL1	Adjunct	\$4,683.00	5/29/2025 To 8/8/2025
Schmid, Joseph	ACCT101 BL1 ACCT102 BL1	Adjunct	\$10,704.00	5/29/2025 To 8/8/2025

Employee	Department	Title/Rank	Salary	Employment Dates
Seyfried, Matthew	ENGL201 BL2 ENGL204 BL1	Adjunct	\$8,028.00	5/29/2025 To 8/8/2025
Snyder, Stephen	BIOL101 BL1	Adjunct	\$4,683.00	5/29/2025 To 7/3/2025
Wirth, Thomas	HSTY117 BL1	Adjunct	\$3,369.00	5/29/2025 To 8/8/2025
Zaia, Heather	ENGL100 EL10, M10, ENGL098 INDP	Adjunct	\$4,617.00	5/29/2025 To 8/8/2025

June

Morgan, Michael	Technology Support - Technology Support Associate	Grade 1	\$60,406.00 *	6/16/2025
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July

Gammage-Sikora, Gina	SPAN101 BL1	Adjunct	\$4,014.00	7/7/2025 To 8/8/2025
Gomez De La Torre-Clavel Macarena	BIOL132 M25	Adjunct	\$5,591.25	7/7/2025 To 8/8/2025
Lyon, Crystal	ART 124 BL1	Adjunct	\$3,930.50	7/7/2025 To 8/8/2025
Marie, Jill	ENGL204 BL2	Adjunct	\$4,014.00	7/7/2025 To 8/8/2025
Panzer, Nina	SOCI101 BL2	Adjunct	\$4,014.00	7/7/2025 To 8/8/2025
Sheehan, John	ANTH202 BL1	Adjunct	\$4,014.00	7/7/2025 To 8/8/2025
Whitecraft, Michele	CHEM101 BL2	Adjunct	\$6,021.00	7/7/2025 To 8/8/2025
Wojciechowicz, Donald	BIOL112 M25	Adjunct	\$3,930.50	7/7/2025 To 8/8/2025

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

I am in the process of becoming the administrative person responsible for our management of our membership in the SUNY Student Conduct Institute (SCI). SCI provides and tracks training for key roles in Title IX, Title VI, hazing, student conduct, and related matters. We are required to document this training for NYS and/or the Department of Education and assure our compliance with their requirements. In addition, I am temporarily managing student conduct matters and am in the process of getting up to speed on the full use and context of our conduct and CARE management software (Maxient).

Middle States has proven to be an asset in the ongoing evaluation of our current policies. The new process Middle States now requires includes showing evidence that not only do we have a policy on X, but that we have evidence that the policy is followed. This has proven to be an interesting examination of our processes and documentation of the employment of those processes.

Policy

There is one policy revision ready for Board action, the Animals on Campus Policy. The Animals on Campus Policy revision clarifies/untangles some of the language differences from among the relevant laws (Americans with Disabilities Act, The Fair Housing Act, Section 504 of the Rehabilitation Act of 1973, and the New York State Human Rights Law). It is written to make more clear the rights and responsibilities for covered animals under any circumstances they are needed, and their handlers, as well as clarifying there is a separate approval process for the very limited instances animals not related to provision of an accommodation might be permitted. The policy also permits animals needed for approved curricular coursework.

There are currently three new policies awaiting shared governance action, and a number of others (both revisions and new) in the process of final drafting for governance action.

Compliance

SUNY recently hired a Director of Risk Management and Compliance. As a result, the SUNY Compliance group has been revived and is becoming a useful partner in assuring compliance with various Federal and New York State laws and regulations as well as SUNY policies applicable to community colleges. As the listserv grows and communications become more regular, keeping up with all the regulatory changes/variations, particularly on the federal level right now, should be, if not easier, at least imaginable.

