



Agenda

March 19, 2025

Board of Trustees Meeting @ 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 February 19, 2025 Board of Trustees Meeting Minutes
7. Chair's Report
 - a. President's annual evaluation process
 - b. Annual Board Self-evaluation
 - c. Update on NYCCT Action Regarding Presidential Transitions
8. Treasurer/CFO
 - a. Financial & Budget Update
 - b. Draft 2025-26 Operating Budget
9. Student Trustee's Report
10. County Liaison Reports
 - a. Cortland County
 - b. Tompkins County
11. College Senate Report
12. Committee and Affiliate Reports
 - a. New York Community College Trustees (NYCCT)
 - b. New York Community College Association of Presidents (NYCCAP/SUNY)
 - c. Auxiliary Operations
13. President's Report
 - a. Vice President Reports
 - 2025-28 Strategic Plan Progress Update
 - Middle States Accreditation Preparations

14. Consent Agenda

- a. Appointment of Personnel
- b. Assistant Director of Enrollment Management Systems Job Description
- c. Domestic Hot Water Boiler Replacement Bid Award

15. Adjournment

16. Executive Session

17. Informational Items

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

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



Minutes
Board of Trustees Meeting
February 19, 2025
Open Session@ 5:30 p.m.

Present: Shannon Boyd, Roxann Buck, Dean Corbin, Sue Dale-Hall, Judy Davison, Matt McSherry, Schelley Michell-Nunn, Lisa Perfetti

Excused: Arthur Kuckes, Seth Peacock

County Liaisons: Cathy Bischoff, Mike Lane

Staff: Scot Beekman, Carolyn Boone, Ashley Dickson, Amy Faben-Wade, John Geer, Amy Kremenek, Nancy Murphy, Michelle Nightingale, Dennis Panagitsas, Sayre Paradiso, Donald Perkins, Jason Pomeroy, Melinda Slawson, Patty Tvaroha, Shadayvia Wallace, Victoria Zeppelin

1. **Call to Order:** The meeting was called to order at 5:30 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 welcomed members of the College's Diversity Equity Action Council, and Victoria Zeppelin, co-chair of the TC3 Middle States Accreditation Team. President Kremenek introduced Melinda Slawson, Ashley Dickson, Shadayvia Wallace, and Michelle Nightingale of the Diversity Equity Action Council.
4. **Approval of Agenda:** Ms. Buck moved the Board of Trustees February 19, 2025 meeting agenda be approved as submitted; seconded by Mr. McSherry; motion carried unanimously.
5. **Public Comment:** There were no requests for public comment.
6. **Approval of January 15, 2025 Board of Trustees Meeting Minutes:**
Ms. Michell-Nunn moved that the minutes from the January 15, 2025 Board of Trustees meeting be approved as submitted; seconded by Ms. Dale-Hall; motion approved unanimously.
7. **Chair's Report:**
 - a. Summer Board of Trustees Retreat - Chair Davison shared that the retreat will be held on Friday, August 15, 2025 at the College from 9 a.m.-3 p.m. in Sprole. Dr. Larry Nespoli will serve as facilitator.

- b. Update on NYCCT Action Regarding Presidential Transitions - The SUNY Board of Trustees resolution from January 28, 2025 on Temporary Presidential Leadership was emailed to all Board members by Nancy Murphy, per Chair Davison's request. A meeting with the Chancellor and Stephen Acquario, Esq., of the New York State Association was held, no forward movement was made.
- 8. **Treasurer/CFO Report:** Finance Chair McSherry updated the Board on the Finance and Audit Committee meeting noting auditors will be coming to the March Board meeting. The committee discussed the current fiscal year, early discussions of the 2025-26 budget, potential revenue streams, and tuition for students and county support.
- 9. **Student Trustee's Report:** Ms. Boyd shared that the Get Connected Fair had excellent turn out. She worked at the Gender and Sexuality Alliance table and made flowers for the event. At her student worker job in Admissions she has been giving tours to prospective students from New York City and the Bronx. During the tours, TC3 received praise for the dorms, and the nursing lab.
- 10. **County Liaison Reports:**
 - a. Cortland County - Ms. Bischoff shared the county is exploring building a new jail and looking at the size required, the capital planning is being added into the budget. Ambulance service delivery main provider no longer picking up non-emergency calls, a temporary solution has been found; however the fiscal implications are being calculated.
 - b. Tompkins County - Mr. Lane shared the challenges of the homeless situation and housing the diverse populations during a cold winter.
- 11. **College Senate Report:** Professor Amy Faben-Wade, Chair of College Senate, updated the Board that 2 vacant seats on Senate had been filled, Michelle Nightingale the PAA seat and Jake Delisle, the adjunct faculty position.
- 12. **Faculty Council of Community Colleges (FCCC) Report:** Professor Patty Tvaroha, TC3 Delegate to the FCC, shared that the Council has five standing committees: Academic Affairs Committee; Communication, Professional Development and Awards Committee; Campus and Student Life Committee; Governance Committee; and DEISJ. Candice Vacin, FCCC President, attends the SUNY BOT meetings and is the voice of community colleges. President Vacin visited TC3 on February 13th and offered suggestions that are being reviewed and discussed.
- 13. **Committee and Affiliate Reports:**
 - a. New York Community College Trustees (NYCCT) - Ms. Buck shared that she and Mr. Beekman, CIO, are in the second cohort for the AI challenge. The Board of Directors meeting is April 25th at Mohawk Valley, the Annual Conference begins with the Trustee Institute September 10th followed by the conference 11th and 12th in Saratoga. February 19th ACCT held a Zoom focused on the recent "Dear Colleague" letter. Attorneys summarized their thoughts the letter.

- b. New York Community College Association of Presidents (NYCCAP/SUNY) - President Kremenek will be traveling to Albany to attend Presidents meeting on February 24th and 25th. On February 20th President Kremenek will be holding a virtual advocacy meeting with Senator Webb and a small group of students. The position for Vice Chancellor for Community Colleges has been posted.
- c. Auxiliary Operations - no verbal report was given this month.
- d. TC3 Foundation - Executive Director, Jason Pomeroy, reported over \$1 million since September has been raised. The new scholarship software Awards Management will be launched in April on the website, making application quicker, stewardship more accessible and management less manual. Planning alumni events for spring and summer are in process. The Foundation Board is voting on a new liaison to the Board of Trustees.

14. President's Report:

- a. ACCT National Legislative Summit - President Kremenek and Dr. Talwar attended in Washington DC. Advocacy at the federal level focused on the community colleges. Community college enrollment growth hasn't fully recovered from the pandemic. Growth in enrollment is in non-traditional students nationwide, TC3 growth in concurrent and non-traditional, while the "traditional age" is dropping down. National growth is increasingly choosing credentials, over bachelors or associates. While in DC they had the opportunity to meet with the Department of Commerce, Department of Labor, USDA/Rural Development, and New America Foundation.
- b. Diversity Equity Action Council (DEAC) - Ms. Nightingale, Dean of Organizational Development and Institutional Effectiveness, highlighted the breadth of representation the council features from different departments. She reviewed the progress completed by the council in the review, revision, and re-approval of bylaws, appointment of DEAC liaison for policy compliance, review and presentations of campus survey. Council members then presented the priorities: 1- Engagement, Belonging, and Eliminating Gaps 2- Education and Training 3- Recruitment and Development 4- Data Analytics and Reporting
- c. Middle States Accreditation Preparations - Victoria Zeppelin, co-lead of self-study, shared that a self-study website has been launched and will be continuously updated. Dr. Kristy Bishop, our MSCHE liaison, will be visiting campus on April 28th. There will be a 30-minute slot dedicated to the Board. She plans to be on campus 8am-2pm. SUNY provides a mock visit based on the parameters that request. The committee plans to schedule for the fall.

15. Consent Agenda: Mr. McSherry moved the Consent Agenda be approved as submitted; seconded by Mr. Corbin; motion carried unanimously.

