



**Agenda**  
**January 17, 2024**  
**Board of Trustees Meeting @ 5:30 p.m.**

<https://us02web.zoom.us/j/81517172093?pwd=SXFJVDcvRGFRdGZ6dkNMTHZHSHi9Xdz09>

1. Call to Order
2. Roll Call
3. Welcome Guests
4. Approval of Agenda
5. Public Comment\*\*
6. Approval of December 20, 2023 Board of Trustees Meeting Minutes
7. Chair's Report
  - a. Board Self-Evaluation
8. CFO/Treasurer's Report
9. Student Trustee's Report – No report this month.
10. County Liaison Reports
  - a. Cortland County
  - b. Tompkins County
11. College Senate Report- No written report this month.
12. Committee and Affiliate Reports
  - a. TC3 Foundation
  - b. Auxiliary Operations
  - c. New York Community College Association of Presidents (NYCCAP/SUNY)
  - d. New York Community College Trustees (NYCCT)
13. President's Report
  - a. President's Update
  - b. Vice President for Student Affairs – Residence Life
14. Consent Agenda
  - a. Appointment of Personnel
  - b. Disposal of Surplus Property
  - c. Job Posting Services



- d. Approval of Job Description – Assistant to the President
- e. Approval of Job Description – Dean of Admissions & Recruitment
- f. Approval of Job Description – Director of Auxiliary Operations

15. Discussion Items

- a. Patty Tvaroha, Professor Human Services and Dr. Cindy Whitney, Assistant Professor Criminal Justice
  - i. Faculty Council of Community Colleges (FCCC)

16. Adjournment

17. Informational Items

- a. Next Board of Trustees Meeting, Wednesday, February 21, 2024
- b. February 21, 2024 Board Presentation – Auditors

***\*\*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.***



Board of Trustees Regular Meeting  
December 20, 2023  
Open Session @ 5:30 p.m.

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

Excused: Arthur Kuckes, Romneya Quennell

County Liaisons: Cathy Bischoff (Excused), Mike Lane

Staff: Scot Beekman, Jan Brhel, Katrina Campbell, Sophia Darling, Richard Floyd, John Geer,  
Amy Kremenek, Will Mathy, Sayre Paradiso, Paul Reifenheiser, Zach Snyder, Malvika  
Talwar, Seth Thompson, Susanna Van Sant

1. **Call to Order:** The meeting was called to order at 5:35 p.m. by Chair Davison.
2. **Roll Call:** Ms. Brhel called the roll.
3. **Welcome Guests:** Chair Davison welcomed everyone in the Board Room as well as those participating on Zoom.
4. **Approval of Agenda:** Ms. Buck moved the Board of Trustees December 20, 2023 meeting agenda be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.
5. **Public Comment:** There were no requests for public comment.
6. **Approval of Board of Trustees Meeting Minutes:** Ms. Dale-Hall moved that the minutes from the November 15, 2023 Board of Trustees Meeting be approved as submitted; seconded by Ms. Buck; motion approved unanimously.
7. **Chair's Report:** Chair Davison thanked board members for their input on the Board Self-Evaluation. Eight members have responded. Jan will have hard copies available after the meeting for anyone who has not yet had the opportunity to respond but wishes to do so. Results will be compiled and shared with the Board in January.
8. **CFO/Treasurer's Report:** Sophia Darling reported that the auditors are on campus to prepare for the Foundation, College, Financial Aid and IT audit report. They are on schedule to complete everything for a presentation at the February Board of Trustees meeting. As reported last month, revenue is trending steady. Financial Aid is in the midst of preparing packaging for new students. The Registration and Billing department is working with students who still have balances so they will be able to register for the spring semester. There is a lower number of students with balances than in previous years. Board members inquired about payment plans and how this helps students be able to stay enrolled. More information will be provided by Sophia Darling.
9. **Chair's Report (continued):** Chair Davison and President Kremenek introduced Christopher Callahan, TC3 adult student and recipient of the Charles A. Burns Outstanding Adult Continuing Education Student Award for West Region and State-wide. President Kremenek gave a brief



update on the ceremony she attended with Christopher, his wife and son in Monticello, NY on November 9, 2023. Christopher is a part time student while working full-time at PALL. He has worked 3 different shifts at various times during his employment at PALL while taking classes part-time at TC3. He is in the Business Administration program and has maintained a 3.7 GPA. He and his wife purchased a restaurant in Greene, NY on September 11, 2023 and invited everyone to stop by if they are ever in that area.

**10. Student Trustee's Report:** Romneya Quennell was unable to attend the meeting but submitted a written report.

**11. County Liaison Reports:**

- a. Cortland County - Ms. Bischoff was unable to attend the meeting.
- b. Tompkins County – Mr. Lane stated the Tompkins Budget passed last night. Tompkins County is financially sound. The legislators appreciate President Kremenek's updates which he shares with them.

**12. College Senate Report:** A written report was provided. Co-chair Sayre Paradiso attended on behalf of the College Senate. No questions were asked by the Board.

**13. Committee and Affiliate Reports**

- a. TC3 Foundation: President Kremenek noted there is an active search in progress for an Executive Director for the Foundation. The position has been posted and will close on January 12, 2024. It would be helpful to have someone with local connections in this position.
- b. Auxilliary Operations: CFO Sophia Darling noted dorm updates/renovations are being worked on while students are on winter break. A re-inspection by the fire marshal was good. President Kremenek stated she has met with Natalie Brewster, Director of Residence Life, and discussed helping to make sure students are registered before they leave for the break. Ms. Brewster noted she has been working with student success to contact students who still need to register. When asked by Board member how we can find these students earlier, VP for Student Activities Seth Thompson responded that students who are risk are followed closely on Starfish.
- c. NYCCAP: President Kremenek noted that community college presidents have been working towards advocacy steps to keep the funding floor and the \$97 million Empire State Workforce Guarantee. All presidents are reaching out to business to submit letters of support. Part Time TAP income threshold has been proposed to change from \$80,000 to \$125,000. At this point most students taking microcredentials are not matriculated so they don't qualify for TAP. When asked what the cost for a microcredential is President Kremenek said the charge is the same as a regular class. It was also noted that the work force is looking for students with microcredentials. President Kremenek noted that Assemblywoman Anna Kelles is advocating on behalf of TC3.
- d. New York Community College Trustees (NYCCT): Trustee Buck said she would just reiterated President Kremenek's statements.

**14. President's Report:** President Kremenek asked Board members if there were any questions regarding any of the Vice Presidents reports. Associate Provost Malvika Talwar responded to a question regarding teacher aide education grant between SUNY Cortland and TC3. She noted



that high schools need to increase training for teacher's aides in the system. Provost Paul Reifenheiser responded to a question on the academic withdrawal policy change and how that has affected numbers. He noted that retention numbers are better with this change.

Vice President for Enrollment Management Richard Floyd gave a PowerPoint presentation which is attached to these minutes. The first three slides gave an overview of enrollment trends from SUNY since 2019. Upstate is down, Cortland County is down but Tompkins County is a little more steady. With high school enrollments on the decline there is a push for more adult learners. TC3 is hiring a new Adult Admissions person to pursue this area. The college is also doing more marketing to appeal to adult students.

15. **Consent Agenda:** Mr. McSherry moved the Consent Agenda be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.
- a. Appointment of Personnel
  - b. Approval of Position Description – Career Navigator
  - c. Approval of Position Description – Coordinator of Testing & Assistive Technology
  - d. Approval of Position Description – Chief Policy & Compliance Officer
  - e. Approval of Legal Services Firm

**16. Discussion Items:**

Coordinator of Access & Equity Carolyn Boone provided a presentation on Access & Equity Services Summary. The slide show for this presentation is attached to these minutes. Ms. Boone gave a brief background on her work at TC3. Ms. Boone gave a description of both the Social Justice Model and the Medical Model of Disability. TC3 has moved from the medical model to the social model but uses factors from both. In response to a question on how information is received from students Ms. Boone noted 1) Access Review form; 2) START process; 3) Course syllabus; 4) referrals. When asked why there is more success now Ms. Boone explained that students are more control and are better connected that in the past.

**17. Informational Items**

- a. January 17, 2024 Board Presentation – Patty Tvaroha and Cindy Whitney – FCCC (Faculty Council of Community Colleges)

18. **Executive Session:** Mr. McSherry moved that the meeting convene into Executive Session with no action to be taken and no further business expected at 6:49 p.m.; seconded by Ms. Mitchell-Nunn. President Kremenek and John Geer were invited to join Executive Session.

Motion to go back into open session at 7:29 p.m. moved by Ms. Perfetti; seconded by Mr. Peacock; approved unanimously.

19. **Adjournment:** Mr. Peacock moved the meeting be adjourned at 7:29 p.m.; seconded by Ms. Dale-Hall approved unanimously.



Jan Brhel  
Clerk to the Board of Trustees

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VP of Finance & Administration Report:

## **December 2023 Close**

### **Budget and Finance**

The Budget and Finance Office is expecting to finalize all fieldwork for the annual audits this month.

Revenues are trending favorably as compared to the prior year, mainly due to elevated enrollments. The spring enrollment period opened in mid-November and it appears that enrollments are higher as compared to spring 2023. Overall, we are trending close to budgetary projections without any significant deviations.

Expenses are also on target, trending slightly favorable as compared to this time last year. Expenses are continuously monitored, and any significant deviations will be reported.

The budget process for 2024-2025 is taking shape. Additional details on the budget process will be forthcoming.

### **Financial Aid Update**

The financial aid department has kept busy continuing to package students for the spring semester and loading anticipated aid to student accounts. Currently, outreach efforts are being made to students who are registered for spring 2024 and who do not currently have a FAFSA on file. Assistance is offered if these students need help with the FAFSA filing. Financial Aid is also currently working with the external auditors on the single audit.

Also, the financial aid office is working with students regarding their financial aid status and reviewing appeals for financial aid students who are suspended.

The FAFSA form is open for 2024-2025 and the financial aid team is busy keeping abreast of the various changes to best support our students. They are currently reviewing policies and documents and making the necessary updates as they relate to new FAFSA regulations.

### **Registration and Billing Update**

Student Receivable balances for the fall of 2023 is approximately \$431K at the end of term. The Registration & Billing and Financial Aid departments have been effective as it relates to collections.

Student Receivable balances for winter 2024 is approximately \$10K, which is comprised of eleven students. Based upon the situations with these students, it is anticipated that we will have full collection of this balance.

