



**Board of Trustees Meeting Agenda  
October 16, 2025 @ 5:30 p.m.**

[Zoom Link](#)

- 1. Call to Order**
- 2. Roll Call**
- 3. Welcome Guests**
  - a. Dr. Joe Oravec, Interim AVP of Student Affairs
- 4. Approval of Agenda**
- 5. Public Comment\*\***
- 6. Approval of September 17, 2025, Board of Trustees Meeting Minutes\***
- 7. Reappointment of Sue Dale-Hall, Governor's appointee, Tompkins County**
- 8. Presentations:**
  - **Fall 2025 Strategic Enrollment Plan Update: Rob Palmieri, VP of Enrollment & Student Affairs**
  - **Middle States Standard 7: Governance, Leadership, and Administration: Dr. Malvika Talwar, VP of Institutional Effectiveness & Accreditation Liaison Officer (ALO)**
- 9. Chair's Report**
  - a. NYCCT Action Update
- 10. Treasurer/CFO Report**
  - a. August 2025 Financial Report Year-end
  - b. 2026-27 Budget Process
  - c. Operating and Capital Request to Local Sponsoring Counties
- 11. Student Trustee's Report**
- 12. President's Report**
  - a. Vice President Reports
- 13. Consent Agenda\***
  - a. Resolution on Anti-Hazing Policy
  - b. Resolution on Senate Committee Bylaws

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

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

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

#### **14. Committee and Affiliate Reports**

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

#### **15. County Liaison Updates**

- a. Cortland County
- b. Tompkins County

#### **16. Adjournment**

#### **Informational/Calendar Items**

- *What Should Trustees Know About Community Colleges*
- *SUNY Reconnect Clarification on Student Withdrawals*
- NYCCAP Letter to President of Faculty Council of Community Colleges
- NYCCT Letter to President of Faculty Council of Community Colleges
- Veterans Day Luncheon, November 10, 2025
- Board of Trustees Meeting, November 20, 2025
- Board Finance & Audit Committee Meeting, December 3, 2025
- December Graduation Celebration, December 5, 2025
- December Nurses Pinning Celebration, December 5, 2025

#### **\*Board action required**

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

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

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

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



# Minutes



**Minutes**  
**September 17, 2025**  
**Open Session@ 5:30 p.m.**

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

**Excused:** Matt McSherry, Seth Peacock

**County Liaisons:** Mike Lane, Cathy Bischoff

**Foundation Liaison:** Loren Sparling

**Staff:** Scot Beekman (v), Amy Faben-Wade, John Geer, Amber Gilewski  
(v), Gina Holl, Amy Kremenek, Nancy Murphy, Dennis Panagitsas,  
Donald Perkins, Aaron Tolbert, Susanna Van Sant

1. **Call to Order** The meeting was called to order at 5:35 p.m. by Chair Davison in the Board Room at the College.
2. **New Board Trustee Appointment** Chair Davison introduced Frank Kruppa, the newly appointed Tompkins County appointed Trustee. Chair Davison then swore him in.
3. **Roll Call** Ms. Murphy called the roll.
4. **Welcome Guests** President Kremenek noted Dr. Joe Oravec, Interim AVP of Student Affairs, who will be at the October meeting.
5. **Approval of Agenda** Ms. Buck moved the Board of Trustees September 17, 2025, meeting agenda be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.
6. **Public Comment** There was no public comment.
7. **Approval of July 16, 2025, Board of Trustees Meeting Minutes** Ms. Dale-Hall moved that the minutes from the July 16, 2025, Board of Trustees meeting be approved as submitted; seconded by Ms. Buck; motion approved unanimously.

## **8. Chair's Report**

- a. New Board Trustee - Frank Kruppa, Tompkins County appointee, was approved by the Tompkins County Legislature on September 16, 2025. Frank currently serves as Assistant Vice President, Community Program Development & Partner Integration Administration at Cayuga Health, and previously served as Commissioner of the Tompkins County Whole Health Department. Chair Davison thanked Mike Lane for his leadership in the appointment process. Mr. Lane noted that the position was advertised over the summer, 13 applications were received, with four interviewed. The Budget, Capital and Personnel Committee unanimously recommended Frank, and the County Legislature confirmed his Tompkins appointment.
- b. Board Summer Retreat - Chair Davison expressed appreciation for all who attended the retreat on August 15, facilitated by Dr. Larry Nespoli. Seven board members attended. Chair Davidson provided a review of the topics discussed.
- c. Update on NYCCT/SUNY Chancellor Response - The NYCCT law firm is challenging the actions by the Chancellor. During the open comment period many community colleges expressed their opposition to the Chancellor's resolution and actions.

## **9. Treasurer/CFO Report:** The Bursar's office is taking on Title IV financial aid management and student support.

- a. 2026-27 Capital Budget Request: The College is collaborating with both counties in their funding requests. Mr. Panagitsas and President Kremenek will present at the Tompkins County Legislature Meeting on Thursday, September 25, 2025, at the request of the county, to present a 5% operating fund increase and capital request funds.
- b. Finance & Budget Update - Mr. Panagitsas reported that the July month financials are running favorable to the previous year. A temporary payroll clerk has been hired.
- c. 2025 Audit Preparations: The college's audit process began in August. The Bonadio Group's audit team is scheduled to be on site in November.