Rob Palmieri, VP of Enrollment Management & Student Affairs

The New Enrollment Management & Student Affairs Division

The integration of the Enrollment Management and Student Affairs divisions officially began in June. As a first step, individual meetings were held with each Student Affairs Director to gain insight into current operations, explore opportunities for collaboration, and align strategic goals. These conversations established a strong foundation for improved communication, a shared vision, and coordinated action. The top strategic priorities include:

- **Enhance student success** through integrated support services, leveraging Slate to inform data-driven practices, anticipate student needs through proactive intervention strategies, and expand success coaching via targeted, equity-minded training for staff.
- **Provide leadership in designing an inclusive and comprehensive First Year Experience (FYE)** that holistically supports all new students including online, adult, and traditionally aged students fostering belonging, resilience, and early engagement.
- **Conduct strategic reviews of student-facing policies and programs** (e.g., Student Conduct, Title IX training, committee structures) to streamline processes, reduce barriers, and ensure alignment with the developmental needs of today's student population and existing staff capacity.
- **Assess and realign staff roles and functional areas** to identify opportunities for consolidation, clarify responsibilities, and direct resources toward initiatives that most effectively advance student well-being and institutional priorities.
- **Lead efforts to increase Residence Hall occupancy** by aligning housing initiatives with enrollment strategies, enhancing the residential experience, and building community to achieve a target capacity of 415 students by Fall 2028.

Strategic Enrollment Plan (SEP)

The SEP Council convened for its final meeting of the semester on May 9th. Members finalized recommendations for new strategies to be included in the 2025–26 Strategic Enrollment Plan, including proposals to sunset select current strategies. These recommendations have been submitted to the Executive Council for review. The Council also received updates on the status of the following ongoing strategies:

- Provide a robust one-stop shop business process portal for students post enrollment to maximize accepted to registered student experience.
- Develop indicators to more fully understand cost and revenue for various student types by geographic location with the intention of improving enrollment strategies.

Enrollment Planning

The Admissions Office successfully hosted a SUNY Reconnect Information Session on June 3rd drawing 72 attendees (34 prospective students). SUNY Reconnect offers free community college for adult learners aged 25–55 enrolling in high-demand programs ([SUNY Reconnect | Free Community College Program | Tompkins Cortland Community College](#)). Upcoming sessions include a virtual session on June 17th and in-person sessions on July 8th and July 29th.

The College has been approved to launch SUNY ASAP (Advancing Success in Associate Pathways), a new opportunity program designed to provide wraparound support services that improve student retention, completion, and overall success. The program is currently in the initial planning phase.

Institutional Effectiveness, Research, and Diversity Update

The following updates summarize recent activities and progress within the areas of Strategic Planning, Middle States Accreditation, Institutional Research, and Diversity, Equity, and Inclusion at Tompkins Cortland Community College.

Strategic Planning

The Strategic Planning Steering Committee has completed a draft of the College's new strategic plan, titled *Sustaining a Vibrant Future: 2025–2028*. This plan outlines key institutional priorities and goals for the coming three years. The draft has been included in the Board of Trustees packet for review and feedback.

Middle States Commission on Higher Education (MSCHE) – Self-Study

The College received official notification from MSCHE, through Vice President Dr. Kristy Bishop, confirming acceptance of our Self-Study Design. With this approval, the College has formally entered the next phase of the accreditation process: the drafting and implementation of the Self-Study.

Institutional Effectiveness and Research

The Institutional Research (IR) team has continued to support evidence-based decision-making and several strategic initiatives across the College. Notable projects currently underway include:

- Supporting the Academic Program Review (APR) process by providing program-level data and analysis;
- Supplying key data and institutional context for the College's Economic Impact Assessment;
- Analyzing early momentum metrics to assess equity gaps in student success, informing institutional strategies aimed at improving retention, completion, and transfer outcomes.

Diversity, Equity, and Inclusion Chief Diversity Officer Update – Michelle Nightingale

The Diversity, Equity, and Action Council (DEAC) concluded its work for the 2024–2025 academic year, having met its annual charges from the President. Key updates include:

- Approval of revised council bylaws by the College Senate, subsequently submitted to the President;
- Completion of recommendations from the Fall 2024 Campus Climate Survey, presented to the President on June 4;
- Final editing and design of the updated 2022–2027 Equity, Diversity, Justice, and Inclusion (EDJI) Plan, which will be launched to the campus community by the end of June, supporting its final two years of implementation beginning in Fall 2025.

Looking ahead to 2025–2026, DEAC will adopt a new meeting structure that includes one open monthly meeting to encourage broad campus participation, and one working session for council members. Over the summer, the Chief Diversity Officer and Assistant Diversity Officer, in collaboration with 12-month DEAC members, will begin planning diversity, equity, and inclusion programming for the upcoming academic year.