**Tompkins Cortland Community College**  
**2023-2024 Appropriations**  
**Year-to-Date through December 31, 2023**

	Modified Budget 2023-24	Expended to Date 2023-24	Unexpended Balance 2023-24	% Expended 2023-24	Total Exp PY 2022-23	YTD Exp PY to Date 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
<b>Forecasted Dept. Appropriations</b>									
Personal Services	16,565,316	5,851,262	10,714,054	35.3%	15,824,648	5,550,493	35.1%	(300,769)	-1.9%
Equipment	130,000	12,554	117,446	9.7%	59,031	8,718	14.8%	(3,836)	-6.5%
Contractual Expenses	5,921,866	1,656,033	4,265,833	28.0%	4,982,082	1,559,555	31.3%	(96,478)	-1.9%
Employee Benefits	8,489,828	3,278,557	5,211,271	38.6%	8,948,385	3,143,223	35.1%	(135,333)	-1.5%
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,107,010</b>	<b>10,798,405</b>	<b>20,308,605</b>	<b>34.7%</b>	<b>29,814,146</b>	<b>10,261,990</b>	<b>34.4%</b>	<b>(536,415)</b>	<b>-5.2%</b>
<b>Scholarships &amp; Awards</b>									
Student Services	-	-	-	0.0%	-	-	0.0%	-	0.0%
Academic Support	\$ 3,439,832	1,510,604	-	-	3,423,849	1,283,827	37.5%	-	0.0%
Total Scholarships & Awards	3,439,832	1,510,604	-	-	3,423,849	1,283,827	37.5%	-	0.0%
<b>Total Forecasted Appropriations<sup>2</sup></b>	<b>34,546,842</b>	<b>12,309,009</b>	<b>20,308,605</b>	<b>35.6%</b>	<b>33,237,994</b>	<b>11,545,817</b>	<b>34.7%</b>	<b>(536,415)</b>	<b>-4.6%</b>
<b>Adjustments to Approved Budget</b>									
Personal Services	(233,850)	-	-	0.0%	-	-	0.0%	-	0.0%
Equipment	-	-	-	-	-	-	-	-	-
Contractual Expenses	550,000	-	-	0.0%	-	-	0.0%	-	0.0%
Employee Benefits	-	-	-	-	-	-	-	-	-
<b>Total Adjustments to Approved Budget<sup>3</sup> Favorable (Unfav)</b>	<b>316,150</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Personnel</b>	<b>16,331,466</b>	<b>5,851,262</b>	<b>10,714,054</b>	<b>35.8%</b>	<b>15,824,648</b>	<b>5,550,493</b>	<b>35.1%</b>	<b>(300,769)</b>	<b>-1.9%</b>
Equipment	130,000	12,554	117,446	9.7%	59,031	8,718	14.8%	(3,836)	-6.5%
Contractual	6,471,866	1,656,033	4,265,833	25.6%	4,982,082	1,559,555	31.3%	(96,478)	-1.9%
Scholarship & Awards Offset	3,439,832	1,510,604	0	43.9%	3,423,849	1,283,827	37.5%	0	0.0%
Fringe Benefit	8,489,828	3,278,557	5,211,271	38.6%	8,948,385	3,143,223	35.1%	(135,333)	-1.5%
<b>Total Approved Budget Appropriations<sup>4</sup></b>	<b>34,862,992</b>	<b>12,309,009</b>	<b>20,308,605</b>	<b>35.3%</b>	<b>33,237,994</b>	<b>11,545,817</b>	<b>34.7%</b>	<b>(536,415)</b>	<b>-4.6%</b>

**Explanation of Sub-Totals and Totals:**

- Total Forecasted Departmental Appropriations:* Enables an analysis of departmental operating costs.
- Total Forecasted Appropriations:* Forecasts the End-of-Year Appropriations for the College.
- 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.
- Total Approved Budget Appropriations:* This represents the Approved Budget.
- Excludes impacts of GASB 68 (OPEB), GASB 75 (ERS/TRS) & GASB 87 (Lease Liability)



	Modified Budget 2023-24	Expended to Date 2023-24	Unexpended Balance 2023-24	% Expended 2023-24	Total Exp PY 2021-22 <sup>5</sup>	YTD Exp PY to Date 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
<b>Instruction</b>									
Personal Services	6,767,853	2,846,539	3,921,314	42.1%	7,027,891	2,648,913	37.7%	(197,626)	(7.5%)
Equipment			0	0.0%	7,296	787	10.8%	787	100.0%
Contractual Expenses	1,734,045	524,113	1,209,932	30.2%	1,524,152	470,560	30.9%	(53,553)	(11.4%)
Employee Benefits	3,437,293	1,587,339	1,849,954	46.2%	4,006,964	1,493,091	37.3%	(94,248)	(6.3%)
<b>Total Instruction</b>	<b>11,939,191</b>	<b>4,957,991</b>	<b>6,981,200</b>	<b>41.5%</b>	<b>12,566,302</b>	<b>4,613,351</b>	<b>36.7%</b>	<b>(344,640)</b>	<b>(7.5%)</b>
<b>Public Service</b>									
Personal Services		0	0	0.0%	94,853	55,463	58.5%	55,463	100.0%
Equipment									
Contractual Expenses			0	0.0%	1,096	325	29.7%	325	100.0%
Employee Benefits		1,458	(1,458)	0.0%	53,204	31,059	58.4%	29,601	95.3%
<b>Total Public Service</b>	<b>0</b>	<b>1,458</b>	<b>(1,458)</b>	<b>0.0%</b>	<b>149,153</b>	<b>86,847</b>	<b>58.2%</b>	<b>85,388</b>	<b>98.3%</b>
<b>Academic Support</b>									
Personal Services	1,662,853	555,030	1,107,823	33.4%	1,551,654	488,308	31.5%	(66,722)	(13.7%)
Equipment			0	0.0%	34,056		0.0%	0	0.0%
Contractual Expenses	246,611	34,031	212,580	13.8%	192,367	30,896	16.1%	(3,135)	(10.1%)
Employee Benefits	713,057	318,700	394,357	44.7%	881,722	277,273	31.4%	(41,427)	(14.9%)
<b>Total Academic Support</b>	<b>2,622,521</b>	<b>907,761</b>	<b>1,714,760</b>	<b>34.6%</b>	<b>2,659,798</b>	<b>796,477</b>	<b>29.9%</b>	<b>(111,284)</b>	<b>(14.0%)</b>
<b>Libraries</b>									
Personal Services	578,376	203,050	375,326	35.1%	557,625	192,253	34.5%	(10,797)	(5.6%)
Equipment	-	-	-	0.0%	1,612	-	0.0%	-	0.0%
Contractual Expenses	289,876	79,126	210,750	27.3%	276,218	91,105	33.0%	11,978	13.1%
Employee Benefits	289,759	113,708	176,051	39.2%	311,628	107,661	34.5%	(6,046)	(5.6%)
<b>Total Libraries</b>	<b>1,158,011</b>	<b>395,884</b>	<b>762,127</b>	<b>34.2%</b>	<b>1,147,083</b>	<b>391,019</b>	<b>34.1%</b>	<b>(4,865)</b>	<b>(1.2%)</b>
<b>Student Services</b>									
Personal Services	2,345,163	770,443	1,574,720	32.9%	1,991,287	675,007	33.9%	(95,436)	(14.1%)
Equipment		389	(389)	0.0%	550		0.0%	(389)	0.0%
Contractual Expenses	696,125	203,312	492,813	29.2%	605,411	229,375	37.9%	26,063	11.4%
Employee Benefits	1,069,142	434,762	634,380	40.7%	1,132,050	403,658	35.7%	(31,104)	(7.7%)
<b>Total Student Services</b>	<b>4,110,430</b>	<b>1,408,906</b>	<b>2,701,524</b>	<b>34.3%</b>	<b>3,729,299</b>	<b>1,308,040</b>	<b>35.1%</b>	<b>(100,866)</b>	<b>(7.7%)</b>
<b>Maintenance and Operations</b>									
Personal Services	1,869,836	559,811	1,310,025	29.9%	1,834,543	539,340	29.4%	(20,471)	(3.8%)
Equipment	100,000	1,950	98,050	2.0%	7,586		0.0%	(1,950)	0.0%
Contractual Expenses	890,057	309,795	580,262	34.8%	1,000,137	257,974	25.8%	(51,821)	(20.1%)
Employee Benefits	951,381	317,604	633,777	33.4%	1,033,440	305,616	29.6%	(11,988)	(3.9%)
<b>Total Maintenance and Operations</b>	<b>3,811,274</b>	<b>1,189,159</b>	<b>2,622,115</b>	<b>31.2%</b>	<b>3,875,706</b>	<b>1,102,930</b>	<b>28.5%</b>	<b>(86,229)</b>	<b>(7.8%)</b>
<b>Institutional Support</b>									
Personal Services	1,707,247	530,896	1,176,351	31.1%	1,539,097	517,126	33.6%	(13,770)	(2.7%)
Equipment									
Contractual Expenses	433,513	113,663	319,850	26.2%	486,571	133,884	27.5%	20,221	15.1%
Employee Benefits	872,808	297,655	575,153	34.1%	864,294	288,793	33.4%	(8,862)	(3.1%)
<b>Total Institutional Support</b>	<b>3,013,568</b>	<b>942,214</b>	<b>2,071,354</b>	<b>31.3%</b>	<b>2,889,961</b>	<b>939,803</b>	<b>32.5%</b>	<b>(2,411)</b>	<b>(0.3%)</b>
<b>General Institutional Services</b>									
Personal Services	1,633,988	385,493	1,248,495	23.6%	1,227,698	434,084	35.4%	48,590	11.2%
Equipment	30,000	10,214	19,786	34.0%	7,931	7,931	100.0%	(2,284)	(28.8%)
Contractual Expenses	1,631,639	391,993	1,239,646	24.0%	896,132	345,436	38.5%	(46,557)	(13.5%)
Employee Benefits	1,156,388	207,330	949,058	17.9%	665,084	236,072	35.5%	28,742	12.2%
<b>Total General Institutional Services</b>	<b>4,452,015</b>	<b>995,031</b>	<b>3,456,984</b>	<b>22.4%</b>	<b>2,796,844</b>	<b>1,023,523</b>	<b>36.6%</b>	<b>28,492</b>	<b>2.8%</b>
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,107,010</b>	<b>10,798,405</b>	<b>20,308,605</b>	<b>34.7%</b>	<b>27,502,873</b>	<b>10,261,990</b>	<b>37.3%</b>	<b>(536,415)</b>	<b>-2.0%</b>