## **10. Student Trustee's Report** Ms. Piotti attended the Get Connected Fair, noting strong participation. The Student Government Association is encouraging stronger student engagement in both on and off- campus activities. Ms. Piotti attended the NYCCT conference, networking with other student Trustees who expressed interest in meeting again.

## **11. President's Report** President Kremenek thanked trustees for attending the August retreat, facilitated by Dr. Larry Nespoli, who commended the Board's commitment to the College. Trustees also received printed copies of the 2025-28 Strategic Plan, which reflects extensive community input. A large mailing will be sent on September 24, 2025. The TC3 Foundation Board is seeking new members, Trustees are encouraged to forward suggestions President Kremenek,

Gina Holl or Loren Sparling. The NYCCT conference will be held September 16-18, 2026. TC3 honored three award winners at the NYCCT banquet: alumna Kelly Tobin, Cayuga Medical Center and Linda Bruno.

- a. Vice President Reports: Included in meeting packet. The President requested any comments or questions from Trustees.

## **12. Committee and Affiliate Reports**

- a. New York Community College Trustees (NYCCT): Ms. Buck shared highlights from the conference, which featured concurrent sessions with smaller groups. Dr. Daniel Phelan presented on the second day; his book; The Community College Board 2.0, distributed to attendees, may be useful for Trustee professional development. SUNY Vice Chancellor for Community College's, Valerie Dent led a session on the SUNY Reconnect program, highlighting supports for students with families that may be needed. Ms. Michell-Nunn emphasized starting meetings with a "mission moment" and establishing a regular cadence for policy reviews.
- b. TC3 Foundation: Mr. Sparling reported that the Scholarship Committee reviewed over 100 applications and awarded 75 scholarships totaling more than \$77,000. An additional \$90,000+ has been allocated to internal grants for College initiatives. The retiree newsletter has been distributed; the annual retiree breakfast will be held on October 3, 2025. The residential halls are listed for sale with CBRE; the Cortland Extension Center sale is pending this fall.
- c. College Senate: Chair Amy Faben-Wade reported that the Senate has met twice this semester and provided feedback on Middle States chapters related to shared governance. Open seats are available (two one-year terms) for a student and an adjunct representative. Vacancies have been filled by Eric Jenes, Pat Sewell, and Marjolein Schat. Pending a Senate vote, Mr. Jenes will serve as Co-Chair. The Chancellor's Awards of Excellence cycle has been updated to align all awards. Senate Bylaws on Standing Committees have been revised for clarity on creation, maintenance, and dissolution. Copies were provided to Trustees. A resolution will be presented to the Board in October.

## **13. County Liaison Updates**

- a. Cortland County: Ms. Bischoff announced the appointment of Chief Information Officer Paul Lutwak (effective July 25, 2025) and County Administrator Michael Ponticiello (effective October 6, 2025), previously Deputy County Executive in Broome County. The TC3 Deferred Maintenance Resolution and Capital Request will be considered by the Cortland County Legislature on September 25, 2025.
- b. Tompkins County: Mr. Lane reported that the Expanded Budget Committee is holding departmental budget review sessions. Updates include: The Center of Government building now houses county administrative and HR departments on the 6th floor of the Mental Health Department on Green Street. A newly purchased Dutch Mill Road property

will house the Department of Assessment and the Office for the Aging. The Board of Elections will also relocate there. Construction is estimated to take four years. The use of “flock cameras” for license plate tracking has raised community concerns about mass surveillance. A related resolution is on hold. Chief Equity and Diversity Officer Charlene Holmes will step down next month.

**14. Adjournment:** Ms. Michell-Nunn moved that the meeting be adjourned at 7:06 p.m.; seconded by Ms. Buck. Motion carried unanimously.

**Informational/Calendar Items**

- Board Finance & Audit Committee Meeting, September 24, 2025
- 19<sup>th</sup> Annual TC3 Panther Golf Outing, September 26, 2025 @ Elm Tree Golf Course
- Board of Trustees Meeting, Thursday, October 16, 2025 (*Please note a reminder that meetings will return to Thursdays starting in October*)

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



# Presentations



# STANDARD VIII: Governance, Leadership and Administration

As part of our self-study design (SSD), we have identified the Board of Trustees as an initial avenue for feedback because the work of the Board is particularly relevant to the criteria associated with this standard. Since you are closely involved with this work, your feedback is very important to our self-study process. Below, you will find the lines of inquiry and institutional priorities defined in our SSD followed by some of the criteria, evidence, and narrative associated with this standard. As you read this, consider how your work on the Board intersects with the criteria and be prepared to share your insights.

## Lines of Inquiry for Each Working Group

To guide the Working Groups in their analysis and reflection of evidence and ensure that the Self-Study process supports our Institutional Priorities and Intended Outcomes, we propose the following Lines of Inquiry. These questions are written broadly to be applicable to all standards.

- How effectively does the College meet the criteria outlined in this standard using an evidence-based and data-informed approach for analysis?
- How successfully is TC3 meeting institutional priorities relevant to this standard?
- Using peer benchmarking and AIU indicators what areas of strength and opportunity for TC3 are revealed in meeting the expectations of this standard?
- Is the College demonstrating a culture of continuous improvement and shared governance in meeting the expectations of this standard?