Academic Affairs Updates

Academic Feasibility Analysis

On Monday May 19th the faculty had a four-hour planning meeting to discuss multiple key topics. One core topic was the creation of a formal feasibility analysis process for academic program creation and academic program deactivation or discontinuance. Dr. Anndrea Mathers and I created a set of criterion on which all programs will be regularly evaluated through the Academic Program Review process. Those criteria include external landscape factors, the key questions being: are there good paying local, livable wage jobs for the degrees the college offers, and is a degree necessary for these positions? Internally, the criteria include the cost of the program, the faculty expertise required, the complexity of the program, and curricular rigor. Finally, criteria focusing on student interest and the college's interest were also included as well as a capacity analysis.

As part of the meeting we discussed the review from *Hannover Research*, the Academic Portfolio Optimization report. This report gives the college key ideas on programs that the college should consider opening and building. In the fall, the faculty will begin robust discussions on what programs they recommend the college create, based on the feasibility analysis criterion. In addition, the report included an analysis of our current portfolio that will support the academic feasibility analysis the faculty will conduct of all programs in the fall of 2025 so that formal review of the overall academic portfolio commences.

Follette Access

Faculty and I have reviewed a student access and equity program from our bookstore provider that would, when initiated, provide day-one digital access to all students through charging a flat fee to students for their books, with the option for students to opt-out in any given semester that they choose. There was both support and concern raised by the faculty in the discussion, but it is clear that the benefits from an access perspective outweigh the challenges of the program. There is no change in the program for faculty to engage in academic freedom of text selection. Importantly, many of our community college peers in SUNY have adopted a similar program through their bookstore contract. Therefore the goal is to soft launch the program in winter with a full launch next spring so that faculty can be part of communicating the change to students during the late fall semester.

Planning for Academic Year 2025-2026

Now that the college has complete, or near complete, versions of the Strategic Plan, the Strategic Enrollment Master Plan, the Academic Affairs Master plan, the Provost's Office will use the summer to organize the project manage the numerous programs and tasks it will lead in the coming academic year.

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-52

Animals on Campus Policy

WHEREAS, the College has identified need to revise the Animals on Campus Policy, and

WHEREAS, the College has tasked the Chief Policy and Compliance Officer to update, revise, and recommend best practices, and the policy has been reviewed by College Senate, and

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

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the administration of the College to implement the Animals on Campus Policy.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, **NANCY MURPHY, CLERK** of the Board of
Trustees of Tompkins Cortland Community College,
DO HEREBY CERTIFY the foregoing resolution is
a true copy of a resolution duly adopted by the Board of

Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th
day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

Responsible Executive
Chief Policy & Compliance
Officer

Review Cycle
Annual. June 2026.

References
[ADA Requirements: Service Animals | ADA.gov](#)
[HUDAsstAnimalNC1-28-2020.pdf](#)

Animals on Campus Policy

Purpose and Scope

This policy fosters the orderly operation of the College, the safety and well-being of students, employees, visitors, and vendors, and compliance with applicable laws related to the accommodation of persons with disabilities.

Policy Statement

The Board of Trustees of Tompkins Cortland Community College (TC3) recognizes the importance of **Service Animals** as defined by the Americans with Disabilities Act and its amendments and the broader category of **Assistance Animals** under the Fair Housing Act that provide physical and/or emotional support to individuals with disabilities. TC3 is committed to allowing individuals with disabilities the use of a **Service Animal** on campus to facilitate their full-participation and equal access to the College's programs and activities. Tompkins Cortland is also committed to allowing **Assistance Animals** necessary to provide individuals with disabilities an equal opportunity to use and enjoy TC3's residence life program. State and local leash and animal vaccination and licensing laws and ordinances are applicable to the College's facilities and grounds.

Definitions

Service animal – an animal individually trained to do work or perform tasks for the benefit of an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals who are hearing impaired to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair or fetching dropped items. Service animals are allowed by law in all areas the disabled person is allowed, with exceptions limited by circumstances involving actual safety.