- a. Appointment of Personnel
- b. Assistant Comptroller Job Description
- c. Involuntary Leave of Absence Policy Resolution

16. Adjournment: Ms. Buck moved that the meeting be adjourned at 7:43 p.m.; seconded by Ms. Michell-Nunn; motion carried unanimously.

17. Informational Items:

- a. Board of Trustees Meeting, March 19, 2025
- b. NYCCT Spring Meeting @ Mohawk Valley CC April 25, 2025
- c. Middle States Liaison Visit, April 28, 2025 (Board members will be invited for a short meeting with Middle States Liaison Dr. Kristy Bishop. Details TBD).
- d. Board of Trustees Summer Retreat, August 15, 2025, Sprole Conference Room

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



Financial and Budget Update

February 2025 Financials

We have reached the half way point of our current fiscal year. Our operating expenses should be at the 50%. With the close of February I am reporting that we are running just under this mark and very close to last year's number. While this is satisfactory we are looking at the divisional budgets and working side by side with the Executive Council to identify further efficiencies.

Our revenue is coming as expected also very similar to last year. Our elevated concurrent enrollment should be a good indication for improved chargebacks. I expect the gains from the chargebacks to balance the gap we have with tuition revenue due to new student enrollment.

Audit

The auditors (new team this year) has been asking many clarifying questions and they indicated that we could not finalize the reports on time for the March meeting. The volume of work for this year has been higher due to the many new members in both teams. We are expecting to have the final reports for the April meeting.

2025-26 Budget

The executive group is working in the weeks before the meeting in finalizing a proposed draft budget that will be presented at the March Board of Trustees meeting.

Tompkins Cortland Community College
2024-2025 Appropriations
Year-to-Date through February 28th, 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	8,698,971	7,980,849	52.2%	16,493,598	8,101,590	49.1%	(597,381)	-3.6%
Equipment	100,000	45,464	57,217	45.5%	43,929	19,359	44.1%	(26,106)	-59.4%
Contractual Expenses	6,680,409	2,700,207	3,980,202	40.4%	6,001,242	2,435,033	40.6%	(265,174)	-4.4%
Employee Benefits	8,339,910	4,338,383	4,001,527	52.0%	8,446,903	4,531,083	53.6%	192,700	2.3%
Total Forecasted Departmental Appropriations¹	31,800,139	15,783,025	16,019,796	49.6%	30,985,672	15,087,065	48.7%	(695,960)	-4.6%
Scholarships & Awards									
Student Services	95,000	271,996	(176,996)	286.3%	343,913	334,343	97.2%	62,347	18.6%
Academic Support	3,290,136	3,017,721	1,693,388	48.5%	3,369,560	2,895,955	48.1%	24,305	1.5%
Total Scholarships & Awards	3,385,136	3,289,717	1,516,392	55.2%	3,713,473	3,230,298	52.7%	86,652	4.4%
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	8,698,971	7,980,849	52.2%	16,493,598	8,101,590	49.1%	(597,381)	-3.6%
Equipment	100,000	45,464	57,217	45.5%	43,929	19,359	44.1%	(26,106)	-59.4%
Contractual	6,680,409	2,700,207	3,980,202	40.4%	6,001,242	2,435,033	40.6%	(265,174)	-4.4%
Scholarship & Awards Offset	3,385,136	3,289,717	1,516,392	97.2%	3,713,473	3,230,298	87.0%	86,652	2.3%
Fringe Benefit	8,339,910	4,338,383	4,001,527	52.0%	8,446,903	4,531,083	53.6%	192,700	2.3%
Total Approved Budget Appropriations⁴	35,185,275	19,072,742	17,536,188	54.2%	34,699,145	18,317,363	52.8%	(609,308)	-3.3%

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 2023-24	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	3,806,616	3,066,803	55.4%	6,847,186	3,698,499	54.0%	(108,117)	(2.9%)
Equipment		1,193	(1,193)	0.0%	1,233		0.0%	(1,193)	0.0%
Contractual Expenses	1,770,800	785,443	985,357	44.4%	1,526,606	767,376	50.3%	(18,067)	(2.4%)
Employee Benefits	3,436,727	1,917,645	1,519,082	55.8%	3,598,095	2,093,912	58.2%	176,267	8.4%
Total Instruction	12,080,946	6,510,897	5,570,049	53.9%	11,973,120	6,559,787	54.8%	48,889	0.7%
Public Service									

Personal Services	0	0	0.0%						
Equipment									
Contractual Expenses			0	0.0%					
Employee Benefits	0	0	0	0.0%					
Total Public Service	0	0	0	0.0%					
Academic Support									
Personal Services	1,730,249	824,611	905,638	47.7%	1,723,663	828,124	48.0%	3,513	0.4%
Equipment		13,152	(13,152)	0.0%			0.0%	(13,152)	0.0%
Contractual Expenses	293,470	44,199	249,271	15.1%	177,992	44,493	25.0%	294	0.7%
Employee Benefits	865,124	408,328	456,796	47.2%	867,742	466,560	53.8%	58,232	12.5%
Total Academic Support	2,888,843	1,290,290	1,598,553	44.7%	2,769,397	1,339,177	48.4%	48,887	3.7%
Libraries									
Personal Services	582,717	284,097	298,620	48.8%	568,333	294,133	51.8%	10,037	3.4%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	313,250	97,313	215,937	31.1%	297,591	103,476	34.8%	6,162	6.0%
Employee Benefits	291,359	146,336	145,023	50.2%	286,115	161,520	56.5%	15,185	9.4%
Total Libraries	1,187,326	527,745	659,581	44.4%	1,152,039	559,129	48.5%	31,384	5.6%
Student Services									
Personal Services	2,509,121	1,244,677	1,264,444	49.6%	2,395,914	1,126,771	47.0%	(117,906)	(10.5%)
Equipment		1,237	(1,237)	0.0%	1,156	389	33.7%	(848)	(217.7%)
Contractual Expenses	859,603	253,418	606,185	29.5%	772,384	347,666	45.0%	94,248	27.1%
Employee Benefits	1,254,545	661,021	593,524	52.7%	1,206,173	624,430	51.8%	(36,591)	(5.9%)
Total Student Services	4,623,269	2,160,353	2,462,916	46.7%	4,375,627	2,099,257	48.0%	(61,097)	(2.9%)
Maintenance and Operations									
Personal Services	1,933,723	1,026,929	906,794	53.1%	2,032,462	892,856	43.9%	(134,073)	(15.0%)
Equipment	100,000	15,540	84,460	15.5%	9,426	7,143	75.8%	(8,397)	(117.6%)
Contractual Expenses	1,149,290	476,213	673,077	41.4%	1,130,432	502,857	44.5%	26,644	5.3%
Employee Benefits	966,861	516,905	449,956	53.5%	1,023,201	496,718	48.5%	(20,187)	(4.1%)
Total Maintenance and Operations	4,149,874	2,035,587	2,114,287	49.1%	4,195,521	1,899,574	45.3%	(136,013)	(7.2%)
Institutional Support									
Personal Services	1,724,826	852,730	872,096	49.4%	1,689,321	792,496	46.9%	(60,234)	(7.6%)
Equipment		2,682	(2,682)	0.0%			0.0%	(2,682)	0.0%
Contractual Expenses	414,625	308,456	106,169	74.4%	613,192	200,199	32.6%	(108,257)	(54.1%)
Employee Benefits	862,413	428,820	433,593	49.7%	845,643	434,371	51.4%	5,551	1.3%
Total Institutional Support	3,001,864	1,592,688	1,409,176	53.1%	3,148,157	1,427,066	45.3%	(165,623)	(11.6%)
General Institutional Services									
Personal Services	1,325,765	659,311	666,454	49.7%	1,236,718	468,710	37.9%	(190,600)	(40.7%)
Equipment		11,659	(11,659)	0.0%	30,502	10,214	33.5%	(1,445)	(14.1%)
Contractual Expenses	1,879,371	735,166	1,144,205	39.1%	1,483,046	468,967	31.6%	(266,198)	(56.8%)
Employee Benefits	662,881	259,329	403,552	39.1%	619,933	253,572	40.9%	(5,757)	(2.3%)
Total General Institutional Services	3,868,017	1,665,464	2,202,553	43.1%	3,370,200	1,201,464	35.6%	(464,000)	(38.6%)
Total Forecasted Departmental Appropriations¹	31,800,139	15,783,025	16,017,114	49.6%	30,984,060	15,085,454	48.7%	(697,572)	-2.3%