**2023-2024 Appropriations  
Schedule of Employee Benefits  
as of December 31, 2023**

	Modified Budget 2023-24	Expended to Date 2023-24	Unexpended Balance 2023-24	% Unexpended 2023-24	Total Exp PY 2022-23	YTD Exp 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
Retirement Incentive Costs	179,068	182,038	(2,970)	101.7%	134,625	46,436	34.5%	(135,602)	(292.0%)
HRA Retiree Benefits	83,119	32,721	50,398	39.4%	90,191	19,298	21.4%	(13,423)	(69.6%)
State Employee's Retirement	1,095,738	438,814	656,924	40.0%	1,040,994	359,519	34.5%	(79,295)	(22.1%)
State Teacher's Retirement	182,355	65,591	116,764	36.0%	167,868	64,622	38.5%	(970)	(1.5%)
Optional Retirement Fund	792,864	241,986	550,878	30.5%	754,334	269,098	35.7%	27,112	10.1%
Social Security	1,270,482	454,560	815,922	35.8%	1,201,744	424,441	35.3%	(30,120)	(7.1%)
Worker's Compensation	94,558	(121)	94,679	(0.1%)	118,641	25,553	21.5%	25,674	100.5%
Executive Benefits	37,000		37,000	0.0%	4,131	4,131	100.0%	4,131	100.0%
Disability Insurance	8,418	1,934	6,484	23.0%	8,782	2,762	31.5%	828	30.0%
Hospital and Medical Insurance	2,957,372	919,741	2,037,631	31.1%	2,653,108	897,875	33.8%	(21,865)	(2.4%)
Post Retirement Health Insurance	1,540,800	480,000	1,060,800	31.2%	1,440,000	480,000	33.3%	0	0.0%
Employee Tuition Benefits	128,104	53,579	74,525	41.8%	87,830	48,647	55.4%	(4,932)	(10.1%)
Life Insurance	7,513	1,919	5,594	25.5%	7,907	2,454	31.0%	535	21.8%
Vacation Benefits	93,600	30,000	63,600	32.1%	82,500	30,000	36.4%	0	0.0%
Miscellaneous	3,237	830	2,407	25.6%	3,475	825	23.7%	(5)	(0.6%)
Unemployment Insurance	15,600		15,600	0.0%	(729)		0.0%	0	0.0%
<b>Total Employee Benefits</b>	<b>8,489,828</b>	<b>2,903,593</b>	<b>5,586,235</b>	<b>34.2%</b>	<b>7,795,402</b>	<b>2,675,660</b>	<b>34.3%</b>	<b>(227,933)</b>	<b>(8.5%)</b>

**Tompkins Cortland Community College**  
**YTD Revenues 2023-2024**  
**December 31, 2023**

	Modified Budget 2023-24	Revenues to Date 2023-24	Variance 2023-24	% Realized 2023-24	Total Rev PY 2022-23	YTD Rev PY 2022-23	PY % Realized 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
<b>Student Revenue</b>									
Core Tuition									
Fall	3,883,694	3,871,642	12,052	99.7%	3,508,660	3,485,796	99.3%	385,846	11.1%
Spring	3,368,684	2,731,047	637,637	81.1%	3,099,824	2,386,015	77.0%	345,032	14.5%
Winter	127,690	168,676	(40,986)	132.1%	138,120	144,036	104.3%	24,640	17.1%
Summer	614,585	65	614,520	0.0%	516,961	0	0.0%	65	0.0%
Nonresident Tuition	508,938	1,424,654	(915,716)	279.9%	746,555	1,082,904	145.1%	341,750	31.6%
Student Fee Revenue	1,012,926	839,984	172,942	82.9%	931,574	763,378	81.9%	76,606	10.0%
Bad Debt Reserve			0	0.0%	(376,000)	(343,000)	91.2%	343,000	-100.0%
Total Core Student Revenue	9,516,517	9,036,067	480,450	95.0%	8,565,694	7,519,129	87.8%	1,516,939	20.2%
Concurrent Enrollment Tuition	3,222,850	1,201,195	2,021,655	37.3%	3,247,690	1,128,199	34.7%	72,996	6.5%
<b>Total Student Revenue</b>	<b>12,739,367</b>	<b>10,237,262</b>	<b>2,502,105</b>	<b>80.4%</b>	<b>11,813,384</b>	<b>8,647,328</b>	<b>73.2%</b>	<b>1,589,935</b>	<b>18.4%</b>
<b>Government Appropriations</b>									
New York State	9,763,019	2,440,700	7,322,319	25.0%	9,750,020	2,437,505	25.0%	3,195	0.1%
Local Sponsors	4,882,882		4,882,882	0.0%	5,344,961		0.0%	0	0.0%
Appropriated Cash Surplus	1,003,562	1,003,562	0	100.0%	600,000	600,000	100.0%	403,562	67.3%
Charges to Other Counties	5,891,772	2,274,589	3,617,183	38.6%	5,649,776	2,231,450	39.5%	43,139	1.9%
Federal Aid			0	0.0%	88,753		0.0%	0	0.0%
Board Designated Reserves			0	0.0%	932,518	932,518	100.0%	(932,518)	-100.0%
<b>Total Govt Appropriations</b>	<b>21,541,235</b>	<b>5,718,851</b>	<b>15,822,384</b>	<b>26.5%</b>	<b>22,366,028</b>	<b>6,201,473</b>	<b>27.7%</b>	<b>(482,622)</b>	<b>-7.8%</b>
<b>Other Revenues</b>									
Service Fees	121,340	57,114	64,226	47.1%	96,446	45,240	46.9%	11,874	26.2%
Interest Earnings		5,334	(5,334)	0.0%	9,007	2,558	28.4%	2,775	108.5%
Rental of Real Property	10,000	100	9,900	1.0%	11,035	4,350	39.4%	(4,250)	-97.7%
Contract Courses	100,000	59,189	40,811	59.2%	(25,031)	81,289	-324.8%	(22,100)	-27.2%
Noncredit Tuition	100,000	31,419	68,581	31.4%	174,870	64,177	36.7%	(32,758)	-51.0%
Grant Offsets	205,000		205,000	0.0%	180,373	54,759	30.4%	(54,759)	-100.0%
Unclassified Revenues	46,050	40,485	5,565	87.9%	446,845	15,761	3.5%	24,724	156.9%
<b>Total Other Revenues</b>	<b>582,390</b>	<b>193,640</b>	<b>388,750</b>	<b>33.2%</b>	<b>893,545</b>	<b>268,134</b>	<b>30.0%</b>	<b>(74,494)</b>	<b>-27.8%</b>
<b>TOTAL REVENUES</b>	<b>34,862,992</b>	<b>16,149,754</b>	<b>18,713,238</b>	<b>46.3%</b>	<b>35,072,957</b>	<b>15,116,935</b>	<b>43.1%</b>	<b>1,032,819</b>	<b>6.8%</b>
<b>Student Revenue</b>	<b>13,060,707</b>	<b>10,384,984</b>	<b>2,675,723</b>	<b>79.5%</b>	<b>12,059,669</b>	<b>8,838,034</b>	<b>73.3%</b>	<b>1,546,951</b>	<b>17.5%</b>
<b>State Revenue</b>	<b>9,763,019</b>	<b>2,440,700</b>	<b>7,322,319</b>	<b>25.0%</b>	<b>9,750,020</b>	<b>2,437,505</b>	<b>25.0%</b>	<b>3,195</b>	<b>0.1%</b>
<b>Local Revenue</b>	<b>10,774,654</b>	<b>2,274,589</b>	<b>8,500,065</b>	<b>21.1%</b>	<b>10,994,737</b>	<b>2,231,450</b>	<b>20.3%</b>	<b>43,139</b>	<b>1.9%</b>
<b>Federal Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>88,753</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Use of Fund Balance</b>	<b>1,003,562</b>	<b>1,003,562</b>	<b>0</b>	<b>100.0%</b>	<b>1,532,518</b>	<b>1,532,518</b>	<b>100.0%</b>	<b>(528,956)</b>	<b>-34.5%</b>
<b>Other</b>	<b>261,050</b>	<b>45,918</b>	<b>215,132</b>	<b>17.6%</b>	<b>647,260</b>	<b>77,428</b>	<b>12.0%</b>	<b>(31,510)</b>	<b>-40.7%</b>
<b>Total</b>	<b>34,862,992</b>	<b>16,149,754</b>	<b>18,713,238</b>	<b>46.3%</b>	<b>35,072,957</b>	<b>15,116,935</b>	<b>43.1%</b>	<b>1,032,819</b>	<b>6.8%</b>



To: Board of Trustees  
From: Sheila Abbey, Administrative Assistant  
Date: January 10, 2024

### Foundation Board and Committees

The Board held its annual meeting on Tuesday, January 9. Elected to the Board of Directors for a three-year term:

- Adam Long, Tompkins County
- Mike McMahon, Cortland County
- Janet Morgan, Tompkins County
- Greg Richards, Cortland County
- Brian Tobin, Cortland County
- Baruch Whitehead, Tompkins County

Dale Davis, Cortland County, alum was elected to third three-year term.

Tom VanDerzee has completed his third three-year term. He will be serving as a committee member on the Finance/Audit/Investment committee. Larry Baum, Finance/Audit/Investment Committee member and Bruno Schickel, Property Management Committee are retiring.

- Officers elected:
- Regina Grantham, Chair
  - Kansas Underwood, Vice Chair
  - Clint Brooks, Secretary/Treasurer

The campus housing bond work continues with our legal team at Bond, Schoeneck & King.

An internal audit of restricted funds is being completed.

External audit is currently underway.

### Upcoming Meetings

- Executive Committee, Tuesday, March 26
- Board, Tuesday, April 9

### Philanthropy

2023-2024 (09/01/2023-08/31/2024) revenue raised to date: \$1,159,754

Donor Activity	Face-to-Face	Calls	Emails	Other
December	1	3	16	1
Fiscal Year Total	11	22	134	4

Year-end hard copy solicitation were sent to 950 people.

TC3 Pathways Endowment received a \$1,000,000.

Philanthropic related work: Illume Projects – a second phase of the adult campus housing feasibility study will take place. This portion will focus on students and Dara Riegel, assistant director for employer relations and experiential learning will take the lead contact person

### **Scholarships**

Selection for spring scholarships and grants are underway.

### **Events**

Spring 2024

- In-house campaign
- Thank you event
- Retiree event
- Pathways luncheon
- Spring scholarship luncheon

### **Communications**

A direct mail solicitation piece is at the printers and will be sent to nursing alumni for nursing lab updates and nursing student emergency funds. A \$10,000 match for nursing student emergency funds has been secured from the Mary Porcari Brady Fund.