Assistance animal – an animal that is prescribed or otherwise documented by a healthcare or mental health professional as treatment for a disabled individual and that is beneficial in alleviating one or more identifiable symptoms or effects of that individual's disability. Unlike Service Animals, Assistance animals go through an approval process. Approved assistance animals are only permitted within the owner's on-campus housing agreement, unless additional permission is received based on documented need for other campus facilities through an appropriate accommodation process.

Removal of Service or Assistance Animals

The owner may be directed to remove an animal that is unruly or disruptive. If the improper behavior happens repeatedly, the owner may be prohibited from bringing the animal into College facilities or events until the owner can demonstrate appropriate steps taken to mitigate such behavior. Any animal that exhibits aggressive or unsafe behavior will be prohibited from College facilities or events. Repeated violations will result in immediate removal of the animal from the College and potential disciplinary action.

The College may remove an authorized animal when the animal poses an actual direct threat to the health or safety of others; the animal's presence results in a fundamental alteration of the College's program, service, or activity; the owner does not comply with the responsibilities outlined; or, the animal or its presence creates an unmanageable disturbance or interference with the community.

Inappropriate animal behaviors should be reported to Campus Police.

Additional Process Information

The office of [Access and Equity Services](#) provides process and procedures for the implementation of this policy for students. The office of Human Resources provides process and procedures for the implementation of this policy for employees, visitors, and vendors.

Other Animals

Other animals are not permitted on campus, except the Administration may establish a process to permit an animal or animals for a limited period for a specific educational program, activity, or service purpose. Routine or regular inclusion of any domestic animal may only be approved for vaccinated animals who are specially trained. This prohibition on other animals specifically excludes animals required for approved curricular coursework.

Resolution

2024-2025-52

History

January 16, 2020 - Resolution
2019-2020-30

Policy Reference Number

CPCO-05-BOT

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-62**

**RESOLUTION TO
DISCONTINUE THE GENERAL STUDIES CERTIFICATE**

WHEREAS, the General Studies Certificate program has been offered for over fifteen years; and

WHEREAS, the college has conferred seven General Studies Certificates in that time, and;

WHEREAS, the certificate does not offer clear employment or educational pathways; and

WHEREAS, the Provost and Vice President of Academic Affairs has recommended discontinuance of the General Studies Certificate program to the President, therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the General Studies Certificate program.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

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

DO HEREBY CERTIFY the foregoing resolution is
a true copy of a resolution duly adopted by the Board of

Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th
day of June 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 18th day of June 2025.

Clerk of the Board of Trustees Tompkins
Cortland Community College



Consent Agenda

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-63**

APPOINTMENT OF PERSONNEL

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

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

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

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

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of

Trustees of Tompkins Cortland Community College,

DO HEREBY CERTIFY the foregoing resolution is

a true copy of a resolution duly adopted by the Board of

Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-67**

**APPROVAL OF POSITION DESCRIPTION
EXECUTIVE DIRECTOR OF CAMPUS TECHNOLOGY**

WHEREAS, the College has determined, based on a review and analysis of the Campus Technology Department, that there is a need to create an Executive Director of Campus Technology position, and

Whereas, the funding for the Executive Director of Campus Technology position is contained within the operating budget, and

WHEREAS, the attached Executive Director of Campus Technology position description has been recommended by the President, be it therefore

RESOLVED, that the Executive Director of Campus Technology description be approved in accordance with the position description attached to this resolution, and be it further

RESOLVED, that the Human Resources Department be authorized to forward the professional service position description to State University of New York for approval.

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 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Executive Director of
Campus Technology

GRADE

6

PAGE

1 of 2

ORGANIZATIONAL UNIT

Campus Technology

REPORTS TO

Vice President
of Administration

APPROVED BY

Board of Trustees
DATE

SUMMARY:

Directs, leads, and provides vision for the College's technology resources in support of the College's mission. Ensures resources are used to connect and support learning, student success and the business functions of the College. The Executive Director is responsible for the development, advancement and integration of the College's Campus Technology services (CT). Creates a close and highly collaborative working relationship with the college community to ensure that the College is technologically advanced, secure, and positioned for continuous improvement. Explores and develops emerging technologies providing learners with the most current and well-designed technologies available.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Directs the planning, management, and evaluation of all campus technology services for the College and the related entities.
2. Leads the development and implementation of the Campus Technology Master Plan in support of the college Strategic Plan.
3. Develops and recommends related policy for the integration and use of technology and services in alignment with the mission of the College.
4. Leads coordination, direction, operation and fiscal management of College Technology activities and facilities.
5. Formulates and administers technology policies, procedures and operational objectives to support student success and learning.
6. Manages related contracts, contractors and service providers to ensure effectiveness and efficiency with required deliverables and expectations.
7. Maintains currency and leads the College, and the related entities, in the advancement of its technology systems, services and infrastructure.
8. Ensures stability, availability, security, compliance and scalability of CT infrastructure, business systems, networks, data, and learning environments.
9. Ensures clarity and compliance with all current laws and standards in the operations.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Executive Director of
Campus Technology

GRADE

6

PAGE

2 of 2

ORGANIZATIONAL UNIT

Campus Technology

REPORTS TO

Vice President
of Administration

APPROVED BY

Board of Trustees
DATE

10. Represents the College in campus, industry, state and national forums.
11. Serves as a member of President's Cabinet, serves on various College committees, and performs other related tasks as assigned.
12. Leads the College Technology Advisory Group (TAG).
13. Assures the efficient use of material resources by assessment of department needs, development of budget recommendations, and management of the department within the budgetary constraints imposed.
14. Assures the effective use of human resources by recommending hiring, disciplinary, and other administrative actions, together with the training, motivating, evaluating, and counseling of assigned personnel. Conducts all personnel matters in accordance with federal, state, and local Equal Employment/Affirmative Action Laws, other applicable laws, regulation, and collective bargaining agreements.

SUPERVISION

Types Supervised (check each category):

☒ Classified Staff
☒ Administrative
☐ Faculty
☐ Adjunct faculty, students, etc.

Indicate number in each category:

1 # of Classified Staff
3 # of Administrative
 # of Faculty
 # of Adj. faculty, students, etc.

MINIMUM QUALIFICATIONS

Bachelor's degree in information technology, computer science, or equivalent with five (5) years of related experience or an Associate's degree with seven (7) years of related experience. Experience in leading teams and managing complex projects.

DESIRED QUALIFICATIONS

Master's degree in information technology, computer science, or a related field. Additional training or experience in communications/telecommunications, information security, and networking is desirable.

TO: TC3 Board of Trustees

FROM: Amy Kremenek, President

DATE: June 5, 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 and staff, upon recommendation to me by their respective Vice Presidents, for the purposes of Promotion, Excellence Awards, Faculty Continuing Appointment, Administrative Appointment and Quality Steps according to criteria contained within the following Collective Bargaining Agreements:

- *Faculty Promotions and Excellence Awards:* Articles 9 and 13 of the collective bargaining agreement with the TC3 Faculty Association.
- *Faculty Continuing Appointment:* Article 7 of the collective bargaining agreement with the TC3 Faculty Association.
- *Adjunct Faculty Promotions:* Article 13 of the collective bargaining agreement with the Adjunct Association.
- *Administrative Appointment:* Article 52 of the collective bargaining agreement with the Professional Administrators Association.
- *Quality Step Increases:* Articles 50 and 52 of the collective bargaining agreement with the Professional Administrators Association.

Faculty Promotions:

From the Rank of Assistant Professor to Associate Professor:

- Janita Moricette, Assistant Professor of Business

From the Rank of Instructor to Assistant Professor:

- Christopher Farrell, Instructor of English
- Kelly Murray, Instructor of Biology
- Karen Rachetta, Instructor, Coordinator of Access & Equity Services
- Kamala Tabor, Instructor of Psychology

Faculty Excellence Awards:

- Dr. Melissa Schmidt, Professor of Nursing
- Professor Christine Shanks, Professor of Graphic Design
- Professor Susanna Van Sant, Professor, Librarian

Faculty Continuing Appointment:

- Professor Kim Ligas, Associate Professor of Nursing

Adjunct Faculty Promotions:

From the Rank of Adjunct Assistant Professor to Adjunct Associate Professor:

- Richard Ciccirelli, Adjunct Assistant Professor of Biology
- Dr. Alyssa Mack, Professional Tutor
- Dr. Michael Timonin, Adjunct Assistant Professor of History
- Alexander Woloszyn, Adjunct Assistant Professor of Accounting