## Institutional Priorities

- Cultivate excellence in teaching, learning, and academic programs
- Advance successful student outcomes to strengthen student mobility
- Create a caring, equitable, and engaged campus community for students, faculty, staff and community members
- Enhance institutional effectiveness, accountability, and transparency for responsible stewardship of resources

Table 1. Alignment of Institutional Priorities with MSCHE Standards.

Institutional Priority	Standard 1	Standard 2	Standard 3	Standard 4	Standard 5	Standard 6	Standard 7
------------------------	------------	------------	------------	------------	------------	------------	------------

<b>Academic Excellence</b>			X		X		
<b>Successful Student Outcomes</b>	X		X	X	X	X	
<b>Caring, Equitable, &amp; Engaged Campus</b>	X	X		X			X
<b>Responsible Stewardship</b>	X	X				X	X

## Standard VII

The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that benefits the institution, its students, and other constituencies. The institution has education as its primary purpose, and it operates as an academic institution with appropriate authority.

### Introduction

Tompkins Cortland Community College has a defined governance structure led formally by the Board of Trustees and Chief Executive Officer, given the title of President, and the Executive Council, with several advisory bodies allowing for Shared Governance across the College. The current advisory structure consists of the College Senate and a series of College Councils. Each body reports either to the College Senate, the Executive Council, or directly to the President. The purpose of the diversity of Shared Governance bodies is to allow all areas of the College to be represented in a way that aligns with our core Mission, Vision, and Values and with the College's institutional priorities of serving as a caring, equitable and engaged campus for its community and its engaging in responsible stewardship of College resources.

Since the last Self-Study, the College has made improvements to the shared governance operation of the College Senate, the Curriculum Committee, the Executive Council, and the President's Cabinet among other bodies. It has adjusted positions and responsibilities within the administrative structure in response to the challenges faced by and needs of the

College while also making the organizational structure more transparent to employees (20250711\_S6\_OrgChartsJune2025.zip). The College President has taken an active role in improving the College Senate, has worked to increase transparency and information sharing within the institution, and has led changes to Board of Trustee policies related to self-assessment and oversight of College finances.

## Criteria 2:

A legally constituted governing body that

- a. Serves public interest
- b. Has sufficient diversity, independence, and expertise
- c. Ensures that neither the governing body nor its members interfere with operations
- d. Oversees the level of quality of teaching and learning, approval of degree programs, approval of policies, etc.
- e. Plays a basic role in policymaking in financial affairs
- f. Appoints and evaluates the chief executive officer
- g. Is informed by principles of good practice and board governance
- h. Is not chaired by an institutional or system representative to avoid conflicts of interest
- i. Establishes and complies with a written conflict of interest policy
- j. Supports the chief executive officer in maintaining the autonomy of the institution
- k. Makes information freely available to MSCHE and other accrediting/regulatory agencies

Evidence expectations:

- a) Documentation of the structure, authority, and autonomy of governing body including any related entities
- b) Policies and procedures manuals or compendium
- c) Board committee procedures
- d) Description of how the governing body regularly reviews policies and bylaws
- e) Sample of board and committee meeting minutes documenting board review and approval policy, documenting review of annual financial statements, documenting board decision-making
- f) Policy and procedures for board conflicts of interest
- g) Documentation of regular or systemic disclosure or reporting of conflicts of interest and/or recusals (e.g., forms or meeting minutes)
- h) List of current governing body or board members – disaggregated by relevant populations; affiliation and occupation of each member; identify those members of the governing board who are remunerated by the institution through salaries,

- wages or fees; identify board members who are creditors of the institution, guarantors of institutional debt, or active members of businesses of which the institution is a customer; board members curriculum vitae (CVs) or biographies
- i) Documentation of regular and systemic board self-evaluation with evidence of follow-up on any concerns (available examples from a four-year period)

## Chapter narrative for Criteria 2

The Board of Trustees (Board or BOT) is the legal governing body of the College tasked with the responsibilities of the fulfillment of the College's mission and goals, the fiduciary responsibility of the College, and ultimate accountability for academic quality, integrity, planning, and fiscal well-being of the College. Article II, Section 1 of the Board's bylaws clearly states the Board's responsibilities, including but not limited to, the appointment and assessment of the College President, the approval of curricula, budgets, tuition and fees, the development and maintenance of long- and short-range institutional planning, and establishing governing and other policies for the College ( 20250725\_S7\_2\_BOT-bylaws.pdf – Article II, Section 1: Authority). Board bylaws also define policies related to other Board activities and functions, including but not limited to its composition, quorum, rules of order, officers, and committees ( 20250725\_S7\_2\_BOT-bylaws.pdf). These bylaws were reviewed by the College President and a Board member in the spring of 2025, and the Board reviewed their findings and recommendations and ratified revised bylaws at its July 2025 meeting (20251005\_S7\_2\_2July 16 2025 Board Packet.pdf). Some changes from the previous bylaws (20250716\_S7\_2\_BOT-bylaws .pdf) include, but are not limited to, the addition of provisions regarding video conferencing for Board members (20250725\_S7\_2\_BOT-bylaws .pdf - Article II, Section 7: Videoconferencing), the addition of language permitting the Board to appoint “an Acting President, Administrator in Charge or other title appropriate to the role to function as the president” (20250725\_S7\_2\_BOT-bylaws.pdf - Article III, Section 4: Appointment of the President of the College) rather than simply an “Acting President” (20250716\_S7\_2\_BOT-bylaws.pdf - Article III, Section 4 – Appointment of the President of the College), and cleaning up and simplifying language (see for example, 20250725\_S7\_2\_BOT-bylaws.pdf - Article V, Section 2: Duties of the President). The most substantial change is an entirely new statement of Board Roles and Responsibilities. While this includes some of the specific duties and responsibilities established in individual bylaws, this section at the end of the document is adapted from Smith & Rutledge's (2020) *Trusteeship in Community Colleges* and provides more narrative explanations related to: a) Act[ing] as a unit, b) Representing[ing] the common good, c) Set[ting] the College's strategic direction, d) Employ[ing], evalu[ating], and support[ing] the CEO, e) Defin[ing] standards for College operations, f) Monitor[ing] institutional performance, g) Support[ing] and[ing] advocates for the College, h) Lead[ing] as a