### **Foundation Board Members**

Doug Bentley, (Cortland County), alum  
Amanda Bisson, Faculty Liaison  
Clint Books, secretary/treasurer (Cortland County)  
Rich Cunningham (Cortland County)  
Dale Davis, (Cortland County), alum  
Regina Grantham, chair (Cortland County)  
Bob Haight (Cortland County)  
Amy Kremenek, College President  
Amy Lanzilotta (Tompkins County), alum  
Adam Long (Tompkins County)  
Mike McMahon (Cortland County)

Matt McSherry, Board of Trustees Liaison  
Janet Morgan (Tompkins County)  
Kansas Underwood, vice chair (Tompkins County) alum  
Greg Richards (Cortland County)  
Gary Stewart (Tompkins County)  
Mary Stoe (Tompkins County)  
Brian Tobin (Cortland County)  
Jennifer Turck (Cortland County)  
Baruch Whitehead (Tompkins County)  
Paula Younger (Tompkins County)



TO: Tompkins Cortland Community College Board of Trustees  
FROM: Amy Kremenek, DM, President  
DATE: January 10, 2024  
SUBJECT: President's Update

The following update reflects progress toward the President's goals approved by the Board of Trustees. The goals are organized by the following 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 spring 2024 semester begins on Monday, January 22, 2024. Core enrollment is currently up by 16.3% with 1,376 students enrolled. Enrollment is up in all categories, including continuing students (+8.4%), new (+11.8%), full-time students (+14.8%) and part-time (+18.2%). Enrollment by FTE is up 16.1% overall. These numbers may moderate as students take necessary steps to complete required processes.
- The College continues to work with SUNY, who is providing technical support to address various technical issues with the previous implementation of Slate, the College's Customer Relationship Management (CRM) system. In addition, work with our assigned Ruffalo Noel Levitz (RNL) coach will kick off at the end of the month. The goal is to conduct a comprehensive strategic enrollment analysis that includes data analysis, strategy development, projections and goals. The end product will be a comprehensive Strategic Enrollment Management (SEM) Plan that encompasses six "P's": Program, Place, Price, Promotion, Purpose, and Process. The engagement with RNL will conclude in June.
- A student input session to review and add to the campus' insights into student retention challenges will be held on February 1 in the Forum. This is a follow-up to the "World Café" session held with students virtually on November 15 as well as the faculty and staff session that occurred during Fall Day in October.
- The Park Foundation has approved funding for phase II of the feasibility study to consider the possibility of Adult Student Housing at TC3. This phase will focus on gaining the input and insight of prospective adult student residents, including those already enrolled and those who might consider enrolling if certain barriers were addressed. Dara Riegel, Assistant Director of Employer Relations & Experiential Learning, is spearheading this work with Illume Projects, a research firm based in Ithaca. The goal is to complete this work by May.
- The College is actively seeking opportunities to affiliate with leading and best practice experts to support efforts to strengthen student retention. An application was submitted to the National Institute for Student Success (NISS) to engage with a grant-funded coach that works with institutions to identify and remove policy, practice and structural barriers to student completion and close equity gaps. In addition, the College will be sending a team to the Achieving the Dream national convening in February. Achieving the Dream is a national

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Phone 607.844.8211 | Toll-Free: 888.567.8211 | Fax: 607.844.6545 | [tompkinscortland.edu](http://tompkinscortland.edu)

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- consortium of community colleges focused on closing achievement gaps for all students and accelerating student success.
- The College secured \$80,000 from SUNY to support strengthening transfer partnerships with SUNY Cortland and Cornell University. A proposal for use of the funds, *Network for Collegiate Transfer*, was submitted for soon-anticipated approval. Similarly, conversations are underway with SUNY Oswego to develop clear and viable transfer partnerships to support student progress and goals.

### **CAMPUS: INSTITUTIONAL RESOURCES AND ASSETS**

- The search for the Executive Director of the TC3 Foundation is underway, with a screening committee appointed and initial candidate screening that will begin on Friday 1/12. The goal is to bring finalist candidates to campus for in-person meetings in early February and to complete the process with a new Executive Director beginning in early April.
- The search for the new leader for Coltivare has been successfully brought to a close. Scott Riesenberger, a highly accomplished and experienced industry professional, will begin on January 22 in the combined position of Executive Chef and Interim Director of Operations. He will report to the President. Among Scott's top priorities will be to develop the business plan, finalize the financial plan in conjunction with Finance & Administration, and gain approval for the reopening schedule. In addition, Coltivare's newly formed Advisory Board will meet in early February.
- Review of the College's current policies and the update and development of a Centralized Policy Manual and associated practices is underway. This work will be facilitated by the new Chief Policy & Compliance Officer (CPCO), in conjunction with the senior leadership team and our legal firm. The CPCO search is set to be completed in January.
- The College is actively supporting statewide efforts led by the NY Community College Trustees (NYCCT) and the NY Community College Association of Presidents (NYCCAP) to advocate for the \$97 million Empire State Community College Workforce Guarantee. Both Cortland County and Tompkins County Legislatures are actively engaged in passing resolutions of support.

### **CAMPUS COMMUNITY: ENGAGEMENT AND PARTICIPATION**

- The annual Opening Day for the spring semester will take place on January 16. This is a biannual opportunity for the campus to come together to reengage and reconnect following the semester break and to provide progress updates relative to campus initiatives. Campus offices will be allowed to close between 8:30 and 10 a.m. so that all who wish to attend Opening Day may do so.
- Work is underway to develop an "employee of the month" program to recognize the significant number of faculty and staff who consistently go 'above and beyond' in support of the College and efforts to further the success of fellow colleagues, students and the greater

- community. Human Resources will be leading this effort, and a committee will be engaged to assist with developing the program and identifying honorees.
- Efforts are underway to finalize the College's current Strategic Plan, which expires this year, and to begin to develop its successor 2025-2030 Strategic Plan. The current Strategic Plan, *Connecting*, was launched in January 2020 and contains five themes, 16 key performance indicators and 82 strategies. While much has changed since 2020, our goal will be to as meaningfully as possible report on progress since then and to build on this work for the next phase.

### **EXTERNAL COMMUNITY: PARTNERSHIPS & COLLABORATION**

- The TC3 Foundation Board of Directors welcomed on January 9 six new board members: Adam Long (Cayuga Health System), Mike McMahon (E-Z Acres LLC), Dr. Janet Morgan (TC3 Nursing Professor Emerita), Greg Richards (CAPCO), Brian Tobin (SUNY Cortland), and Dr. Baruch Whitehead (Ithaca College Professor and founding Director of the Dorothy Cotton Jubilee Singers). In addition, Board Officers for 2024 are: Chair Regina Grantham (SUNY Cortland), Vice Chair Kansas Underwood (Guthrie Cortland), and Secretary/Treasurer Clint Brooks (First National Bank of Dryden).
- I met on January 4 with Peter Vercillo of Dryden Mutual to discuss workforce needs for the insurance industry. With a retiring workforce and competitive job market, there is significant interest in connecting TC3 students with job opportunities in the industry, which offer family-sustaining wages and benefits. This is important input to our efforts to elevate Career and Workforce Services on our campus to serve both students and local employers as well as ideally, college alumni.



**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-19**

**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, JAN BRHEL, 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 17<sup>th</sup> day of January 2024, 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 17<sup>th</sup> day of January 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**Appointment of Personnel**  
**Wednesday, January 3, 2024**  
**Presented to the Board of Trustees**

Employee	Department	Title/Rank	Salary	Employment Dates
<b>August</b>				
Lyon, Crystal	CTC New Faculty Mentorship Program (M. VanKanegan)	Adjunct	\$463.65	08/21/23 To 12/15/23
VanKanegan, Megan	CTC New Faculty Mentorship Program (C. Lyon)	Adjunct	\$439.65	08/21/23 To 12/15/23
Feavearyear, Jody	Participation in Developmental Education Meetings x 9	Adjunct	\$360.00	08/22/23 To 12/01/23
Fussner-Kelly, Shirley	Participation in Developmental Education Meetings x 10	Adjunct	\$400.00	08/22/23 To 12/01/23
Hamilton, William	Participation in Developmental Education Meetings x 2	Adjunct	\$80.00	08/22/23 To 08/25/23
McComb, Jared	Participation in Developmental Education Meetings x 6	Adjunct	\$240.00	08/22/23 To 10/11/23
<b>October</b>				
McLane, Todd	HRMG220 M01 (Co-taught) w/ A. Bisson	Adjunct	\$3,346.75	10/03/23
<b>November</b>				
Frisbie, Megan	Participation in Developmental Education Meeting	Adjunct	\$50.00	11/14/23
Potter, Kristi	Participation in Developmental Education Meeting	Adjunct	\$50.00	11/14/23
Weed, Steve	Participation in Developmental Education Meeting	Adjunct	\$50.00	11/14/23
Zaia, Heather	Participation in Developmental Education Meeting	Adjunct	\$50.00	11/14/23
<b>December</b>				
Earley, Bernard	ENGL101 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Galezo, David	PHIL101 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Gammage-Sikora, Gina	SPAN101 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Gilbert, Mary	ENGL102 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Kobre, Michael	BIOL114 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Kyle, John	CAPS131 BL1	Adjunct	\$1,509.30	12/20/23 To 01/19/24
Lyon, Crystal	ART 124 BL1 INDP	Adjunct	\$2,496.00	12/20/23 To 01/19/24
Panzer, Nina	SOC1101 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Richards, David	BUAD201 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Schmid, Joseph	ACCT101, BL1	Adjunct	\$5,160.00	12/20/23 To 01/19/24
Seyfried, Matthew	ENGL204 BL1	Adjunct	\$3,870.00	12/20/23 To 01/19/24
Sheehan, John	ANTH202, BL1, BL2	Adjunct	\$7,740.00	12/20/23 To 01/19/24
<b>January</b>				
Pakkala, Amber	Para-Professional Tutor/Academic Coach	Adjunct	\$1,329.60	01/02/24 To 01/19/24
Ryan, Morgan	Academic Affairs - Nursing	Instructor	\$68,000.00*	01/16/24
<b>February</b>				
Erwin, Stephen	Strategic Marketing - UI/UX Front-End Developer and Web Captain	Grade 4	\$102,000.00*	02/05/24

TOMPKINS CORTLAND COMMUNITY COLLEGE

Presented to the Board of Trustees

January 17, 2024

Resignations/Retirements/Separations

<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>EFFECTIVE</u>	<u>REASON</u>
Jan Brhel	Executive Assistant to the President	President's Office	02/02/24	Resignation
Janet Swinnich	Professor	Academic Affairs	08/31/24	Retirement

FACULTY STUDENT ASSOCIATION

None.

BISTRO

None.

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-20**

**DISPOSAL OF SURPLUS PROPERTY**

**WHEREAS**, Tompkins Cortland Community College desires to dispose of its surplus property, and

**WHEREAS**, the Administration has identified the equipment on the list attached to this resolution as obsolete, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College authorizes the administration to dispose of the equipment according to appropriate College policies and legal requirements.