From the Rank of Instructor to Adjunct Assistant Professor:

- Jared McComb, Adjunct Instructor of Math

Administrative Appointment:

- Melinda Slawson, Interim Director of Global Education & Initiatives, Academic Affairs
- Steve Speth, Technology Support Associate, Campus Technology
- Leah Tompkins, Assistant Director of Student Activities and Student Center, Enrollment Management & Student Affairs
- Shannon Turkow, Financial Aid Counselor, Enrollment Management & Student Affairs

Quality Step Increases:

Quality Step Increase 1:

- Breton Bienvenue, Instructional Designer, Academic Affairs
- Keith Hall, Systems Administrator, Campus Technology
- Zack Pudney, Software Applications Administrator, Campus Technology
- Barbara Thayer, Assistant to the Vice President of Student Affairs, Enrollment Management & Student Affairs

Quality Step Increase 3:

- James MacLain, Lead Software Architect, Campus Technology
- Victoria Zeppelin, Director of College Now, Enrollment Management & Student Affairs

cc: Executive Council Members
Office of Human Resources

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-64

Rooftop HVAC Units Refurbishment

WHEREAS, there is a need for Rooftop HVAC Units Refurbishment at TC3, and

WHEREAS, the College has complied with New York General Municipal Law Section 103, and solicited sealed bids for Rooftop HVAC Units Refurbishment, and

WHEREAS, Tri-County Refrigeration of Owego, New York has provided the lowest responsible bid meeting specifications that were distributed to all bidders, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College awards the bid for Rooftop HVAC Units Refurbishment to Tri-County Refrigeration per their bid of \$101,480.00. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by Director of Facilities that the required specifications have been met, approval of all governmental agencies having jurisdiction, the furnishing by contract of required insurance, and acceptable recommendation, be it further

RESOLVED, that the Board of Trustees hereby authorizes the Administration to approve any change orders for work that may be necessary to complete this project as long as the changes do not exceed 10% of this 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 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

6/3/25

From: Kevin Caveney, Purchasing

RE: Recommendation of Bid Award for Rooftop HVAC Units Refurbishment

Tompkins Cortland Community College is in need of Refurbishment of Rooftop HVAC Units.

In consultation with the Director of Facilities, we are recommending the award of the bid for Rooftop HVAC Units Refurbishment, to Tri-County Refrigeration of Owego, New York for the bid amount of \$101,480.00. A sealed bid process was conducted per the requirements of New York State General Municipal Law 103.

The bid was advertised in The Ithaca Journal, the NY Contract Reporter, and on the College's website. Bid requests were sent to four qualified vendors. One bid was received, and is within the estimated cost budgeted for this project.

Kevin Caveney
Purchasing

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-65**

Window Shade Replacement

WHEREAS, there is a need for Window Shade Replacement at TC3, and

WHEREAS, the College has complied with New York General Municipal Law Section 103, and solicited sealed bids for Window Shades Replacement, and

WHEREAS, Wilcox Building Supplies of Ithaca, New York has provided the lowest responsible bid meeting specifications that were distributed to all bidders, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College awards the bid for Window Shade Replacement to Wilcox Building Supplies per their bid of \$38,551.00. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by Director of Facilities that the required specifications have been met, approval of all governmental agencies having jurisdiction, the furnishing by contract of required insurance, and acceptable recommendation, be it further

RESOLVED, that the Board of Trustees hereby authorizes the Administration to approve any change orders for work that may be necessary to complete this project as long as the changes do not exceed 10% of this 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 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

6/3/25

From: Kevin Caveney, Purchasing

RE: Recommendation of Bid Award for Window Shade Replacements

Tompkins Cortland Community College is in need of window shade replacements throughout various areas of the campus facility.

In consultation with the Director of Facilities, we are recommending the award of the bid for **Window Shades Replacements** to Wilcox Building Supplies of Ithaca, New York for the bid amount of \$38,551.00. A sealed bid process was conducted per the requirements of New York State General Municipal Law 103. A summary of the bids received is listed below.

The bid was advertised in The Ithaca Journal, the NY Contract Reporter, and on the College's website. Bid requests were sent to seven qualified vendors. Four bids were received as indicated below.