**2024-2025 Appropriations
Schedule of Employee Benefits
as of Feb 28th, 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	207,510	(31,604)	118.0%	322,370	247,671	76.8%	40,162	16.2%
HRA Retiree Benefits	81,651	44,809	36,842	54.9%	102,221	55,354	54.2%	10,546	19.1%
State Employee's Retirement	1,076,389	676,217	400,172	62.8%	1,297,366	639,924	49.3%	(36,293)	(5.7%)
State Teacher's Retirement	179,135	72,964	106,171	40.7%	179,435	90,516	50.4%	17,552	19.4%
Optional Retirement Fund	778,863	439,932	338,931	56.5%	685,651	337,777	49.3%	(102,154)	(30.2%)
Social Security	1,248,047	686,142	561,905	55.0%	1,302,180	635,730	48.8%	(50,412)	(7.9%)
Worker's Compensation	92,888	49,078	43,810	52.8%	15,715	(1,154)	(7.3%)	(50,232)	4351.4%
Executive Benefits	36,347		36,347	0.0%			0.0%	0	0.0%
Disability Insurance	8,270	3,933	4,337	47.6%	6,998	3,830	54.7%	(103)	(2.7%)
Hospital and Medical Insurance	2,905,149	1,402,891	1,502,258	48.3%	3,017,236	1,369,030	45.4%	(33,861)	(2.5%)
Post Retirement Health Insurance	1,513,592	720,000	793,592	47.6%	1,252,836	625,616	49.9%	(94,384)	(15.1%)
Employee Tuition Benefits	125,841	75,852	49,989	60.3%	98,988	88,588	89.5%	12,736	14.4%
Life Insurance	7,380	4,560	2,820	61.8%	7,339	3,821	52.1%	(739)	(19.3%)
Vacation Benefits	91,947		91,947	0.0%	149,493	45,000	30.1%	45,000	100.0%
Miscellaneous	3,180	1,820	1,360	57.2%	3,875	1,390	35.9%	(430)	(30.9%)
Unemployment Insurance	15,325	22,740	(7,415)	148.4%	13,434		0.0%	(22,740)	0.0%
Total Employee Benefits	8,339,910	4,408,447	3,931,463	52.9%	8,455,138	4,143,095	49.0%	(265,352)	(6.4%)

Tompkins Cortland Community College
YTD Revenues 2024-2025
Feb 28th, 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	3,736,926	157,365	96.0%	3,886,989	3,888,526	100.0%	(151,600)	-3.9%
Spring	3,442,436	3,417,660	24,776	99.3%	3,432,760	3,472,268	101.2%	(54,608)	-1.6%
Winter	140,361	157,803	(17,442)	112.4%	159,385	160,356	100.6%	(2,553)	-1.6%
Summer	614,802		614,802	0.0%	506,052	(735)	-0.1%	735	-100.0%
Nonresident Tuition	800,000	1,165,227	(365,227)	145.7%	1,010,787	1,053,278	104.2%	111,949	10.6%
Student Fee Revenue	982,033	919,975	62,059	93.7%	1,002,981	937,640	93.5%	(17,666)	-1.9%
Total Core Student Revenue	9,873,923	9,397,590	476,333	95.2%	9,998,955	9,511,332	95.1%	(113,743)	-1.2%
Concurrent Enrollment Tuition	3,290,136	3,007,293	1,692,756	48.6%	3,367,146	2,892,830	85.9%	(1,295,450)	-44.8%
Total Student Revenue	13,164,059	12,404,883	759,176	94.2%	13,366,101	12,404,162	92.8%	(1,409,193)	-11.4%
Government Appropriations									
New York State	9,762,800	4,893,900	4,868,900	50.1%	9,762,800	4,881,400	50.0%	12,500	0.3%
Local Sponsors	4,882,882	1,220,721	3,662,162	25.0%	4,882,897	756,847	15.5%	463,874	61.3%
Appropriated Cash Surplus	1,127,425	1,127,425	0	100.0%	1,003,562	1,003,562	100.0%	123,863	12.3%
Charges to Other Counties	5,700,000	2,473,680	3,226,320	43.4%	5,716,385	2,396,516	41.9%	77,164	3.2%
Total Govt Appropriations	21,473,107	9,715,726	11,757,382	45.2%	21,365,644	9,038,325	42.3%	677,401	7.5%
Other Revenues									
Service Fees	96,040	64,483	31,557	67.1%	94,098	71,967	76.5%	(7,484)	-10.4%
Interest Earnings	9,007	5,339	3,668	59.3%	13,946	6,819	48.9%	(1,480)	-21.7%
Rental of Real Property	11,035	600	10,435	5.4%	1,400	100	7.1%	500	500.0%
Contract Courses	25,031	101,693	(76,662)	406.3%	96,899	65,777	67.9%	35,916	54.6%
Noncredit Tuition	174,870	58,356	116,514	33.4%	126,420	56,480	44.7%	1,876	3.3%
Grant Offsets	180,373	7,567	172,806	4.2%	187,099	72,136	38.6%	(64,568)	-89.5%
Unclassified Revenues	51,753	22,544	29,209	43.6%	213,479	72,190	33.8%	(49,647)	-68.8%
Total Other Revenues	548,109	260,582	287,527	47.5%	733,340	345,469	47.1%	(84,887)	-24.6%
TOTAL REVENUES	35,185,275	20,971,277	14,213,998	59.6%	35,465,085	21,787,956	61.4%	(816,679)	-3.7%
Student Revenue	13,460,000	12,404,883	2,240,498	83.4%	13,683,517	12,598,387	92.1%	(1,378,885)	-10.9%
State Revenue	9,762,800	4,893,900	4,868,900	50.1%	9,762,800	4,881,400	50.0%	12,500	0.3%
Local Revenue	10,582,882	3,694,401	6,888,482	34.9%	10,599,282	3,153,363	29.8%	541,038	17.2%
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	36,050	216,118	14.3%	415,923	151,245	36.4%	(115,195)	-76.2%
Total	35,185,275	22,156,659	13,028,616	63.0%	35,465,085	21,787,956	61.4%	(816,679)	-3.7%

To: TC Board of Trustees

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

College Senate Report February 27, 2025

- The College Senate is continuing to examine Article 3.7.2, Criteria for dissolution of a committee and any recommended updates to these procedures in the bylaws.
- The College Senate is working on verifying statuses of known campus committees and communicating with active committees for annual review.
- The College Senate has voted in Michelle Nightingale to fill a seat in PAA and Jake Delisle to fill an Adjunct seat.
- The Senate has reviewed the nominations and has put forth our selection for the Chancellor's Excellence Awards in Classified Service.
- The College Senate hosted Candice Vacin, President of Faculty Council of Community Colleges, on February 13, 2025 and discussed the differences between TC3's College Senate and other Community College's Faculty Senates.

Operational Progress & Strategic Oversight

TC3 has achieved significant progress in key operational areas, marking milestones while addressing prevalent challenges necessitating strategic oversight. The organization remains steadfast in its operational transitions, with emphasis on facility management, financial stewardship, and governance to ensure the long-term stability of auxiliary operations.