**STATE OF NEW YORK:**

**SS:**

**COUNTY OF TOMPKINS:**

**I, JAN BRHEL, 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 17<sup>th</sup> day of January 2024, 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 17<sup>th</sup> day of January 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

January 2024

From: Kevin Caveney, Purchasing  
Re: Disposal of Surplus Items Report

Upon advisement from Campus Technology, and due to equipment replacements and/or upgrades, the following equipment has been determined to be obsolete and/or non-functioning, and of no further use to the College. Equipment determined to have any useful value outside of its original purpose with the college is normally designated for auction or placement with non-profit agencies if feasible. The remaining items are designated for e-waste/ recycling with Regional Computer Recycling and Recovery. Prior to disposal, proper security measures are completed and documented. Designated drives are destroyed and the items to be recycled are done so following appropriate compliance in relation to security and environmental concerns. Upon disposal, items are removed from the College's inventory.

- 89 – Monitors
- 133 – Computers
- 4 – Printers
- 1 – Television
- 16 – Docking Stations
- 121 – Access Points
- 5 – Scanners
- 33 – iPads/Tablets
- 2 – Cisco Firewall Units
- 5 – Monitors (donated to non-profit)

Upon advisement from and in coordination with the Buildings and Grounds Department and the related department(s), due to non-use and declined condition or lack of functionality, age, wear, breakage and/or replacement upgrades, the following items were determined to be obsolete and of no further use to the College. The items have been properly disposed of or auctioned (as noted) and removed from the College's inventory.

- 10 – Chairs
- 1 – Desks
- 4 – Tables
- 1 – Drop-in Cooler
- 3 – Desks
- 1 – Studio Piano
- 10 – File Cabinets
- 29 – Office Chairs (auctioned)
- 2 – Lounge Chairs (auctioned)
- 1 – IT Cart
- 2 – Study Carrolls
- 6 – Office Chairs
- 10 – Lab Tables (auctioned, \$330)
- 92 – Metal Chairs (donated to non-profit/charity)

15 – ‘Trapezoid’ Tables (donated to non-profit)  
2 – Round tables (donated to non-profit/charity)  
5- Misc. Chairs (donated to non-profit/charity)  
1 –Rowing Machine

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-24  
JOB POSTING SERVICES**

**WHEREAS**, there is a need for Job Posting Services in various publications for TC3 as required, and

**WHEREAS**, the College has complied with New York General Municipal Law Section 103, and solicited sealed bids for Job Posting Services, and

**WHEREAS**, Graystone Group Advertising of Trumbull, CT, has provided the lowest responsible bid based on 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 Job Posting Services as needed to Graystone Group Advertising, based lowest pricing for the specified publications. Pricing is to be consistent for up to 3 years as needed. Sealed bids were solicited due to the fact that it is anticipated that the total cost will exceed the dollar threshold of \$20,000.00. Be it further

**RESOLVED**, that the Board of Trustees hereby authorizes the Administration to approve budgeted purchases made during the agreement.

<b>STATE OF NEW YORK:</b>	<b>I, JAN BRHEL, CLERK</b> of the Board of Trustee of Tompkins Cortland Community College,
<b>SS:</b>	
<b>COUNTY OF TOMPKINS:</b>	<b>DO HEREBY CERTIFY</b> 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 17th day of January 2024 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 17th day of January 2024.

Clerk of the Board of Trustees

## **Recommendation of Bid Award for Job Posting Services**

In consultation with the Department of Human Resources, we are recommending the award of the bid for **Job Posting Services**, to Graystone Group Advertising for ad placement in specified publications such as *CAREERBUILDER.COM*, *Chronicle of Higher Education*, *Hispanic Outlook*, *Diverse Issues*, *HIGHEREDJOBS.COM*, *INSIDEHIGHERED.COM*, and *Insight into Diversity*; Potomac Publishing, Inc.

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 and The Cortland Standard. Bid requests were sent to seven vendors. Three bids were received from the following providers:

Graystone Group Advertising  
Shaker Recruitment Marketing  
Job Elephant

Graystone Group Advertising provided the lowest pricing for postings in the specified publications.

Kevin Caveney  
Purchasing



**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-22**

**APPROVAL OF POSITION DESCRIPTION  
ASSISTANT TO THE PRESIDENT**

**WHEREAS**, the College has determined, based on a review and analysis of the President's Office, that there is a need to revise the Assistant to the President position description, and

**WHEREAS**, the attached Assistant to the President position description has been reviewed by the Human Resources Department and is recommended by the President, be it therefore

**RESOLVED**, that the Assistant to the President 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:**

**SS:**

**COUNTY OF TOMPKINS:**

**I, JAN BRHEL, 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 17<sup>th</sup> day of January 2024, 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 17<sup>th</sup> day of

January 2024.

Clerk of the Board of Trustees

Tompkins Cortland Community College

## TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Assistant to the President

**GRADE**

M/C

**PAGE**

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**ORGANIZATIONAL UNIT**

President's Office

**REPORT TO**

President

**APPROVED BY**

**SUMMARY:**

The Assistant to the President shall provide confidential executive and administrative support to the President and the Board of Trustees of the College. In this capacity, the Assistant to the President will assume all the executive administrative support responsibilities, maintain institutional records and files, assist with the preparation and presentation of reports and budgets, and supervise any student staff that may be employed in the President's Office. The Assistant to the President will additionally be assigned special projects in support of the President and Board of Trustees and will work independently, at times with little direction, acting with the utmost discretion and professionalism. The Assistant to the President will serve as liaison for the President, the Board of Trustees, the President's Executive team and the College community. The Assistant to the President serves as the Clerk to the Board of Trustees and as a member of the President's Cabinet.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

1. Assists the President in all executive and administrative functions of the office and provides a broad variety of confidential and administrative tasks for the President including but not limited to preparing executive-level communications including drafting remarks, correspondence, reports, and presentations and maintaining the President's calendar.
2. Serves as the initial point of contact for the Offices of the President and the Board of Trustees for the public, the internal and external college community, handling phone calls/inquiries, citizen and student concerns, inquiries or issues, and other matters coming to the office via telephone, electronic, or personal visit.
3. Assists with the development of presentations, letters, remarks, and other communications on behalf of the President and Board of Trustees as needed.
4. Acts as the Records Access Officer, overseeing the disbursement and timely response to record requests, legal filings, and FOIL requests.
5. Provides executive-level oversight for signature campus-wide major events, including Commencement, December Graduation, and Opening Days. Organizes special events sponsored by the President and/or Board of Trustees.
6. Develop and prepare, in consultation with the President, the agendas, resolutions, and other documents of the Board of Trustees. Maintains organization and currency of Board-approved resolutions, policies, and other documentation according to Records Retention Requirements and best administrative practices.
7. Records the minutes of the regular, committee and special meetings of the Board, prepares the minutes for signature of the Chairman and Clerk of the Board, and distributes appropriately according to requirements.
8. Maintains currency and ensures compliance with applicable rules and regulations set in Board Bylaws, including advance distribution of materials and notices of meetings to the college community and media.
9. Prepares for the President's review and action any correspondence or related documents, including follow-up to action taken at Board meetings, such as appointment letters, resolutions to be forwarded to the County Legislature, etc.
10. Researches and presents information/summaries/data/history to the President on special projects, initiatives, issues, concerns, etc., as needed, including those of a sensitive or confidential nature. Serves on appropriate College committees as assigned.
13. Maintains the official Policy Manual of the Board of Trustees and coordinates the annual review, update and communication of the College's Centralized Policy Manual and supports the work of the Chief Policy & Compliance Officer.
14. Interfaces and coordinates with community leaders, elected officials and staff, including the Tompkins and Cortland County Legislatures, on behalf of the President and Board of Trustees.

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**POSITION TITLE**

Assistant to the President

**GRADE**

M/C

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**ORGANIZATIONAL UNIT**

President's Office

**REPORT TO**

President

**APPROVED BY**

15. Directs the student staff of the President's Office. 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, regulations, and collective bargaining agreements.
16. Assures the efficient use of material resources by assessment of the President's Office and the Board of Trustee's needs, development of budget recommendations, and management of the department within the budgetary constraints imposed by the College.
17. Maintains currency and skills in professional executive administration, in addition to requirements of Open Meetings Law, Public Records Access, Freedom of Information Law (FOIL), etc.
18. Performs other job-related tasks as assigned.

**SUPERVISION:**

Types Supervised (check each category):

- \_\_\_\_\_ Classified Staff
- \_\_\_\_\_ Administrative
- \_\_\_\_\_ Faculty
- \_\_\_\_\_ Adjunct Faculty
- \_\_\_\_\_ Students

Indicate number in each category:

- \_\_\_\_\_ # of Classified Staff
- \_\_\_\_\_ # of Administrative
- \_\_\_\_\_ # of Faculty
- \_\_\_\_\_ # of Adjunct Faculty
- \_\_\_\_\_ # of Students

**MINIMUM QUALIFICATIONS:**

Bachelor's Degree or equivalent plus four years of increasingly responsible professional and administrative experience or an Associate's degree with six years of equivalent experience. Demonstrated experience and proficiency with all forms of oral and written professional communication. Demonstrated experience working with a wide variety of audiences. Must possess skill level and self-motivation to proactively anticipate needs and plan accordingly for successful outcomes. Demonstrated ability to manage situations and information with appropriate tact, confidentiality, and professionalism.

**DESIRED QUALIFICATIONS:**

**PHYSICAL SKILLS AND ABILITIES:**

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-21**

**APPROVAL OF POSITION DESCRIPTION  
DEAN OF ADMISSIONS AND RECRUITMENT**

**WHEREAS**, the College has determined, based on a review and analysis of the Enrollment Management department, that there is a need to create a Dean of Admissions and Recruitment position description, and

**WHEREAS**, the attached Dean of Admissions and Recruitment position description has been reviewed by the Human Resources Department and is recommended by the President, be it therefore

**RESOLVED**, that the Dean of Admissions and Recruitment 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, JAN BRHEL, 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  
17<sup>th</sup> day of January 2024, 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 17<sup>th</sup> day of January 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

## TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Dean of Admissions and Recruitment

**GRADE**

6

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**ORGANIZATIONAL UNIT**

Enrollment Management

**REPORT TO**

Vice President of  
Enrollment Management

**APPROVED BY**

**SUMMARY:**

The Dean of Admission and Recruitment is an innovative, collaborative, and experienced enrollment professional with a sincere appreciation for students, their families, and the community college experience. The Dean of Admissions and Recruitment develops and implements recruitment plans, tactics, and strategies to recruit a talented and diverse student body. Operationally, the dean manages the day-to-day functions of the admissions office. As such, the dean hires, supervises, and mentors admissions staff; monitors the budget; develops and tracks the office's KPIs; guides communication flow to prospective students; directs staff travel and recruitment efforts; and oversees the application review process. The dean collaborates extensively with other Enrollment Management areas and the College's leadership, faculty, staff, and other key internal and external partners.