Wilcox Building Supplies \$38,551

ROI Office Interiors \$39,055

Interior renovations \$44,211

Best Shades, LLC \$52,350

Kevin Caveney
Purchasing

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-68
Accreditation and Institutional Planning Software

WHEREAS, there is a need for an Accreditation/Self-Study and Institutional Planning software solution at TC3 which includes comprehensive document repository and surveying functionality, and

WHEREAS, the College has completed a Request for Proposal process soliciting bids from three software companies specializing in this type of solution and fully vetting said bids through the work of an ad hoc committee and the College's assessment committee, and

WHEREAS, Watermark of Austin, Texas, has provided the most comprehensive bid meeting all required specifications at a comparable cost to all bidders and TC3 already has a preexisting agreement with Watermark for course assessment data, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College awards the bid for the Accreditation/Self-Study and Institutional Planning software to Watermark per three-year (7/1/25-6/30/28) bid of \$114,951.10. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by and acceptable recommendations of the Vice President of Institutional Effectiveness, be it further

RESOLVED, that the Board of Trustees hereby authorizes the Administration to approve any change orders for implementation that may be necessary to complete this project as long as the changes do not exceed 10% of this bid.

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 18th day of June 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 18th day of June 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College



Date: May 29, 2025

To: Dr. Amy Kremenek, President

From: Malvika Talwar and Michelle Nightingale, TC3 Institutional Effectiveness
Victoria Zeppelin and Kelly Wessell, Co-chairs of TC3 Middle States Self-Study
Gregg Kiehl, TC3 Directory of Library
Breton Bienvenue, TC3 Instructional Designer
Jonathan Walz-Koeppel, Lead Data Architect TC3 Campus Technology

RE: Recommendation of Bid Award for Accreditation/Self-Service and Institutional Planning Software

In alignment with the creation of the Institutional Effectiveness Office and pursuant to the need to improve and streamline the Accreditation/Self-Study process and the College's annual Institutional Assessment/Planning processes, it has been determined that the College is in need of a software solution to aid in these efforts. This product provides the college with the ability to have a consistent repository of planning documents, support institutional research and assessment by providing an internal survey tool linked with planning, and a module to have a centralized repository for all the accreditation requirements.

After considerable research on companies who provide this type of software solution, the Institutional Effectiveness office disseminated a Request for Proposals (RFP) to three leading companies: Watermark, HelioCampus, and SPOL. Each of the three companies submitted a proposal for consideration. The committee listed above fully vetted each proposal through comprehensive demonstrations, meetings, and proposal reviews for each response to the RFP. The committee also consulted with colleagues at benchmark SUNY community college campuses who use each of the three vendor options as part of our research and software vetting process to gather user feedback.

In consultation with the Vice President of Institutional Effectiveness, we are recommending the award of the bid for **Accreditation/Self-Study and Institutional Assessment/Planning Software** to Watermark Corporation of Austin, Texas, for the three-year bid amount of \$114,951.10. Annual costs for the first year of the three-year contractual term, which includes initial implementation fees, for each of the three software products were \$41,658.90 for Watermark, \$52,900 for HelioCampus, and \$59,574.78 for SPOL. Subsequent costs in years two and three were comparable across all three vendors. The total costs of the three-year contract were \$114,951.10 with Watermark, \$119,813.00 with HelioCampus and \$90,112 with SPOL, a product with less functionality. From a cost perspective for similar functionality and more robust/attentive customer service (as experienced throughout the process), Watermark was the most affordable and comprehensive software solution. Given the current fiscal climate, the cost savings Watermark's bid provides was a major factor in the decision-making process.

Another determining factor in choosing Watermark as the successful vendor was a pre-existing relationship with the company for administration of academic assessment/course evaluations. TC3 has contracted with Watermark for these services since 2023 and have had a positive experience with the vendor throughout this relationship. For reasons of cost considerations, functionality, customer service support, and the prior relationship, we recommend awarding the bid to Watermark.