Key Performance Highlights

Culinary Arts Center / Coltivare

- Following the Foundation Board's January decision to cease operations at Coltivare, efforts are focused on completing operational closeout tasks and identifying sustainable alternatives for the Farm-to-Bistro initiative.
- **Facility Management:** Short-term operational plans are in place to minimize disruptions to the Culinary Arts academic program.
- **Revenue Recovery:** Negotiations are underway for third-party catering usage, with an estimated \$40K revenue recovery from March to August. Howard Hanna has been retained as the listing agent for long-term leasing opportunities, with legal review of the current lease terms in progress.

Farm Operations

- Strategic realignment discussions on hold due to the impact of Coltivare's closure on academic programming.
- Potential partnerships with local agricultural organizations are being explored to increase revenue streams.

Facility Transitions

- **Ithaca Extension Center:** The decommissioning process is near completion, with building refresh needs being quantified for budgetary planning. Lease agreements remain on track for finalization in Qtrs.' 3 & 4.
- **Cortland Extension Center:** Awaiting SUNY Central's decision regarding a potential purchase by SUNY Cortland, with updates expected after March 10. Additional discussions are anticipated.

Governance & Administration

- Broker screenings, residence hall assessments, bond compliance, and audit preparations are progressing as planned.

Operational Challenges & Risks

- **Facility Overheads:** Continued maintenance costs require optimization strategies to balance expenditures and revenue recovery.
- **Revenue Uncertainty:** Debt negotiations, facility leasing, and maintenance costs create financial variability, with a projected $\pm 15\%$ revenue variance.

Strategic Initiatives & Mitigation Plans

- **Facility Leasing & Revenue Generation:** Engaging potential tenants to maximize cost recovery, targeting a 25% occupancy rate increase over the next 12 months.
- **Process Optimization:** Enhancing financial reconciliation, compliance, and governance workflows, with expected efficiency improvements of 30%.
- **Infrastructure Investments:** Addressing critical HVAC and facility upgrades to support sustainable operations and improve leasing rates, requiring an estimated 75K in unbudgeted Q3 capital expenditures.

Forward Outlook & Recommendations

- **Facility Transition:** Continue efforts to repurpose or offload unused assets to reduce overhead costs.
- **Academic Program Adjustments:** Explore long-term solutions for culinary and farm programs, including potential external partnerships.
- **Operational Efficiencies:** Implement targeted cost reduction initiatives to decrease non-essential expenditures by 25% in FY 25/26.

By prioritizing revenue recovery, cost optimization, and strategic facility transitions, TC3 is positioned to strengthen its operational sustainability while mitigating financial risks.

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

- The 17-member Strategic Enrollment Plan Council was named and charged in January and began meeting in February. The SEP Council will lead the implementation of the SEP Plan that was received by the Board in November.
- Core enrollment for the spring 2025 semester was up 2.9% in headcount, 2.8% in FTE. Currently, we have 865 applications in-hand for fall 2025, with 75% of applicants already accepted. Class registration for fall begins April 14.
- With the Governor's proposed FY 2026 budget focused on free community college tuition for adult learners in nine high-demand, high-needs fields, the \$50K grant we were awarded from SUNY for Adult Learner initiatives is underway. The focus is on serving adult students in good standing who left TC3 without completion but did not enroll anywhere else.
- Seven TC3 faculty and staff attended the Achieving the Dream conference in Philadelphia in February. We are progressing toward affiliation in the 2025 ATD cohort with a consortium of three other SUNY community colleges at a substantial cost savings supported by grant funding from philanthropist Mackenzie Scott.

CAMPUS: INSTITUTIONAL RESOURCES AND ASSETS

- The sale of the Cortland Extension Center to SUNY Cortland is proceeding. The SUNY Board of Trustees Real Estate Committee voted 3/10 to advance the purchase approval to the SUNY Board of Trustees.
- Work to complete the College's Facilities Master Plan kicked off this month, with C&S Companies meeting with campus leadership and two committees, one Academic and one Administrative, named to guide the work. The plan is scheduled to be completed in August, followed by presentation to the Board.
- A tentative agreement was reached between the College and the Faculty Association for a three-year successor collective bargaining agreement. I commend the negotiating teams from the Faculty Association and the College for their efforts and commitment to reach agreement.
- Progress toward the College's successor Strategic Plan for 2025-28 continues. Consultants Dr. Ken Ender and Dr. Rey Garcia return on 3/14 to work with the Steering Committee on goals and objectives based on the four strategic pillars. Data from a faculty/staff survey have been received, student focus groups conducted and the external survey to gain business/employer/community input was distributed 3/10.

CAMPUS COMMUNITY: ENGAGEMENT AND PARTICIPATION

- Data from the Campus Climate Survey was sent to the College's Diversity Equity Action Committee (DEAC) with charges to guide their review and recommendations. The final report is due in May.
- Dr. Candice Vacin, president of the SUNY Faculty Council of Community Colleges, visited campus on 2/13. Provost Tolbert, FCCC Liaison Patty Tvaroha and I met with Dr. Vacin as part of her visit.
- I hosted dinner with 20 student leaders from SGA, Residence Life and Student Activities on 2/28. Monthly lunch meetings with SGA leadership have resumed. I met with student leaders of the College's Sustainability Club on 3/10 regarding their ideas, including a reduction of outdoor

mowing to improve conditions for pollinators, reduce greenhouse gas emissions and improve environmental diversity.

- Students will be working with Ithaca Murals to install a mural in the College's cafeteria, which was suggested by students and funded by a generous donor. I will attend a dinner honoring EOP students, including TC3 student Ava Poole, with EOP Director Shadayvia Wallace on 3/11 in Albany.
- Communication continues with Legal Counsel to navigate the many changes at the federal level, including the various executive orders. A protocol to ensure compliance with immigration requirements was developed and shared with campus. We continue to monitor the rapidly changing and complex situation, using our own Counsel and appropriate supports from SUNY.

EXTERNAL COMMUNITY: PARTNERSHIPS & COLLABORATION

- Leaders from CENTRO, the new transit provider in Cortland County, recently visited campus to meet with leadership and students. CENTRO will be expanding service to TC3, providing improved coordination with the class schedule and TCAT and utilizing more modern technology and services. TC3 will serve as a hub serving students and commuters between Cortland and Ithaca.
- Communication with newly elected Congressman Josh Riley is underway. I agreed to join the Science/Space/Technology Advisory Committee for the Congressman's office. Advocacy has been submitted to Congressman Riley and Congressman Mannion regarding the Farm Bill, which includes provisions for community colleges; both Congressmen are members of the House Agriculture Committee. I will attend a lunch meeting with Congressman Riley on 3/19 in Binghamton.
- Advocacy efforts with the NYS Legislature for the State Budget are underway. Community colleges are advocating for increased operating aid and support for the Governor's adult learner proposal noted above.
- I have been elected to the Board of Directors of Guthrie Cortland Medical Center.



Vice President Reports

John Geer, VP of Administration

Status of Open Positions as of March 6, 2025

UNCLASSIFIED STAFF

POSITION	DESIRED EMPLOYMENT DATE	ADVERTISED	APPLICATION REVIEW BEGINS	CURRENT STATUS
Assistant Comptroller	ASAP	February 21, 2025	March 21, 2025	Accepting Applications
Assistant Director of Enrollment Management Systems	ASAP	January 17, 2025	February 17, 2025	Conducting On-Campus Interviews
Technology Support Specialist	ASAP	January 22, 2025	February 5, 2025	Hired: Bryan Temple (03/03/25)

CLASSIFIED STAFF

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Campus Environmental Health & Safety Officer (1.0 FTE)	Facilities	ASAP	Conducting On-Campus Interviews

FACULTY STUDENT ASSOCIATION

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Assistant Coach, Men's Baseball	Athletics & Recreation	ASAP	Hired: Brayden Ferris (02/13/25) Hired: Garrett Bell (02/19/25)
Assistant Teacher	Childcare	ASAP	Accepting Applications
Substitute Teacher	Childcare	July 2023	Continuous Recruitment
Teacher Aide	Childcare	ASAP	Accepting Applications Hired: Billie Jo Sherwood (02/20/25)

Status of Grievances
as of March 19, 2025

COMPLAINANT/SUBJECT

DISPOSITION

CSEA

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

An arbitrator has been assigned. Parties are coordinating
calendars with the arbitrator to set a date.