Strategically, the dean is a senior team member in the enrollment management unit who assists with setting overall enrollment goals, developing a comprehensive recruitment plan, identifying salient trends in the market, and working directly with the College's faculty and staff to help ensure optimal enrollment across all programs. The primary responsibility of the dean is the execution of an overall admissions strategy that provides the College with a cohesive and centralized admissions operation while meeting the unique recruitment needs of each student and program.

The Dean of Admissions and Recruitment is responsible for creating and maintaining internal and external relationships with multiple college stakeholders to meet established enrollment goals and ensure access to the College. Communications, programs, and services provided to prospective students, students, parents, and other college stakeholders are developed in collaboration with appropriate college personnel and are designed to support student learning and academic success.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

1. The ideal candidate is expected to be goal-centered, innovative, self-motivated, and have excellent interpersonal and communication skills.
2. Manage the admissions staff, including hiring, supervising, training, and evaluating direct reports. Provide professional development and coaching to support the growth and development of staff.
3. As the admissions office's chief accountability officer, serve as an influential and strategic contributor to the College's ongoing success, ensuring that the admissions office develops, plans, and implements approved programs and initiatives to meet or exceed enrollment goals and metrics. Provide regular updates to College leadership and colleagues about the status of recruitment efforts, initiatives, and outcomes.
4. Develop an operational understanding of and familiarity with all admissions, academic, career opportunities, student life, student services, athletic, and financial aid programs and processes at the College. Create and continuously implement a professional development training program to ensure currency of self and staff relative to these areas.
5. Professionally represent the College to a range of outside constituencies, including prospective students, parents and guardians of prospective students, school counselors, educational consultants, teachers, coaches, community-based organizations, local businesses, and other educators.

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

<b><u>POSITION TITLE</u></b>	<b><u>GRADE</u></b>	<b><u>PAGE</u></b>
Dean of Admissions and Recruitment	6	Page 2 of 2

<b><u>ORGANIZATIONAL UNIT</u></b>	<b><u>REPORT TO</u></b>	<b><u>APPROVED BY</u></b>
Enrollment Management	Vice President of Enrollment Management	

6. Use data-driven strategies and tactics to develop and implement a strategic recruitment plan that meets enrollment goals and attracts a diverse and promising student body. Build a comprehensive recruitment event and travel calendar for individual recruitment staff; ensure that the goals of the recruitment plan are met.
7. Implement and continually improve upon a comprehensive recruitment plan that guides the efforts of the admissions staff as it raises the visibility and strengthens the College's position in the marketplace. Communicate key differentiators that position the College as a smart investment in the highly competitive higher education marketplace.
8. Increase enrollment for established programs and degrees, as well as certificates, credentials, and continuing education programs for the growing demographic of non-traditional students.
9. Oversee all aspects of the online application review process, working closely with campus staff and faculty, as well as prospective students, to ensure that applications are reviewed in a timely manner.
10. Be highly engaged with and responsive to the College's dedicated partners, including but not limited to senior leadership, faculty, staff, coaches, teachers, school counselors, students, parents, and alumni.
11. Think and act creatively and holistically about resource allocation to support the challenges of shifting demographics and the needs of students. Inform and support strategies designed to meet financial aid and revenue goals.
12. Analyze quantitative and qualitative data to shape strategic directions and regularly assess the effectiveness of the College's admission policies and recruitment activities. Lead the office in using data to inform strategic decisions, establish and monitor key performance indicators, benchmark progress and program outcomes, monitor trends, identify opportunities, and adjust direction and tactics.
13. Effectively utilize campus databases, systems, and technology to advance the College's enrollment goals and further develop an effective and efficient enrollment operation. Provide oversight and direction for up-to-date technology and recruitment and admissions tracking systems, credential evaluation, and articulation agreements.
14. Foster a culture of excellence in appropriately leveraging data and sharing information within the admissions office and across the College's enrollment team. Provide expert knowledge in using and analyzing admissions data sharing information and reports regularly, transparently, and appropriately with campus partners.
15. Partner with the marketing department to strategize and develop recruitment communications, including content for email campaigns and text communications to prospective students, applicants, and admitted students. Provide direction and collaborate with the marketing team on the creation and execution of admissions marketing materials and the College's website. Contribute to the organization, re-design, implementation, and coordination of web pages and web-based services for relevant areas.
16. Serve as a dynamic and knowledgeable representative for the College on admissions, affordability, diversity, access, and the value and transformational power of community college and higher education.

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**POSITION TITLE**

Dean of Admissions and Recruitment

**GRADE**

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**ORGANIZATIONAL UNIT**

Enrollment Management

**REPORT TO**

Vice President of  
Enrollment Management

**APPROVED BY**

Support the College's commitment to a diverse student body, underserved communities, low-income students, adult students, and first-generation college students.

17. Assist and collaborate within the comprehensive enrollment management division, including but not limited to concurrent enrollment, workforce development, and marketing-related efforts. Work to actively recruit and enroll students into all enrollment management division cross-functional areas.
18. Demonstrate a sincere commitment to building a diverse, equitable, and inclusive community and a willingness to continue to foster personal learning within the admissions office and to engage in honest conversations regarding issues and policies and their impact on all students.
19. Assist senior leadership in planning and developing annual and long-range enrollment goals for the College. Provide wisdom and information regarding changing demographics and the highly competitive landscape, lead the campus in understanding challenges and the impact on the community, and guide the campus in building effective recruitment and engagement activities.
20. Ensure the smooth and seamless transition of new students into support systems of adjacent offices and through new student advising, financial aid, registration, housing, and billing.
21. Lead the preparation and management of the admissions budget.
22. Serve on various college committees and perform other appropriate duties as assigned.

**SUPERVISION:**

Types Supervised (check each category):

Classified Staff  
 Administrative  
 Faculty  
 Adjunct Faculty  
 Students

Indicate number in each category:

  3   # of Classified Staff  
  5   # of Administrative  
       # of Faculty  
       # of Adjunct Faculty  
       # of Students

**MINIMUM QUALIFICATIONS:**

- Bachelor's degree from a regionally accredited college or university with a minimum of 7 years of relevant professional experience.
- Demonstrated ability to increase new student enrollment strategically through innovative and forward-thinking avenues.
- Ability to build strong relationships and to collaborate as part of a team with individuals, departments, and organizations.
- Ability to create a unique, high-touch customer service experience that consistently meets or exceeds expectations.
- Experience developing and implementing a strategic recruitment plan that aligns with articulated goals.
- Working knowledge of technologies (CRM, social media, workflows, etc.) and use of data analytics in the strategic planning, organizing, and execution efforts to recruit and enroll new students.

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**POSITION TITLE**

Dean of Admissions and Recruitment

**GRADE**

6

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**ORGANIZATIONAL UNIT**

Enrollment Management

**REPORT TO**

Vice President of  
Enrollment Management

**APPROVED BY**

- Collaborative, energetic, and resourceful work style. Enjoys strategic thinking as well as rolling up one's sleeves.
- Ability to contribute to a work environment that is welcoming to people from a diverse variety of backgrounds and experiences.
- A valid driver's license is required, and maintenance of driving record is required per college driver requirements.

**DESIRED QUALIFICATIONS:**

- Ten or more years of higher education experience in admissions and enrollment, marketing, and database management.
- Experience supervising, leading, and motivating staff to achieve established goals and metrics. Ability to attract and retain talent.
- Demonstrated ability to energize, inspire, develop, and leverage a team to implement the strategic recruitment plan and proactively respond and adjust to a rapidly changing environment. A tremendous work ethic and team-oriented approach.
- Project management skills and capacity to manage complex and related business operations and processes.
- Innovative, resourceful, and capable of managing multiple competing priorities while maintaining a commitment to always providing outstanding service.
- Inclination and ability to seek ways to improve policies, processes, and practices to reduce inefficiencies, achieve goals, and work through obstacles.
- Strategic working knowledge of websites (coding and building skills not required); strong writing and communication skills; and the ability to analyze data and read trends to draw action-based conclusions.
- Demonstrated ability to build consensus and to be a change agent during challenging recruitment times.
- Experience working with Technolutions Slate.

**PHYSICAL SKILLS AND ABILITIES:**



**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-23**

**APPROVAL OF POSITION DESCRIPTION  
DIRECTOR OF AUXILIARY OPERATIONS**

**WHEREAS**, the College has determined, based on a review and analysis of the Finance and Administration department, that there is a need to create a Director of Auxiliary Operations position description, and

**WHEREAS**, the attached Director of Auxiliary Operations position description has been reviewed by the Human Resources Department and is recommended by the President, be it therefore

**RESOLVED**, that the Director of Auxiliary Operations 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:**

**SS:**

**COUNTY OF TOMPKINS:**

**I, JAN BRHEL, 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 17<sup>th</sup> day of January 2024, 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 17<sup>th</sup> day of January 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

## TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Director of Auxiliary Operations

**GRADE**

5

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**ORGANIZATIONAL UNIT**

Finance & Administration

**REPORT TO**

Vice President of  
Finance & Administration

**APPROVED BY**

**SUMMARY:**

The Director of Auxiliary Operations (DOAR) will be a strategic partner to the Vice President for Finance & Administration. The DOAR will provide operational leadership and administrative oversight of the auxiliary operations of the College, including the TC3 Foundation and its subsidiaries: Cultivare, TC3 Farm, Residence Halls, and the extension centers in Ithaca and Cortland, in support of the mission of the College and success of students. The DOAR is responsible for the operational activities and financial and administrative reporting for all Foundation activities. The DOAR ensures that comprehensive policies, procedures, and controls are in place and maintained. In consultation with the Vice President for Finance & Administration, the DOAR is responsible for the financial analysis, reporting, forecasting, budget preparation, and annual audit functions for the TC3 Foundation, TC3 Bistro, and TC3 Farm in conjunction with the outside auditing firm.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

1. Assists the Vice President of Finance & Administration in providing general leadership in the administration of operational and fiscal matters for all aspects of the Foundation and its subsidiaries. Works directly with the Vice President of Finance & Administration to develop and implement financial and operational policies and procedures in areas of audit, governance, and regulatory compliance.
2. Provides oversight of the monthly financial operations to ensure the proper recording and reporting of all operations, transactions, and assets and liabilities of the Foundation and its subsidiaries in accordance with generally accepted accounting practices.
3. Identifies and manages workflow and process improvements within the Foundation and its subsidiaries and works with others to coordinate the smooth implementation of agreed-upon procedures.
4. Reviews, identifies opportunities, and manages the Foundation's information technology systems and reporting. Works closely with the College's IT department on selecting and implementing new systems and upgrades or enhancements to existing systems.
5. Assists the Vice President of Finance & Administration with third-party reporting requirements.
6. Administers contracts and works with contractors and other personnel to provide oversight of properties, including rental and lease agreements with third parties. Serves as the primary contact for extension center lease agreements.
7. Provides regular reviews and best practice updates to internal control systems for the Foundation and its subsidiaries.
8. Effectively manages the endowments and cash flow needs of the Foundation and its subsidiaries.
9. Manages insurance matters, including the review and renewal of insurance policies. Responsible for the negotiation and resolution of claims processing and risk management analysis.
10. Reviews, updates, and ensures compliance with all safety regulations and protocols for all auxiliary units. Works in coordination with appropriate personnel to address, mitigate, and report on required activities.
11. In collaboration with College personnel, including Facilities, Campus Technology, and Student Services, assess the Foundation and its subsidiary facilities and operational needs and recommend pricing structures for the College's residential students.