thoughtful, educated team, and i) Uphold[ing] all statutory responsibilities (20250725\_S7\_2\_BOT-bylaws.pdf - Board Roles and Responsibilities).

The Board consists of ten voting members (20250716\_S7\_2\_BO Members.pdf). No members of the Board are employed by or otherwise associated with the College. Four trustees are appointed by the Governor of New York State (two residents from each of the Colleges two sponsoring counties), five are appointed by the sponsoring counties (two by the Cortland County Legislature and three by the Tompkins County Board of Representatives), and one student trustee is elected by the student body pursuant to New York State education law and regulations ( 20250725\_S7\_2\_BOT-bylaws.pdf – Article II, Section 2: Number of Trustees). This distribution provides diversity in perspectives for the Board – across and within the two sponsoring counties and includes a student perspective while also providing multiple channels of communication to stakeholders in the counties and wider community.

The trustees elect the Board Chairperson, Vice-Chairperson, and Treasurer while the Assistant Treasurer is appointed by the Board and the Clerk and Deputy Clerk are appointed by the Chairperson. All trustees abide by a Conflict of Interest Policy established by Board bylaws ( 20250725\_S7\_2\_BOT-bylaws.pdf – Article II, Section 14: Conflict of Interest), complete a yearly Conflict of Interest Certification, and submit an Annual Disclosure of Interest Statement to the Board Clerk (20250716\_S7\_2\_COIDisclosureBOT10.15.24.pdf).

The Board holds regular meetings eleven months a year, from September to July, and holds an annual retreat in August. Meeting agendas are determined by the College President in consultation with the Board Chairperson. During the annual retreat in August, the Board elects the Chairperson, Vice-Chairperson, and Treasurer and conducts self-assessment. At the 2024 retreat, the Board reviewed the President’s proposed goals for 2024-2025 which focused on enrollment and retention, resources, and relationships, engagement, and collaboration on campus and within the larger community, discussed the Board’s 2023-2024 self-evaluation, began a conversation about the relationship between the College and the TC3 Foundation, and examined the Board’s role in the College’s strategic planning process (20250716\_S7\_2\_2024\_TC3BoardRetreat.pdf).

The Board’s 2023-2024 self-evaluation identified seven key areas for additional progress and from these approved four “alignment areas” to prioritize in 2024-2025. These included (1) policy review and evaluation, (2) strategic planning and assessment, (3) the Board structure, and (4) issues related to the TC3 Foundation. In a November 18, 2024 memo to the Board, the College President provided a summary on the substantial progress achieved

in each area, including but not limited to the appointment of a Chief Policy & Compliance Officer, revision of specific College policies and the addition of new ones, and the plan to present a Comprehensive Policy Manual to the Board (area one), development of the 2025-2028 College Strategic Plan, the updating of the College mission, vision, and values, the establishment of a new position of Vice President of Institutional Effectiveness (area two), the establishment of a Board Finance and Audit Committee, the implementation of a new annual Conflict of Interest disclosure for Board members (20250716\_S7\_2\_COIDisclosureBOT10.15.24.pdf), the appointment of a Board subcommittee for the review of Board Bylaws (area 3), and the establishment and strengthening of ties between the Board and the TC3 foundation through a joint retreat, the appointment of a liaison between the Board and the Foundation, and reviewing and updating the Memorandum of Understanding between the College and the Foundation (area 4) (20250716\_S7\_2\_2024\_MemoUpdate\_BOTSelfEval.pdf).

While the Board is charged with the control and direction of all of “the affairs, property, business, and policies of the College,” its primary focus is establishing policies regarding the governing of the College (20250716\_S7\_2\_BoardPolicies.pdf) and delegates the responsibility for administering and executing those policies to the College President (20250725\_S7\_2\_BOT-bylaws.pdf – Article II, Section 1: Authority), keeping its members removed from the day-to-day operations of the College. The President and Provost & Vice President of Academic Affairs, in turn, provide monthly reports regarding College and academic-specific issues, respectively. For example, during the May 14, 2025 meeting of the Board of Trustees, the President discussed the integration and reorganization of Enrollment Management and Student Affairs while the Provost & Vice President of Academic Affairs reported on the deactivation of the College’s Culinary Arts A.A.S. degree program (20250716\_S7\_2\_June182021BOTPacket.pdf). Board meeting agendas, each of which includes the minutes of the previous meeting, are made available on the College’s website (<https://www.tompkinscortland.edu/college-info/board-trustees>). Members of the Executive Council and the College Senate provide regularly reports to the Board as well.