FACULTY ASSOCIATION

None.

PROFESSIONAL ADMINISTRATORS ASSOCIATION

None.

TC3 ADJUNCT ASSOCIATION

None.

Facilities

Maintenance

During the month of February 2025 TC3's Maintenance staff focused on numerous items. The most notable is probably the increase in painting around campus. Crews finished repainting the President's Office, a few large spaces in our P-Tech wing as well as the hallway in the rear of the library. Maintenance personnel also removed all the broken blinds from around the pool, repaired the ride on floor scrubber for the Gymnasium, completed the 3 new bottle fill station installations as well replacing the compromised freeze stat unit at Daycare. Other tasks that were concentrated on in February were to replace the sump pump in the basement and a HVAC leak in the Field House. Our crews also focused on routine inspections over the last month. A good example of this is the fire suppression testing that took place in the cafeteria on our Ansell system.

Grounds

Our grounds crew performed seasonal weather relates duties. Crews worked on many occasions plowing and salted all of campus as conditions and precipitations dictated. Grounds personnel also provided extensive snow removal services to athletics as they kept the lacrosse field clear for practice.

Employees also performed various housekeeping duties including welding numerous broken pieces of equipment, moving scrap metal and palettes to be properly discarded and transporting items and equipment that support TC3's nursing program.

Custodial

Custodial employees concentrated on their normal cleaning related duties and event set ups but added a deep cleaning of many areas that are not conducive to tackle during a regular semester. Examples of this are carpet shampooing in various offices, attention given to the windows near the entrances to the bookstore and continued to scrub down and disinfection of the pool and athletics locker rooms.

Foundation

Foundation employees were tasked with many items in February 2025 above and beyond the duties of snow and ice removal on all the dorm sidewalks as they managed to close over 30 work tickets created by staff and students. Maintenance crews also continued working on completing all apartments in our D dormitory. During the month of February we saw an increase in plumbing related issues. Crews repaired many shower valves, drains and clogged fixtures. Many heat related issues were also identified and rectified in the dorms as HVAC related piping froze up on numerous occasions due to below average temperatures (6 different apartments). The boiler in the F dormitory was repaired and brought back online as well as the boiler in the connector building between buildings A and B. The flat rubber roof was also repaired with Foundation Staff on that building. Routine items like the inspection of all Smoke and CO alarms in all occupied dorms also took place as well as the running of new communication lines as per a request by Comsorce and our IT Department in various locations. In Ithaca staff was temporarily assigned to cleaning the college spaces our Culinary Arts Groups utilizes.

Human Resources

Faculty Association Agreement

The College and the Faculty Association successfully reached a tentative agreement, which the unit ratified. Following ratification, the Human Resources Department acted swiftly to start updating faculty salary values in accordance with the new terms. This process will require close coordination with Payroll, Academic Affairs, and Finance to ensure accuracy and compliance with the agreement.

Paycor Implementation and Enhancements

Throughout February, the department focused extensively on advancing our implementation and utilization of Paycor, the College's human capital management system. Efforts have included improving internal knowledge of the system, developing customized reports, and progressing with the implementation of key modules, including the applicant tracking system and benefits advisor.

A significant milestone will be reached by mid-March when employees gain enhanced access to their benefits information. Through Paycor, employees will be able to review their benefit elections, see dependents enrolled in each plan, and view the per-pay cost of each benefit. Additionally, the platform will allow employees to make mid-year benefits changes when qualifying life events occur, as well as manage their selections during the annual open enrollment period. These enhancements are expected to improve transparency and streamline benefits administration for both employees and HR staff.

Recruitment and Hiring

Recruitment efforts remained a priority throughout February, particularly as the College finalized onboarding for student workers and adjunct faculty for the spring semester. The department has also been actively engaged in filling open positions across the College and its related entities, ensuring that critical roles are staffed to support institutional operations.

The recruitment process for each open position continues to progress, with some roles moving into the final stages of interviews while others are within the earlier phases. A detailed breakdown of all active recruitments, including current status updates, can be found in the open positions section of this report.

Resignations/Retirements/Separations

Presented to the Board of Trustees
March 19, 2025

NAME	TITLE	DEPARTMENT	EFFECTIVE	REASON
April Myles	Assistant Registrar	Academic Affairs	03/31/25	Resignation

FACULTY STUDENT ASSOCIATION

None.

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 – 2028 Technology Strategic Plan by 3/1/2025.
 - This plan has been completed and will be presented to Executive Council and the Board of Trustees in March, and to College Senate in April. It will continue to be reviewed and updated regularly with input from campus stakeholders.
- Create and roll out updated MyTC3 Portal by 4/30/2025.
 - Our Software Development team is currently working with our Marketing and Web Development team to design MyTC3 2.0 in a sustainable and secure way, ensuring alignment with the college's vision for web services.
- Implement Multifactor Authentication for students by 11/1/2024.
 - We have enabled MFA for all students with minor known technical exemptions which we expect to be overcome by Fall 2025.
 - This effectively provides MFA for all services accessed at TC3 by all users (within our accepted risk ruleset) and significantly strengthens our security posture and further aligns us with GLBA Cybersecurity requirements.
- Implement monthly KnowBe4 Security Awareness Training by 11/1/2024.
 - We have delivered the first KnowBe4 Security Awareness Training, with 2024 completion at 65.5%, up from 20% completion in 2023.
 - We are still revising this process and expect to increase participation to 100% in 2025.
 - We will begin 2025 Security Awareness Training in March with the 2025 Mitnick Update, and continue regularly throughout the year with additional engaging, timely, and relevant content.
- Complete Written Information Security Plan (WISP) by 8/31/2025.
 - We continue to progress with the development of the WISP, along with additional required policies and expect this to be completed by 8/31.

Chief Policy and Compliance Officer

I have attended a number of trainings on the new ADA digital accessibility regulations, tabled at our Yards for Yeardeley (One Love Foundation) event, attended the SUNY EITA Officer's on line meeting, and assisted with web page and policy reviews and made recommendations based on the ever-changing executive order-laden landscape in Washington. I have digitally met and exchanged numerous emails with our new lead Counsel at BSK and have availed myself of some of their webinars. I am also now assisting with on call for residence life in rotation with the Director of Residence Life and the Associate Vice President for Student Affairs.

Policy

Additional input on the SUNY mandated Single Use Plastics Policy is still being sought from students. Purchasing is endeavoring to comply with the SUNY Single Use Plastics Policy goals for this year. Purchasing is still working with American Dining Services to submit a report on their purchases. There are numerous policies nearly ready for review by appropriate governance bodies, so April will be a busy month!

Compliance

The new ADA regulations regarding digital accessibility will be a big lift, but several tools and opportunities from SUNY are assist the EITA (Electronic Information Technology Accessibility). As we gather more information on our current electronic tools, their adherence (or lack thereof) to the WCAG 2.1 AA standards (World Wide Web Consortium Accessibility Guidelines) required by the ADA. Training is available to all employees and students who need it through a SUNY agreement with [Deque University: Web Accessibility Training and Courses](#) (we have a separate log in through our TC3 single sign on in SUNY Blue). We will need to develop a more robust process for all digital applications and tools with respect to their purchase and use including a risk tolerance analysis particularly for high and moderate impact apps and tools.

For the **Stop Campus Hazing Act**, we are nearly ready to send/present for feedback from the College Senate a new policy and process. When it is ready for Board approval, we will also be recommending deletion of the *hazing* section of the Maintenance of Public Order policy.