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**POSITION TITLE**

Director of Auxiliary Operations

**GRADE**

5

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**ORGANIZATIONAL UNIT**

Finance & Administration

**REPORT TO**

Vice President of  
Finance & Administration

**APPROVED BY**

12. Collaborates with the appropriate personnel to prepare annual operating budget requests to be presented to the Vice President of Finance & Administration as part of the College's budget process and timeline. Maintains budgetary and fiscal controls and prepares complex financial analysis and budgetary forecasts to ensure alignment with strategic and educational goals.
13. Ensures proper human resource practices by recommending hiring, disciplinary, and other performance-related actions. Ensures all personnel matters are in accordance with federal, state, and local Equal Opportunity/Affirmative Action Laws, other applicable regulations, and collective bargaining agreements.
14. Works with the Vice President of Finance & Administration and the TC3 Foundation Executive Director to coordinate needs and materials for Foundation Board and Committee meetings. Attends Foundation Committee and Board meetings as required.
15. Ensures proper reporting and adherence to donor funds intent and establishes procedures and other best practices to provide regular reporting updates to the Foundation Executive Director.
16. Assists the Finance Office with annual external audits.
17. Assists the Vice President of Finance & Administration with other job-related assignments, projects, and analysis, as required.

**SUPERVISION:**

Types Supervised (check each category):

\_\_\_\_\_ Classified Staff  
\_\_\_\_\_ Administrative  
\_\_\_\_\_ Faculty  
\_\_\_\_\_ Adjunct Faculty  
\_\_\_\_\_ Students

Indicate number in each category:

\_\_\_\_\_ # of Classified Staff  
\_\_\_\_\_ # of Administrative  
\_\_\_\_\_ # of Faculty  
\_\_\_\_\_ # of Adjunct Faculty  
\_\_\_\_\_ # of Students

**MINIMUM QUALIFICATIONS:**

- Bachelor's Degree, preferably in business administration or other related field, or a combination of education and related relevant experience.
- Five years of professional experience in supporting business operations.
- Experience in preparing and managing budgets and internal controls.
- Exceptional interpersonal skills and proven ability to build a rapport and constructive professional relationships.
- Strong written and verbal communication skills, with the ability to communicate effectively in a professional manner.
- Ability to handle multiple matters simultaneously with the ability to prioritize.
- Adaptability and resourcefulness in the navigation of a complex work environment.
- Project management skills and capacity to manage complex and related business operations and processes.
- Experience supervising, leading, and motivating staff to achieve established goals and objectives.

**DESIRED QUALIFICATIONS:**

- Eight years of professional experience in supporting business operations.

**PHYSICAL SKILLS AND ABILITIES:**

## **Provost Report January 2024**

### **December Faculty Meeting:**

We held our December faculty meeting on 12/8/23. Our agenda included the following: SLO Reporting; January Welcome-Back Week Updates; Middle States Commission on Higher Education (MSCHE) Conference and Self-Study. Highlights of the meeting revolved around our Middle States discussions.

We shared a general timeline for our self-study, which is a critical step in our accreditation process that will involve the whole campus:

- *2023/2024*: Focus on organizing our self-study approach; collection of evidence to show compliance for each standard; review of areas/standards that may need attention/support
- *2024/2025*: Taking part in Middle State's Self-Study Institute, designed to assist colleges with this work; evidence collection and review of key areas/standard continues
- *2025/2026*: Focus on formal writing of the self-study
- *2026-2027*: Submission of self-study in Fall and site visit in Spring, when a group representing Middle States visits campus to review our self-study

Malvika Talwar and I provided some reflections based on our recent trip to the MSCHE Conference. Our biggest take-aways follow:

- We feel a sense of urgency around our pending self-study but not a sense of panic. We have done a lot of good work to maintain our accreditation, but more work remains.
- Future trends in higher education show increases in microcredentials, HyFlex classes, and hybrid learning.
- A focus on post-graduation outcomes is a burgeoning key metric.
- The regulatory and political environment related to higher education is changing, with an increased focus and scrutiny on accrediting bodies and their practices.
- There is a heavy emphasis on the disaggregation of student success data at myriad levels.

We closed by asking faculty to engage in discussions about their role in our last self-study and their thoughts on that process, which was completed in 2017/2018. We learned a great deal about previous approaches and how faculty were involved.

### **Prior Learning Policy**

I've submitted to the Curriculum Committee a draft of a prior learning policy. The draft is designed to be consistent with [MSCHE requirements](#), the SUNY Board of Trustees [Resolution on Prior Learning](#), and the proposed FCCC resolution on Prior Learning Assessment. This policy will work its way through our shared governance process in the Spring semester.

### **Teaching Observations**

The College has worked with both the adjunct and faculty unions to improve our teaching observation processes and forms. The new approach is designed to provide richer feedback to all teaching faculty to assist improving teaching and learning. It will be implemented in the Spring. Malvika Talwar and Anndrea Mathers led the efforts in this regard for the Provost's Office.

## **Enrollment Management Board Report January 2024**

As our enrollment numbers continue to reflect solid growth from the previous admissions cycle, the policies and procedures of the admissions office are under review. The training of new Admissions staff continues and we are strategizing with our colleagues in Registration, Billing, and Student Success to maximize our potential for the enrollment of new students, transfers, and readmits for Spring 2024. We are embracing a new system to stay connected with our accepted students and to assist them with the completion of the enrollment process. We are also laying the foundation with our Fall 2024 applicants to continue to build their affinity for the TC3 and subsequent enrollment into the College. Through our high school visits and college fairs participation, we are enhancing their interest and we are inviting them to visit campus.

Our strategic marketing department is in the process of creating a college-wide strategic marketing plan and new processes for the department. On the marketing plan side, we are re-evaluating our vendor relations to better optimize budgets, to assemble Year One priorities, and to finalize an offer to a new webmaster whose main task will be re-organizing and re-designing the College's website. On the process side, the department has audited the current state, analyzed workflows, kicked off on-boarding of a project management system, and composed new processes to help streamline workflows. We anticipate a plan to be assembled and have a soft launch of new processes by mid-February. Some tactics, such as digital advertising, will already be underway by the time the plan is composed.

In our concurrent enrollment department, we celebrated the graduation of our first P-TECH student, Sindiswa Pinckney (Dryden HS). Sindi completed her AAS degree in Applied Science and Technology. We hosted a group of 36 New Visions students from TST BOCES to tour our Farm and Pantry. They started a pantry at their school, using the Panther Pantry as a model. Registration for the Winter session finished strong with 64 high school students enrolled in 6.6 FTE (compared to 53 students in 5.1 FTE last Winter), representing a quarter of all winter enrollment. CollegeNow's registrations for Spring 2024 online and campus courses are on track to exceed last year's numbers. Concurrent enrollment registration for Spring begins at the end of January.

Our workforce development and continuing education department submitted budget modifications for our US DOL Strengthening Community College (SCC) Grant and the Office for People With Developmental Disabilities (OPWDD) Grant. The budget modifications for USDOL SCC will allow us to reimburse nursing students for the cost of the NCLEX exam for the next three years, purchase electronic case studies for nursing students for the next three years, purchase three career exploration VR headsets, and support 12 faculty and staff to attend the SUNY CPD Career Readiness Champion Certificate Program. This is in addition to financial support for the Adult Student Recruiter position, which is in the campus interview stage for identified finalists. We are able to extend the time period for OPWDD through Fall 2025 and to increase our request to support additional cohorts.

# BOARD OF TRUSTEES REPORT

Vice President of Student Affairs and Senior Diversity Officer  
January 2024

## Athletics and Recreation

The Athletics Department will meet with Spring Student-Athletes(SAs) regarding departure times to games and information for academic success when school resumes. Twenty-four Panthers earned Dean's List honors with 3.5 GPAs or higher: *Cross Country 2.57, M Soccer 2.03, W Soccer 3.21, M Basketball 2.21, W Basketball 1.67, M Lacrosse 2.30, Baseball 2.91, Softball 2.45, Golf 2.9*. Women's Basketball sits in 4th place in final fall Region III Coaches' Poll <https://www.tcpantthers.com/sports/wbkb/2023-24/schedule>. Men's Basketball voted #5 in the final fall Region III Coaches' Poll <https://www.njcaaregion3.org/sports/mbkb/2023-24/d3/standings>.

## Campus Police

In December, Campus Police staff completed Crowd Management Training through the National Association of State Fire Marshalls to ensure compliance with the 2020 Fire Code of New York State, Chapter 4, for all special events or public assemblies of 500 or more people. This training is repeated every two years on an ongoing basis and is meant to address compliance during large sporting events, commencements, and other special events hosted on campus. Campus Police staff also completed NYS Department of Criminal Justice Services approved training for best practices in Identification Procedures and Protocols. This training prepares officers to more effectively and efficiently identify crime suspects in a manner that is universally recognized as impartial and fully admissible in resulting criminal court proceedings, and will be followed up with the establishment of a new Department Standard Operating Procedure meant to mirror NYS DCJS best practices for identifying suspects in criminal matters.

## Childcare

The Childcare Center is recruiting for eight (8) positions available at the child care center. One of those positions is the Education Coordinator/Assistant director. The committee has conducted some first-round interviews and will work on second-round interviews next week. At this time, the position is still open and posted. Our first round of grant reporting for the Office of Child and Family Services Retention and Recruitment grant just opened. We have now spent all our funds from our SUNY Internship grant, and the grant cycle has ended. The program is actively searching for grants to support purchasing AEDs for both of our centers. Finally, the childcare center received. Lastly, we received our official 4-star quality rating after a visit from a QualityStarsNY specialist.