To: TC Board of Trustees

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

College Senate Report June 3, 2025

- 3 Senator seats were filled for the 25-26 academic year: Marjolein Schat (Adjunct), Patrick Sewell (Adjunct), and Eric Jenes (Non-Teaching)
- 2 Senators completed their terms: Victoria Zeppelin (Member at Large) and Gina Gammage-Sikora (Adjunct)
- College Senate Bylaws were revised and approved: 3.7.1 Criteria for Establishing a Standing Committee; 3.7.2 Criteria for Maintaining a Standing Committee (added), 3.7.3 Criteria for Dissolution of a Standing Committee; and Appendix IV

AUXILIARY SERVICES MONTHLY UPDATE – JUNE 2025

TC3 Auxiliary Services continues to manage a complex operational landscape characterized by facility repositioning, lease negotiations, and revenue recovery. Across all units, efforts remain aligned with institutional goals for fiscal sustainability, improved space utilization, and student-centered services. This report highlights major operational milestones, strategic pivots, and early financial outcomes to date.

STRATEGIC PRIORITIES

- **Revenue Recovery:** Actively securing short-term income from 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 (e.g., Culinary Center, Cortland Extension, Residence Halls).

OPERATIONAL HIGHLIGHTS BY ASSET AREA

Culinary Arts Center

- **Leasing Strategy:** National tenants are being courted for a mixed-use solution; full tenancy under current lease terms remains difficult.
- **Lease Restructuring:** Active negotiations with Cayuga Green Lease on transfer or buyout terms. MJB Consulting (City of Ithaca) is assisting in market repositioning.
- **Academic Transition:** Facility will temporarily support Fall 2025 instruction; project manager hired to coordinate operations. Program remains deactivated pending full transition.
- **Revenue Measures:** New Cornell lab lease (+\$48,675) and Serendipity events (~\$25,000) support short-term financial goals. FY25–26 lease liability reduced by \$60K+.

TC3 Farm

- **Strategic Visioning:** Reviewing sustainability models and partnerships in context of culinary program and food system goals.

Ithaca Extension Center

- **Occupancy Strategy:** Currently at 50%; targeting 75% by year-end. Tompkins County lease in progress. Full compliance with code requirements achieved.
- **Parking Monetization:** \$20–\$30K annual revenue anticipated via All Pro Parking partnership.

Cortland Extension Center

- **Asset Disposition:** Awaiting Attorney General approval for SUNY Cortland acquisition (expected late summer). Joint communications strategy being adjusted due to early media interest.

Residence Halls

- **Sale Preparation:** CBRE engaged to broker property sale; listing anticipated August 2025.
- **Bondholder Engagement:** Early budget projections signal need to revisit debt service expectations.
- **Revenue Generation:** Hosting Achilles Adaptive Triathlon in July (~\$10K expected).
- **Operational Improvements:** SOP development and move-in experience planning underway to improve efficiency and donor engagement.

Dining (AFV)

- **Service Enhancements:** Student feedback driving service improvements. Meetings scheduled with AFV leadership to address fall service delivery.

TC3 Bookstore

- **Operational Integration:** Coordinating with Follett on branded merchandise. Textbook submission compliance up 40% YOY. Now actively supporting recruitment and orientation.

Arthur Kukes Childcare Center

- **Funding Gap Management:** State reimbursement changes created a tuition gap; families notified and support services provided. TC3 is not absorbing the shortfall due to budget constraints.

INSTITUTIONAL SUPPORT FUNCTIONS

- **Budget Process:** FY25/26 auxiliary and Foundation budgets in review. FSA board vote expected mid-June.
- **Branding:** All auxiliary units aligning with TC3 rebranding for cohesive external presence.
- **Insurance Review:** Anticipated 5% (~\$15,800) insurance cost savings under review with Bailey Place.
- **Foundation Oversight:** Post-Executive Director transition, the President and Auxiliary Director are leading donor stewardship with internal support staff.

FINANCIAL SUMMARY (May 15 – June 2, 2025)

Auxiliary Services is executing short-term recovery strategies while simultaneously preparing for long-term facility divestment and repositioning. Revenue development, asset optimization, and governance improvements are proceeding in parallel to ensure alignment with institutional financial targets and student service goals.

Revenue Source	Amount
Triad Foundation	\$80,000
Achilles Adaptive Triathlon (Projected)	\$10,000
Serendipity Event Rentals (Est. Thru Dec)	\$25,000
All Pro Parking Collaboration (Est.)	\$20,000
Lease Termination Agreement	\$14,000
Cornell University (Fall Lease)	\$48,675
Total	\$197,675