Rob Palmieri, VP for Enrollment

Strategic Enrollment Plan (SEP)

The SEP Council had its first meeting on February 28th. In addition to providing an introduction to the history and evolution of Strategic Enrollment Management as a concept and process, the Council reviewed potential key performance indicators and the goals and strategies of the plan. Specific focus was dedicated to learning about the status of the following strategies:

- Design a new marketing brand approach that differentiates TC3 as the career pathway resource of the region.
- Design a data driven territory and market area recruitment plan aligning marketing and admissions.
- Design a streamlined new student onboarding process that integrates various technology platforms (Slate, MyTC3, etc.) while prioritizing early registration, intentional programming, and student preparedness.

Review of the Student Onboarding Pilot Program

The Dean for Enrollment Operations and Welcome Center Services, Colleen Conroy conducted a review of the Accepted Panther Day Pilot Program for the Spring 2025 incoming class. The main purposes of this new student onboarding process included: (1) providing an intentional first campus experience for new students and their families post-acceptance; (2) assisting students in understanding course placements, technology, and campus resources; and (3) advising and registering for first semester classes.

Overall feedback from students and staff was positive and a significant number of students completed their enrollment requirements including 86% submitting required immunization records, 69% completing their financial aid applications, and 86% of New York residents submitting their certificate of residency paperwork. There were some areas for improvement as it related to information table confusion, technology glitches, adding career focused programming, and offering different onboarding strategies based on the student type and modality. These improvements are being incorporated for the Fall 2025 onboarding process.

Enrollment Planning

CollegeNow enrollment for Spring 2025 is currently down -2.9% (-114) in headcount but up +1.8% in FTE as of March 3rd. Registration will continue through March 11th. There are 4% more sections than last spring and we are anticipating that enrollment will exceed last spring and the budget goal. Online dual enrollment is up +20.0% (+19) in headcount +22.5% in FTE.

The Continuing Education and Workforce Development Office began its recruitment for Spring 2025 contract training and open enrollment classes. OSHA 10 and 30 training is underway for Square Deal Machining which runs through April. Planning is underway with TST BOCES to schedule a series of professional development days for districtwide staff. The Capital District Psychiatric Facility with the Office of Mental Health contracted for a program focused on working with Neurodiverse clients as part of national social workers day.

Of note, there are 8 students currently registered for the Phlebotomy course with scholarship support from the Foundation as well as a grant from Cortland County Community Action Program, Inc. (CAPCO).

The Institutional Effectiveness and research team has been working on the following items in February.

Strategic Planning: The Strategic Planning Steering Committee continues to make progress toward drafting 2025-2028 Strategic Plan. This committee has finalized four strategic directions. These four directions are - Accountability & Transparency, Innovation & Excellence, Career & Transfer, and Identity & Belonging. To inform the goal writing of the strategic plan we have administered an internal stakeholder survey, and we are now gathering input from external stakeholders (business/industry, K-12 and transfer college partners, and community members) in an additional survey. To gather additional qualitative feedback to inform the strategic plan, we are also holding focus groups for student input and forums with external partner groups (K-12 Superintendents, principals, counselors) and local Chambers of Commerce/IDA groups. The steering committee has a retreat on March 14 to develop the plans draft goals and objectives.

Institutional Research and Planning: The Institutional Research office has been busy with some additional compliance reporting this month. Analyst Michael Haupt from our office worked on reporting our data to the Institutional Research Information System (SIRIS). SIRIS is a comprehensive data collection and reporting system used by the State University of New York (SUNY) to gather and analyze information across its institutions. SIRIS reports include detailed data on student demographics, course information, financial aid, tutoring activities, and the cost of attendance. This data is crucial for generating state and federal reports. The collection and accuracy of this data report is a cross institutional endeavor that involves multiple departments, including the Provost Office, Academic Records, College Now, Campus Technology, Enrollment, Financial Aid, Admissions, Global, Student Success, Human Resources, and Access and Equity.

We have also been working on supporting the work of academic program review and strategic planning in the last month – these are both vital to the health and future direction of the College.

Middle States (MSCHE) Self Study Update: In the last month, the seven working groups have been doing a lot of work in gathering evidence to support the work of the self-study. The institutional effectiveness and research team and the two co-chairs of the process are also supporting this crucial work as quantitative and qualitative evidence requests are funneling through this team. This early momentum is important to ensure that we are collectively reaching the milestones identified in our MSCHE Self Study design.

We also have an important upcoming milestone in this process with the visit of our Middle States VP Liaison occurring on April 28th.

Middle States Standard Spotlight: The next standard in our Middle States Standard that I wanted to highlight is Standard VI: Planning, Resources, and Institutional Improvement. The focus of this standard is as follows: The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services to respond effectively to opportunities and challenges. This standard is central to work of the College and it is also central to the newly constituted Institutional Effectiveness area in collaboration with the Budget and Finance Office. This standard is co-led by nursing faculty member – Sue Mueller and Comptroller Kori Post. An excerpt and description are provided below.

Standard VI

Planning, Resources, and Institutional Improvement

The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.

Criteria

An accredited institution possesses and demonstrates the following attributes or activities:

1. institutional objectives, both institution- wide and for individual units, that are clearly stated, assessed appropriately, linked to mission and goal achievement, reflect conclusions drawn from assessment results, and are used for planning and resource allocation;
2. clearly documented and communicated planning and improvement processes that provide for constituent participation, and incorporate the use of assessment results;
3. a financial planning and budgeting process that is aligned with the institution's mission and goals, evidence-based, and clearly linked to the institution's and units' strategic plans/ objectives;
4. fiscal and human resources as well as the physical and technical infrastructure adequate to support its operations wherever and however programs are delivered;
5. well-defined decision-making processes and clear assignment of responsibility and accountability;
6. comprehensive planning for facilities, infrastructure, and technology that includes consideration of sustainability and deferred maintenance and is linked to the institution's strategic and financial planning processes;
7. an annual independent audit confirming financial viability with evidence of follow-up on any concerns cited in the audit's accompanying management letter;
8. strategies to measure and assess the adequacy and efficient utilization of institutional resources required to support the institution's mission and goals; and
9. periodic assessment of the effectiveness of planning, resource allocation, institutional renewal processes, and availability of resources.

Academic Affairs Updates

Achieving the Dream – Philadelphia 2025

I and VP Palmieri lead a team of five faculty and staff, including professors Angela Palumbo (English/ESL), Fares Jnaid (Construction), Danielle Bethany (Mathematics) and Cindy Whitney (Criminal Justice). This was a fantastic visit that proved to be a powerful momentum builder for the team. Specifically, this group took away a new sense of purpose for focusing on AI in the classroom, looking at removing the requirement to apply for graduation, and key strategies for improving retention. The conference, with the top 300 community colleges in the nation is the best thought space in 2-yr higher education, and our presence there both built our team's capacity and set the stage for the work the college needs to do in the coming year.

Contract Negotiations

I wanted to simply note that my experience of working with the faculty association was very positive in our three core meetings that succeeded in producing a final, ratified contract. There is promise in the fact that through only three discussions, after a long period of impasse, that our discussions produced a final result. I am sincerely grateful to professors Aaron Decker, Robert Sarachan, and Amber Gilewski for their time to meet with me, VP Greer, and Associate Provost Mathers to detail the items of concern so that closing the contract process was possible.

Getting to Know Faculty

I have taken a few direct steps to get to know the faculty of TC3. First, I have initiated a monthly "Academic Affairs" open house, open to all, where I provide food for an hour for simple conversation and engagement. Attendance has neared 45 participants in each month, providing real time to build community and learn about the work we all do. I plan to continue this practice during each academic year and publish a calendar of planned times for next year. You are invited to attend any Academic Affairs open house when you are on campus. Second, I have initiated three key think-tanks on the topic areas of: Academic Integrity, AI in the Classroom, and the Academic Primary Plan. These are listening sessions where I work to best understand the faculty's ideas, thoughts, and opinions about these key topic areas. Participation again has been robust, and these meetings will help drive the creation of the Academic Primary Plan.