## Health and Wellness (HWS)

After completing the mental health first aid training, four students expressed interest in restarting a chapter of Active Minds, a mental health awareness club. HWS will investigate this opportunity early in the spring semester. The HWS Case Manager continues to support students seeking to reenroll after a medical leave from the College. The Pantry was visited 352 times in December. Use of the Pantry continues to be consistently high, and food costs through our partners at the Food Bank of the Southern Tier increased from \$.28 per lb. in 2020 to \$.98 per lb. in 2023. Securing our Panther Pantry's sustainable future has become HWS's top priority for 2024-2025. The Collegiate Recovery Program and Recreation Services continued Rec Squared programming to offer alternatives to social events centered around alcohol and drug use and to promote community building.

## Office of Diversity Education and Support Services (ODESS)

We partnered with admissions and enrollment to send EOP and LSAMP program brochures to all accepted students for spring 2024 and mailed information to next year's students for 2024/2025. In addition, we are planning local outreach efforts by visiting high schools and community centers. Of our 25 first-year students, five students had a GPA of 2.0 or higher. Ten of our first-year students had a GPA of 3.0 or higher. Two of our first-year students had a GPA of 4.0. We are also planning the ID Summit. The conference's overall topic will address intersectionality. Additionally, we will create a calendar that exhibits many holidays and observances that speak to the heart of people's existence. We are working on creating a hyperlink for each holiday and observance to bring information and greater understanding.

## Residence Life

Winter Break closing was successful, and Residence Life is currently turning over rooms for spring opening and move-in. Thirty-one (31) students registered to stay late or return early from Winter Break. The halls reopen for new students on January 19th and returning students on January 21st. Resident Assistant spring training will be January 19-21. We have five (5) returning RAs and will have five (5) new RAs joining the staff. We are still in the process of reviewing candidates and conducting interviews for our open Resident Director position. We hope to have an offer extended to a successful candidate as soon as possible.

## Student Activities

Student Activities is preparing for New Student Orientation, scheduled for Saturday, January 20th, and Welcome Week programming -Monday, January 22-Friday, February 9. Additionally, we are pleased to share that alumni Francesco Vigliotti-Martinez will join the staff team as a Project Assistant in the Spring semester to support programming efforts.

## Student Success: Advising, Career, and Transfer Services

We wrapped up the fall 2023 semester with improved continuing student registration numbers. Currently, first-time, full-time, fall-to-spring term retention is up (77.3% - up over 3% points from fall 2022). After final Fall grades were posted, the Success team modified schedules for students who did not meet course prerequisites and changed schedules for students below standards to improve their path to academic recovery. Overall, a smaller percentage of students completed the Fall term below academic standards, and we will work with all probation and repeat probation students throughout January to complete the academic recovery process.

	Fall 2023	Fall 2022	Fall 2021	Fall 2020	Fall 2019
Probation	218 (12.9%)	209 (13.5%)	194 (12.9%)	219 (13.1%)	273 (13.2%)
Repeat Probation	25 (1.5%)	24 (1.6%)	21 (1.4%)	13 (0.8%)	24 (1.1%)
Suspension	42 (2.5%)	61 (3.9%)	49 (3.3%)	59 (3.5%)	71 (3.4%)
Repeat Suspension	15 (0.9%)	21 (1.4%)	19 (1.3%)	38 (2.3%)	22 (1.0%)

Throughout January, we will continue to work with new, transfer, and re-admitted students in the new process. As of 1/3/24, all enrollment categories (new, transfer, and reinstate) are up compared to last year.

## Interm Dean of Student Affairs Office

For December, there were 20 conduct incidents involving 29 students. Of these, three (3) had alcohol-related charges, and three (3) had marijuana charges. Other incidents included health and safety violations and covered smoke detectors. Those found during or after finals will have hearings in January; any who do not return will receive letters indicating what their sanctions are if they return. Two students were sent summary suspension notices and will have Conduct Board hearings in January. No new Title IX-related reports were given to our staff this month. Also, we had four (4) new referrals to the CARE team in December. We have also closed many of our cases through connections to resources, assisting some who needed to take temporary leaves of absence or those who felt they did not need assistance. Finally, in collaboration with the Director of Residence Life, a joint review of best practices for reintroducing learning communities was submitted to the VPSASDO for review.

## My Desk

Work with the SUNY Chancellors Award Student Excellence committee to review nominations and recommend two students for the honor. The selection process was a challenging task as there were several worthy nominees. I initiated a collaborative review of our emergency response workflows and communication plan in mid-December. Additionally, I have taken the lead in collaboratively drafting two project proposal submissions that hold promising actions to support student enrollment and success outcomes. The first involves a proposal to work with NISS, and the latter is a proposal to support increasing transfer pathways between Cornell Univ. and SUNY Cortland.

Respectfully,  
Seth A. Thompson

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates - Status of Open Positions

as of January 3, 2024

**UNCLASSIFIED STAFF**

POSITION	DESIRED EMPLOYMENT DATE	ADVERTISED	APPLICATION REVIEW BEGINS	CURRENT STATUS
Academic Affairs Operations Manager	ASAP	October 17, 2023	November 17, 2023	Accepting Applications
Admissions Advisor	ASAP	December 20, 2023	January 22, 2024	Accepting Applications
Adult Student Admissions Advisor (Grant Funded)	ASAP	October 3, 2023	November 3, 2023	Scheduling On-Campus Interviews
Director of Enrollment Management Systems & Slate Captain	ASAP	October 20, 2023	December 20, 2023	Reviewing Applications
Executive Director of the Foundation	April 2024	December 11, 2023	January 12, 2024	Accepting Applications
IT Infrastructure Manager	April 2024	January 2, 2024	February 2, 2024	Accepting Applications
Nursing Faculty	January 2024	October 25, 2023	November 8, 2023	Hired: Morgan Ryan (01/16/24)
Programmer	January 2024	October 30, 2023	November 30, 2023	Scheduling On-Campus Interviews
Student Success Advisor	ASAP	October 6, 2023	November 6, 2023	Conducting On-Campus Interviews
Systems Administrator	April 2024	December 21, 2023	January 22, 2024	Accepting Applications
Technology Support Associate	April 2024	December 21, 2023	January 22, 2024	Accepting Applications
User Interface/User Experience (UI/UX) Front-End Developer & Web Captain	ASAP	September 28, 2023	October 30, 2023	Hired: Stephen Erwin (02/05/24)

**CLASSIFIED STAFF**

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Cleaner (Perm.) 3 Positions (1.0 FTE)	Buildings & Grounds	ASAP	Conducting Reference Checks
Enrollment Services Specialist (1.0 FTE)	Enrollment Services	ASAP	Scheduling On-Campus Interviews
Senior Cleaner (1.0 FTE)	Buildings & Grounds	ASAP	Applications received via Tompkins County Department of Human Resources

**FACULTY STUDENT ASSOCIATION**

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Assistant Director and Education Coordinator	Childcare	ASAP	Conducting On-Campus Interviews
Assistant Teacher	Childcare	ASAP	Accepting Applications
Head Coach, Varsity Golf	Athletics & Recreation	ASAP	Accepting Applications
Head Teacher	Childcare	ASAP	Accepting Applications
Lifeguard	Athletics & Recreation	July 2023	Continuous Recruitment
Resident Director	Residence Life	ASAP	Accepting Applications



<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>CURRENT STATUS</u>
Substitute Teacher	Childcare	July 2023	Continuous Recruitment
Teacher Aide	Childcare	ASAP	Accepting Applications
Van Driver	Athletics & Recreation	July 2023	Accepting Applications

**BISTRO**

<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>CURRENT STATUS</u>
Banquet Bartender	TC3 Bistro	July 2023	Accepting Applications
Banquet Server	TC3 Bistro	July 2023	Accepting Applications
Banquet Supervisor	TC3 Bistro	July 2023	Accepting Applications
Bartender	TC3 Bistro	July 2023	Accepting Applications
Busser/Food Runner	TC3 Bistro	July 2023	Accepting Applications
Director of Operations (Interim)	TC3 Bistro	July 2023	Hired: Scott Riesenberger (TBD)
Dishwasher	TC3 Bistro	July 2023	Accepting Applications
Executive Chef	TC3 Bistro	July 2023	Hired: Scott Riesenberger (TBD)
Host/Hostess	TC3 Bistro	July 2023	Accepting Applications
Line Cook	TC3 Bistro	July 2023	Accepting Applications
Server	TC3 Bistro	July 2023	Accepting Applications
Sous Chef	TC3 Bistro	July 2023	Accepting Applications

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates  
Status of Grievances  
as of January 3, 2024

**COMPLAINANT**

**SUBJECT**

**DISPOSITION**

**CSEA**

CSEA-Campus Police Officer

Termination due to violation  
of Code of Conduct.

Arbitration Decision; Termination Upheld  
Effective March 15, 2023

**FACULTY ASSOCIATION**

None.

**PROFESSIONAL ADMINISTRATORS ASSOCIATION**

None.

**TC3 ADJUNCT ASSOCIATION**

None.

# Report to Board of Trustees

## Campus Technology

### January 2024

#### 2023-2024 Goals

- Complete Power Campus/Slate Integration via Constituo by 9/1/2024 (in concert with Richard Floyd)
  - Progress report – Richard and I had several meetings with Constituo, resulting in a reboot of the project due to staffing and status of current Slate Application changes. Referred Richard to several Slate consultants for assistance. Integration will continue in early 2024 once the application is complete.
- Implement NYSERNET Internet connection by 2/28/2024.
  - Meetings delayed due to resource conflicts. Meetings to discuss viability, cost & timeline will be completed by 2/28/2024.
- Procure and migrate to updated datacenter equipment using an appropriate mix of cloud and on-premises resources by 4/1/2024.
  - Procured extended support for storage array. Made progress with cloud and on-premise solution engineering with VAR's. I expect final proposals for consideration by 1/31/2024.
- Replace 12 remaining end of life campus fiber optic connections by 9/1/2024.
  - Received quote for the next 4 replacements, and that quote is in process of negotiation for cost and scope. In that time, additional existing fiber has become critical. I will have a final quote from the provider for all critical runs and a plan for the remaining runs by 1/31/2024.
- Complete the 2024 – 2027 Technology Strategic Plan by 11/30/2023.
  - Delayed due to resource constraints, but progress is being made and plans are becoming more clear and focused.
- Upgrade Power Campus Admin, Power Campus Self Service, and MyTC3 by 4/1/2024.
  - Received EC approval to proceed in late March 2024. Currently upgrading and testing our development instance as tabletop exercises prior to production upgrades.