The Board is extensively involved in the financial management of the College. The Board Treasurer reviews major expenditures and provides monthly reports to the full Board during its meetings. The Board conducts a budget hearing the month prior to the approval of the College budget, at which time trustees ask for any necessary clarifications or explanations and suggest changes. Board members also participate in budget presentations to the governmental bodies of two sponsoring counties, participate in lobbying of government officials, and provides personal financial contributions to College fundraising initiatives and endeavors.

The Board maintains an Executive Committee composed of the Chairperson, Vice-Chairperson, Treasurer, Assistant Treasurer, and one other Board member and has responsibilities which include but are not limited to, professional development of the Board, onboarding new trustees, Board-President relations including advising the President, collective bargaining, promotions and tenure, resource development, and other actions as authorized by the Board ( 20250725\_S7\_2\_BOT-bylaws.pdf – Article IV, Section 3: Executive Committee). As a result of its discussion of its 2023-2024 self-evaluation at its 2024 retreat, the Board established a Finance and Audit Committee to provide additional clarity on the College’s finances and to “strengthen [the Board’s] ability to fulfill its fiduciary responsibilities” (20250716\_S7\_2\_2024\_TC3BoardRetreat.pdf). The committee’s membership includes the Treasurer of the Board of Trustees who serves as chair and two additional Board members chosen by the Chair (20250718\_S7\_2\_Establishment\_of\_BOT\_Finance\_and\_AuditCommittee.pdf). The committee provides monthly reports during Board meetings as part of the Treasurer/CFO report. Finance and Audit Committee meeting agendas, each of which includes the minutes of the previous meeting, are made available on the College’s website (<https://www.tompkinscortland.edu/college-info/board-trustees>).

## Conclusion for chapter

### Strengths:

- Since the last Middle States Self-Study, the College has improved the transparency and accessibility of its organizational structure.
- Both the College Senate and the Curriculum Committee have successfully implemented changes based on self-assessment.
- There has been an increase in student involvement and engagement in shared governance, including on search committees, on the College Senate, and on the Board of Trustees.
- The President has taken an active role in working with the College Senate to clarify its role on campus.
- The President has worked with the Board of Trustees to increase Board self-assessment and the use of the yearly retreat.
- The President has expanded the membership of the President’s Cabinet, increasing transparency and information dissemination.

### Areas for Improvement:



- While there is more self-assessment happening with regard to governance, leadership and administration, the College could engage in more “external” assessment via tools like campus surveys.
- It is not always clear what decisions require what groups to participate in the decision-making and/or advisory process. For example, the Provost and Vice President of Academic Affairs has a large degree of discretion in what non-curricular “academic” decisions, initiatives or policies require the Level III process.
- While the College Senate has worked to identify its relationships with some of the main committees and councils, there is still work to be done to formalize what committees and councils report to the Senate in the form that those reports take.

#### Recommendations:

- The College should implement regular, formal campus-wide surveys regarding the effectiveness of governance, leadership and administration and should use the results of those surveys to inform how governance, leadership and administration operate on campus.
- The College should continue to explore the possibility of creating a Faculty Senate and work with other governance groups on campus to determine the relationships between those groups and a potential Faculty Senate.

#### Prompts for Board of Trustees members:

1. Does the material provided accurately reflect the work the College has done to meet the requirements of the standard? (Remember that Middle States wants to look at a 4-year evidence window for all items).
2. Are there types of evidence that you think may be useful or relevant not listed above?
3. Do the conclusions and recommendations accurately reflect the strengths and opportunities for improvement given your work on the Board?
4. Do you see any additional alignment with the institutional priorities relevant to this standard?





# Financial and Budget Update

## TC3 Finance Report

### August 2025 Financials

As I have been reporting for the last portion of the year we ended this year very close to the budgeted amount for the year. Looking at the expenses versus revenue final balance is about \$33K (positive). We have included most year-end adjustments and we only expect minor deviations (+/- 50K) as we are preparing for the audit.

We are looking forward to identify opportunities to improve our spending for the 2025-26 budget so we can be more efficient.

### Other updates Budget and Finance

We have started working with the auditors to provide them with the requested information. A team from The Bonadio group will be at our office on November 3<sup>rd</sup> to work for a week on our Audit. By early January will have another week-long visit from the Bonadio group team to finalize the Audit. The Auditors will present a progress report at the January Finance and Audit Committee Meeting.

Through the NY State Purchasing Contract we are starting a collaboration with JP Morgan for electronic payments as well as credit cards. This is a program many of our peer institutions use and they achieve increased efficiency in payments as well as generous rebates for our credit card payments. Also we are finalizing a new Travel Policy, Purchasing Policy and Signing Authority Policy.

We are conducting training for the new employees and we are expecting our staff to be ready to address all the challenges of this fiscal year both in accounting as well as purchasing and payroll.

### 2026-27 Budget

As SUNY has adopted the 2025-26 budget we have started the process of creating the 2026-27 budget. There is a plan that will guide our process through the year so we can have a draft budget at the March 2026 Board meeting and a final budget for presentation to the College Board of Trustees, the Foundation Board of Trustees and the Faculty Student Association Board by May 2026. We are paying special attention to linking the budget for each Division of the College to the new Strategic Plan.