Articulation Agreements

I'm thrilled to share that the college has signed two new articulation agreements for transfer students, one with the College of Agriculture and Life Sciences with Cornell University, and a general articulation to Hobart and William Smith Colleges. These are projects started by faculty and my predecessors that I am grateful for the opportunity to have finished.

Faculty Chair of the Curriculum Committee

The faculty voted on Monday the 3rd for professor Travis Vande Berg to be the chair of the college's Curriculum Committee, a strong step forward for faculty leadership, and one that aligns us with New York State Education and Middle States Commission on Higher Education expectations

Athletics and Recreation – Men’s Basketball repeats as Conference Champions and earns top 4 seed for Regional Championship Tournament and Javonte Long named Player of the Year. Women’s Basketball back in the Region III Championship tournament and Cassie Doane named to All-Conference Team. Baseball and Lacrosse opened play.

Childcare – We have 1 open position, with interviews scheduled. Casey participated in the Tompkins County Chamber events in Ithaca and Dryden to let the local public know that we have 4 current openings. The center submitted for reimbursement for the Dept. of Labor apprenticeship grant to cover Nov-Jan pay for 6 staff members and is expecting \$20,944 back to help cover wages for those months.

Health and Wellness – HWS delivered leadership development and violence prevention/Title IX training with the baseball and lacrosse teams. The Active Minds student mental health club has a spring dance on March 12th. Sayre Paradiso participated in the Anti-Hunger Lobby Day and met with State Assembly member Anna Kelles and State Senator Lea Webb. During February, 207 households received food and other items from the Pantry and Closet. HWS launched *Hear and Their*, a support and community building program. The Recovery Program, supported by Youth Voices Matter, is building a CRP toolkit to better support their students in recovery.

Office of Diversity Education and Support Services/EOP – ODESS, in collaboration with Residence Life, hosted Black History Month Jeopardy events. Upcoming events include Women’s Herstory month, an on-campus Barbershop co-sponsored with Campus Rec, a trip to Harriet Tubman’s home, an EOP informational session for students and a planning retreat.

Residence Life – February programming focused on partnerships with Title IX (Teen Dating Violence Awareness) and ODESS (Black History Month.) We are working with residents to plan for spring break – those who need to stay on campus will be charged \$25 per night unless required to be here for athletics or a campus job. The RA Staff Selection process for fall begins this month.

Student Activities – Welcome week events were well attended and gave students the opportunity to experience a variety of ways to get involved in student life. Student feedback from each event is collected for assessment on effective programming. Following Welcome Week, Clubs and Organizations will be hosting programming in March to continue engaging students in events and activities. We currently have 12 active clubs providing additional events. Commencement will be held May 21, 2025 in the Gymnasium. The Commencement Planning Committee will be meeting weekly to organize the Ceremony.

Student Conduct, CARE Team & Title IX – We saw 6 conduct incidents involving 6 students in February. 2 are recharges for not completing sanctions and are facing housing removal. There were 4 CARE team referrals. There were 2 discrimination/harassment reports. Yards for Yeardeley (our largest annual event for dating violence awareness and education) took place on Feb. 19. 125 members of our campus community participated and interacted with on and off campus resources.



Consent Agenda

**TOMPKINS CORTLAND COMMUNITY
COLLEGE RESOLUTION 2024-2025-31**

APPOINTMENT OF PERSONNEL

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

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

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

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

STATE OF NEW YORK: **I, NANCY MURPHY, CLERK** of the Board of
 SS: Trustees of Tompkins Cortland Community College,
COUNTY OF TOMPKINS: **DO HEREBY CERTIFY** the foregoing resolution is
 a true copy of a resolution duly adopted by the Board
of Trustees of Tompkins Cortland Community College at a regular meeting of said
Board on the 19th day of March 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 19th day of March 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

Appointment of Personnel
Tuesday, March 4, 2025
Presented to the Board of Trustees

Employee	Department	Title/Rank	Salary	Employment Dates
December				
Cornish, Erin	CollegeNow Faculty Liaison	Adjunct	\$239.02	12/14/24 To 1/26/2025
Evans, Christine	CollegeNow Faculty Liaison	Adjunct	\$1,344.49	12/14/24 To 1/26/2025
Farah, Fred	CollegeNow Faculty Liaison	Adjunct	\$1,912.16	12/14/24 To 1/26/2025
Grossman, Rick	CollegeNow Faculty Liaison	Adjunct	\$59.76	12/14/24 To 1/26/2025
LaMorte, Michelle	CollegeNow Faculty Liaison	Adjunct	\$717.06	12/14/24 To 1/26/2025
Need, Barbara	CollegeNow Faculty Liaison	Adjunct	\$717.06	12/14/24 To 1/26/2025
Whitecraft, Michelle	CollegeNow Faculty Liaison	Adjunct	\$119.51	12/14/24 To 1/26/2025
Young, Tammi	CollegeNow Faculty Liaison	Adjunct	\$1,314.61	12/14/24 To 1/26/2025
January				
Anderson, Maja	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Archer, Pamela	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Benedetto, Lynn	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Coleman, Cynthia	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Cornish, Erin	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Evans, Christine	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Farah, Fred	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Floyd, Laurie	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
LaFavor, Erik	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Mack, Alyssa	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Mack, Joshua	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Marie, Jill	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Marvin, Tracy	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
McComb, Jared	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
McLane, Todd	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Need, Barbara	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Sewell, Patrick	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Sylstra, Jennifer	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Timonin, Michael	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Wojciechowicz, Donald	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Wolff, Sarah	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Zaia, Heather	Adjunct Convocation	Adjunct	\$100.00	1/22/2025
Ahmed, Ahmed	CHEM205 M49C INDP	Adjunct	\$1,664.00	1/27/2025 To 5/16/2025
Falk, Laura	WINE220, Wine Class/Tasteful Sensations Projects	Adjunct	\$4,818.00	1/27/2025 To 5/16/2025
Sewell, Patrick	TC3 Adjunct Association President	Adjunct	\$2,868.75	1/27/2025 To 5/16/2025
Seyfried, Matthew	ENGL201 M02	Adjunct	\$4,014.00	1/27/2025 To 5/16/2025
Seyfried, Matthew	Additional Student - ENGL237 M49C INDP	Adjunct	\$624.00	1/27/2025 To 5/16/2025
VanKanegan, Megan	ART 115 M01, ART 120 M01, ART 116 M01 INDP	Adjunct	\$10,981.00	1/27/2025 To 5/16/2025
February				
Garrow, Danielle	Para-Professional Tutor	Adjunct	\$8,357.44	2/3/2025 To 5/16/2025
Weaver, Bobbie	Professional Tutor - Revision	Adjunct	\$2,188.78	2/10/2025 To 5/16/2025
Weaver, Bobbie	ENGL098 EL03	Adjunct	\$3,369.00	2/10/2025 To 5/16/2025
Zaia, Heather	ENGL101 M02	Adjunct	\$3,369.00	2/10/2025 To 5/16/2025
Molnar, Erika	Professional Tutor	Adjunct	\$5,929.95	2/16/2025 To 5/16/2025