### Updates from Bursar' Office

The Bursar's office had a busy beginning of the semester providing services to the TC3 students. Taking over the Federal awards for our students is creating the need for training and realignment of duties that will happen this fall. The SUNY Reconnect program has added additional responsibilities in the last three months. Particularly the Department was participating in an effort to verify the students credentials and other requirements. Also currently the Department is working to create and improve student receivables policies.

**Tompkins Cortland Community College**  
**2024-2025 Appropriations**  
**Year-to-Date through AUG 31st, 2025**

	Modified Budget 2024-25	Expend to Date 2024-25	Unexpend Balance 2024-25	% Expended 2024-25	Total Exp PY 2023-24	YTD Exp PY to Date 2023-24	PY % Expended 2023-24	Fav Var (Unfav Var) to PY	% Variance to PY
Forecasted Dept. Appropriations									
Personal Services	16,652,820	17,106,638	(453,818)	102.7%	16,493,598	16,493,598	100.0%	(1,634,050)	-9.9%
Equipment	109,604	127,314	(17,710)	116.2%	43,929	43,929	100.0%	(83,386)	-189.8%
Contractual Expenses	6,697,805	5,679,484	1,018,321	84.8%	6,285,245	6,285,245	100.0%	405,761	6.5%
Employee Benefits	8,339,910	8,706,770	(366,860)	104.4%	6,312,283	6,312,283	100.0%	(2,777,492)	-44.0%
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,800,139</b>	<b>31,620,205</b>	<b>179,934</b>	<b>99.4%</b>	<b>29,135,055</b>	<b>29,135,055</b>	<b>100.0%</b>	<b>(4,089,166)</b>	<b>-14.0%</b>
Scholarships & Awards									
Student Services	95,000	267,906	(172,906)	282.0%	343,913	343,913	100.0%	76,007	22.1%
Academic Support	3,290,136	3,699,845	(409,709)	112.5%	3,369,560	3,369,560	100.0%	(330,285)	(9.8%)
<b>Total Scholarships &amp; Awards</b>	<b>3,385,136</b>	<b>3,967,751</b>	<b>(582,615)</b>	<b>117.2%</b>	<b>3,713,473</b>	<b>3,713,473</b>	<b>100.0%</b>	<b>(254,278)</b>	<b>(6.8%)</b>
<b>Total Forecasted Appropriations<sup>2</sup></b>	<b>34,555,428</b>	<b>30,292,685</b>	<b>4,262,743</b>	<b>87.7%</b>	<b>32,168,617</b>	<b>28,481,343</b>	<b>88.5%</b>	<b>(1,811,342)</b>	<b>(6.4%)</b>
Adjustments to Approved Budget									
Personal Services				0.0%			0.0%	0	0.0%
Equipment									
Contractual Expenses				0.0%			0.0%	0	0.0%
Employee Benefits									
<b>Total Adjustments to Approved Budget<sup>3</sup> Favorable (Unfav)</b>	<b>0</b>	<b>0</b>		<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
Personnel	16,652,820	17,106,638	(453,818)	102.7%	16,493,598	16,493,598	100.0%	(1,634,050)	-9.9%
Equipment	109,604	127,314	(17,710)	116.2%	43,929	43,929	100.0%	(83,386)	-189.8%
Contractual	6,697,805	5,679,484	1,018,321	84.8%	6,285,245	6,285,245	100.0%	405,761	6.5%
Scholarship & Awards Offset	3,385,136	3,967,751	(582,615)	117.2%	3,713,473	3,713,473	100.0%	(254,278)	-6.8%
Fringe Benefit	8,339,910	8,783,278	(443,368)	105.3%	6,312,283	6,312,283	100.0%	(2,777,492)	-44.0%
<b>Total Approved Budget Appropriations<sup>4</sup></b>	<b>35,185,275</b>	<b>35,664,464</b>	<b>(479,189)</b>	<b>101.4%</b>	<b>32,848,528</b>	<b>32,848,528</b>	<b>100.0%</b>	<b>(4,343,444)</b>	<b>-13.2%</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 2024-25	Expend to Date 2024-25	Unexpend Balance 2024-25	% Expended 2024-25	Total Exp PY 2023-2024	YTD Exp PY to Date 2023-24	PY % Expended 2023-24	Fav Var (Unfav Var) to PY	% Variance to PY
Instruction									
Personal Services	6,873,419	7,660,714	(787,295)	111.5%	6,847,186	6,847,186	100.0%	(813,528)	(11.9%)
Equipment		3,248	(3,248)	0.0%	1,233	1,233	100.0%	(2,015)	(163.5%)
Contractual Expenses	1,769,800	1,255,633	514,167	70.9%	1,526,606	1,526,606	100.0%	270,973	17.8%
Employee Benefits	3,436,727	3,883,280	(446,553)	113.0%	2,707,726	2,707,726	100.0%	(1,175,554)	(43.4%)
Total Instruction	12,079,946	12,802,874	(722,928)	106.0%	11,082,751	11,082,751	100.0%	(1,720,124)	(15.5%)
Public Service									
Personal Services		0	0	0.0%					
Equipment									
Contractual Expenses			0	0.0%					
Employee Benefits		0	0	0.0%					
Total Public Service	0	0	0	0.0%					
Academic Support									
Personal Services	1,730,249	1,694,160	36,089	97.9%	1,723,663	1,723,663	100.0%	29,503	1.7%
Equipment		13,883	(13,883)	0.0%			0.0%	(13,883)	0.0%
Contractual Expenses	293,470	193,508	99,962	65.9%	177,992	177,992	100.0%	(15,516)	(8.7%)
Employee Benefits	865,124	839,046	26,078	97.0%	660,146	660,146	100.0%	(178,900)	(27.1%)
Total Academic Support	2,888,843	2,740,598	148,245	94.9%	2,561,801	2,561,801	100.0%	(178,797)	(7.0%)
Libraries									
Personal Services	582,717	562,009	20,708	96.4%	568,333	568,333	100.0%	6,324	1.1%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	313,250	233,971	79,279	74.7%	297,591	297,591	100.0%	63,620	21.4%
Employee Benefits	291,359	284,889	6,470	97.8%	252,082	252,082	100.0%	(32,806)	(13.0%)
Total Libraries	1,187,326	1,080,868	106,458	91.0%	1,118,006	1,118,006	100.0%	37,137	3.3%
Student Services									
Personal Services	2,482,121	2,551,994	(69,873)	102.8%	2,395,914	2,395,914	100.0%	(156,080)	(6.5%)
Equipment	8,604	9,280	(676)	107.9%	1,156	1,156	100.0%	(8,123)	(702.6%)
Contractual Expenses	880,049	590,685	289,364	67.1%	772,384	772,384	100.0%	181,699	23.5%
Employee Benefits	1,254,545	1,330,747	(76,202)	106.1%	897,783	897,783	100.0%	(432,964)	(48.2%)
Total Student Services	4,625,319	4,482,706	142,613	96.9%	4,067,237	4,067,237	100.0%	(415,469)	(10.2%)
Maintenance and Operations									
Personal Services	1,933,723	2,182,739	(249,016)	112.9%	2,032,462	2,032,462	100.0%	(150,277)	(7.4%)
Equipment	100,000	30,659	69,341	30.7%	9,426	9,426	100.0%	(21,233)	(225.3%)
Contractual Expenses	1,149,290	1,163,054	(13,764)	101.2%	1,130,432	1,130,432	100.0%	(32,622)	(2.9%)
Employee Benefits	966,861	1,093,755	(126,894)	113.1%	743,277	743,277	100.0%	(350,478)	(47.2%)
Total Maintenance and Operations	4,149,874	4,470,207	(320,333)	107.7%	3,915,597	3,915,597	100.0%	(554,609)	(14.2%)
Institutional Support									
Personal Services	1,724,826	1,830,482	(105,656)	106.1%	1,689,321	1,689,321	100.0%	(141,160)	(8.4%)
Equipment	1,000	11,729	(10,729)	1172.9%			0.0%	(11,729)	0.0%
Contractual Expenses	414,625	578,562	(163,937)	139.5%	614,362	614,362	100.0%	35,800	5.8%
Employee Benefits	862,413	918,735	(56,322)	106.5%	626,478	626,478	100.0%	(292,256)	(46.7%)
Total Institutional Support	3,002,864	3,339,508	(336,644)	111.2%	2,930,162	2,930,162	100.0%	(409,346)	(14.0%)
General Institutional Services									
Personal Services	1,325,765	1,645,551	(319,786)	124.1%	1,236,718	1,236,718	100.0%	(408,832)	(33.1%)
Equipment		58,516	(58,516)	0.0%	30,502	30,502	100.0%	(28,014)	(91.8%)
Contractual Expenses	1,877,321	1,864,070	13,251	99.3%	1,765,879	1,765,879	100.0%	(98,191)	(5.6%)
Employee Benefits	662,881	739,324	(76,443)	111.5%	424,791	424,791	100.0%	(314,533)	(74.0%)
Total General Institutional Services	3,865,967	4,307,460	(441,493)	111.4%	3,457,890	3,457,890	100.0%	(849,570)	(24.6%)
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,800,139</b>	<b>33,224,221</b>	<b>(1,424,082)</b>	<b>104.5%</b>	<b>29,133,443</b>	<b>29,133,443</b>	<b>100.0%</b>	<b>(4,090,778)</b>	<b>-14.0%</b>