Employee	Department	Title/Rank	Salary	Employment Dates
February				
Coffman, Justin	FITN130 M15 FITN230 M25	Adjunct	\$1,597.50	2/17/2025 To 5/16/2025
Ford, Lisa	ENGL100 BL5	Adjunct	\$4,014.00	2/17/2025 To 5/16/2025
Gomezdelata Torre Clavel, Macarena	BIOL131 M49C INDP	Adjunct	\$2,496.00	2/17/2025 To 5/16/2025
Grimm, Mark	ART 254 M01	Adjunct	\$2,341.50	2/17/2025 To 5/16/2025
Kurcoba, Kevin	FITN130 M14 FITN230 M24	Adjunct	\$1,597.50	2/17/2025 To 5/16/2025
Williamson, James	FITN130 M13 FITN230 M23	Adjunct	\$1,597.50	2/17/2025 To 5/16/2025
March				
Aspinwall, Breck	BIOL100 BL2	Adjunct	\$4,165.00	3/3/2025 To 5/16/2025
Burns, Frank	HRMG107 M01	Adjunct	\$1,123.00	3/3/2025 To 4/11/2025
Cicciarelli, Richard	BIOL100 M01	Adjunct	\$4,165.00	3/3/2025 To 5/16/2025
Hartnett, Gerri-Ann	PSYC103 ME50	Adjunct	\$3,369.00	3/3/2025 To 5/16/2025
Kyle, John	CAPS121 M01, CAPS131 M01	Adjunct	\$3,130.92	3/3/2025 To 5/16/2025
LaFavor, Erik	SOCI101 M05	Adjunct	\$3,570.00	3/3/2025 To 5/16/2025
Mack, Alyssa	BIOL101 M03	Adjunct	\$3,930.50	3/3/2025 To 5/16/2025
Okaru, Alfred	FITN107 M01 RECR107 M01 FITN216 M01	Adjunct	\$4,760.00	3/3/2025 To 5/16/2025
Temple, Bryan	Technology Support - Technical Support Specialist	Grade 2	\$66,000.00 *	3/3/2025
Timonin, Michael	HSTY202 ME50	Adjunct	\$3,369.00	3/3/2025 To 5/16/2025
VanDonsel, Mandy	RECR120 BL1	Adjunct	\$3,195.00	3/3/2025 To 5/16/2025
Young, Tammi	FITN170 M49C	Adjunct	\$624.00	3/3/2025 To 5/16/2025
April				
Cornish, Erin	Develop and instruct non-credit workshop - Basic Math Skills for Apprentices and Geometry and Trig for Apprentices - biz	Adjunct	\$4,050.00	4/21/2025 To 5/21/2025

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-32**

**APPROVAL OF POSITION DESCRIPTION
Assistant Director of Enrollment Management Systems**

WHEREAS, the College has determined, based on a review and analysis of the Enrollment Department, that there is a need to create an Assistant Director of Enrollment Management Systems position, and

WHEREAS, the attached Assistant Director of Enrollment Management Systems position description has been recommended by the President, be it therefore

RESOLVED, that the Assistant Director of Enrollment Management Systems position 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:	I, NANCY MURPHY, CLERK of the Board of Trustee of
SS:	Tompkins Cortland Community College, DO HEREBY
COUNTY OF TOMPKINS:	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 19 th of
	March 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 19th day of March 2025.

Clerk of the Board of Trustees
Tompkins Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Assistant Director of
Enrollment Management Systems

GRADE

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ORGANIZATIONAL UNIT

Enrollment Management

REPORTS TO

Director Of Enrollment Management
Systems & Slate Captain

APPROVED BY

Board of Trustees

SUMMARY

The Assistant Director of Enrollment Management Systems works under the direction of the Director of Enrollment Management Systems and is responsible for coordinating and overseeing day-to-day enrollment operations across the campus. In addition to managing daily operations, this position supports systems integration initiatives and future development projects. The Assistant Director leads the coordination of operational processes such as document and data imports, oversees inbound communications through the Slate inbox, and ensures the accuracy and timeliness of data clean-up tasks, including duplicate record consolidation and managing bounced emails.

This role is responsible for maintaining and improving documentation and continuity across operational processes, procedures, and current business practices. The Assistant Director also collaborates with various campus departments, including marketing, student success, admissions, financial aid, student accounts, athletics, College Now (concurrent enrollment), International/ Global Initiatives, and workforce development, to support communications and campaign development.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Responsible for the oversight and management of application processing and review workflows for applicants, accepted students, and enrolled student populations, ensuring seamless transitions across phases.
2. Ensure that all data and documents are processed promptly and accurately, including completing the application and enrollment checklist items.
3. Supervise all email communications managed through the Slate Inbox, including admissions and transcript-related inquiries. Lead the strategic transition of additional functional areas across campus into Slate's Inbox, enhancing centralized communication processes. Ensure the effective use of Slate snippets by all users to maintain consistent messaging and efficient email handling.
4. Oversee daily operations involving duplicate record consolidation, management of bounced messages, and rigorous data validation to maintain the highest standards of data integrity across all enrollment systems.
5. Oversee the accuracy of data imports and exports, document and record processing, and ensure that standard and ad hoc reporting is accurate. Lead communication flow planning, inventory control, and fulfillment processes.
6. Fulfill data requests from various campus departments and external vendors, ensuring accurate and timely responses.
7. Provide leadership in maintaining and developing new data integrations between various enrollment systems (Slate, PowerCampus, PowerFAIDS, Parchment, College Board, EAB). Oversee data imports, exports, and ongoing data cleanup, ensuring seamless interoperability between systems and the accuracy of enrollment data. Act as a key liaison between IT and functional departments to ensure data systems are aligned with institutional goals.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Assistant Director of
Enrollment Management Systems

GRADE

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ORGANIZATIONAL UNIT

Enrollment Management

REPORTS TO

Director Of Enrollment Management
Systems & Slate Captain

APPROVED BY

Board of Trustees

8. Drive continuous improvement initiatives in enrollment processing by analyzing current practices, identifying areas for enhancement, and implementing innovative solutions. Participate in strategic planning efforts to align enrollment operations with institutional priorities and long-term goals.
9. Provide front and backend user support, including training and documentation for Slate users across the institution.

MINIMUM QUALIFICATIONS

A Bachelor's degree and 2 years of experience in a related field (higher education, K-12, government or non-profit, peer coaching, an internship in a related field, etc.) are required, or an Associate's degree and 4 years of relevant experience; Ability to work evening and weekends as needed for program support; must have reliable transportation for site visits, etc.; familiarity with Microsoft Office suite, video-conferencing programs, and cloud-based file sharing. Organizational skills, attention to detail, and being a self-starter are critical for success. This role takes a hands-on approach to troubleshooting functional, process, and system issues and managing these through resolution.

DESIRED QUALIFICATIONS

Knowledge of Student Information Systems is preferred. Experience with PowerCampus (or other Ellucian products) and experience with Slate is preferred. Knowledge of customer relationship management databases is preferred. Looking for detail oriented and highly organized individual with the ability to manage day-to-day enrollment operations processing needs and the desire to continue to enhance and evolve existing processes.

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2024-2025-33
Domestic Hot Water Boiler Replacement Bid**

WHEREAS, there is a need for a Domestic Hot Water Boiler Replacement at TC3, and

WHEREAS, the College has complied with New York General Municipal Law Section 103, and solicited sealed bids for a Domestic Hot Water Boiler Replacement, and

WHEREAS, Carrier Corporation of Rochester, 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 the Domestic Hot Water Boiler Replacement to Carrier Corporation per their bid of \$40,505. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by the 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 19th day of March 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 19th day of March 2025.

Clerk of the Board of Trustees

March 3, 2025

From: Kevin Caveney, Purchasing

RE: Recommendation of Bid Award for Domestic Hot Water Boiler Replacement

Due to age and declining functionality, it has been determined that the College is in need of replacement of the domestic hot water boiler system.

In consultation with the Director of Facilities, we are recommending the award of the bid for **Domestic Hot Water Boiler Replacement** to Carrier Corporation of Rochester, New York, for the bid amount of \$40,550. 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 and The Cortland Standard, and on the College's website. Bid requests were sent to 5 qualified vendors for this type of equipment. Bids were received from Tri-County Refrigeration in the amount of \$57,505, and from Carrier in the amount of \$40,550 for equipment meeting the required specifications.

Kevin Caveney
Purchasing