2024-2025 Appropriations  
Schedule of Employee Benefits  
as of AUG 31st, 2025

	2024-25 Mod Bud	2024-25 Actual	2024-25 Unexpended Balance	2024-25		2023-24 Total Exp	2023-24 PY to Date	2023-24		Variance	
				Unexpended	%			PY	PY %	CY to PY	% Variance
Retirement Incentive Costs	175,906	213,760	(37,854)	121.5%	322,370	322,370	100.0%	108,610	33.7%		
HRA Retiree Benefits	81,651	105,539	(23,888)	129.3%	102,221	102,221	100.0%	(3,318)	(3.2%)		
State Employee's Retirement	1,076,389	1,401,891	(325,502)	130.2%	1,071,518	1,071,518	100.0%	(330,373)	(30.8%)		
State Teacher's Retirement	179,135	72,964	106,171	40.7%	179,435	179,435	100.0%	106,471	59.3%		
Optional Retirement Fund	778,863	1,077,398	(298,535)	138.3%	681,867	681,867	100.0%	(395,531)	(58.0%)		
Social Security	1,248,047	1,403,891	(155,844)	112.5%	1,292,720	1,292,720	100.0%	(111,171)	(8.6%)		
Worker's Compensation	92,888	56,911	35,977	61.3%	14,453	14,453	100.0%	(42,457)	(293.8%)		
Executive Benefits	36,347		36,347	0.0%			0.0%	0	0.0%		
Disability Insurance	8,270	9,007	(737)	108.9%	6,998	6,998	100.0%	(2,009)	(28.7%)		
Hospital and Medical Insurance	2,905,149	2,796,758	108,391	96.3%	2,983,178	2,983,178	100.0%	186,420	6.2%		
Post Retirement Health Insurance	1,513,592	1,440,000	73,592	95.1%	117,053	117,053	100.0%	(1,322,947)	(1130.2%)		
Employee Tuition Benefits	125,841	96,606	29,235	76.8%	98,988	98,988	100.0%	2,382	2.4%		
Life Insurance	7,380	9,403	(2,023)	127.4%	7,339	7,339	100.0%	(2,063)	(28.1%)		
Vacation Benefits	91,947	67,500	24,447	73.4%	149,493	149,493	100.0%	81,993	54.8%		
Miscellaneous	3,180	3,794	(614)	119.3%	3,875	3,875	100.0%	81	2.1%		
Unemployment Insurance	15,325	27,857	(12,532)	181.8%	13,434	13,434	100.0%	(14,423)	(107.4%)		
Total Employee Benefits	8,339,910	8,783,278	(443,368)	105.3%	7,044,942	7,044,942	100.0%	(1,738,336)	(24.7%)		

**Tompkins Cortland Community College**  
**YTD Revenues 2024-2025**  
**AUG 31st, 2025**

	Modified Budget 2024-25	Revenues to Date 2024-25	Unrealized Balance 2024-25	% Realized 2024-25	Total Rev PY 2023-24	YTD Rev PY 2023-24	PY % Realized 2023-24	Fav Var (Unfav Var) to PY	% Variance to PY
Student Revenue									
Core Tuition									
Fall	3,894,291	3,764,362	129,929	96.7%	3,826,135	3,826,135	100.0%	(61,772)	-1.6%
Spring	3,442,436	3,335,085	107,351	96.9%	3,398,654	3,398,654	100.0%	(63,569)	-1.9%
Winter	140,361	157,803	(17,442)	112.4%	157,578	157,578	100.0%	225	0.1%
Summer	614,802	595,942	18,860	96.9%	496,880	496,880	100.0%	99,062	19.9%
Nonresident Tuition	800,000	891,023	(91,023)	111.4%	1,010,787	1,010,787	100.0%	(119,764)	-11.8%
Student Fee Revenue	982,033	997,888	(15,855)	101.6%	1,002,981	1,002,981	100.0%	(5,093)	-0.5%
Total Core Student Revenue	9,873,923	9,742,104	131,819	98.7%	9,893,015	9,893,015	100.0%	(150,912)	-1.5%
Concurrent Enrollment Tuition	3,290,136	3,698,543	(408,407)	112.4%	3,367,146	3,367,146	100.0%	331,397	9.8%
Total Student Revenue	13,164,059	13,440,647	(276,588)	102.1%	13,260,161	13,260,161	100.0%	180,485	1.4%
Government Appropriations									
New York State	9,762,800	9,787,799	(24,999)	100.3%	9,762,800	9,762,800	100.0%	24,999	0.3%
Local Sponsors	4,882,882	4,965,316	(82,434)	92.2%	4,882,897	4,882,897	100.0%	(381,454)	-7.8%
Appropriated Cash Surplus	1,127,425	1,127,425	0	100.0%	1,003,562	1,003,562	100.0%	123,863	12.3%
Charges to Other Counties	5,700,000	5,792,347	(92,347)	101.6%	5,716,385	5,716,385	100.0%	75,962	1.3%
Total Govt Appropriations	21,473,107	21,672,887	(199,780)	98.8%	21,365,644	21,365,644	100.0%	(156,629)	-0.7%
Other Revenues									
Service Fees	96,040	87,101	8,939	90.7%	94,098	94,098	100.0%	(6,997)	-7.4%
Interest Earnings	9,007	10,044	(1,037)	111.5%	13,946	13,946	100.0%	(3,902)	-28.0%
Rental of Real Property	11,035	1,425	9,610	12.9%	1,400	1,400	100.0%	25	1.8%
Contract Courses	25,031	127,097	(102,066)	507.8%	96,899	96,899	100.0%	30,198	31.2%
Noncredit Tuition	174,870	138,476	36,394	79.2%	126,420	126,420	100.0%	12,056	9.5%
Grant Offsets	180,373	146,592	33,781	81.3%	187,099	187,099	100.0%	(40,507)	-21.6%
Unclassified Revenues	51,753	73,636	(21,883)	142.3%	223,195	223,195	100.0%	(149,558)	-67.0%
Total Other Revenues	548,109	584,371	(36,262)	106.6%	743,056	743,056	100.0%	(158,685)	-21.4%
TOTAL REVENUES	35,185,275	35,234,032	(48,757)	100.1%	35,368,861	35,368,861	100.0%	(134,829)	-0.4%
Student Revenue	13,460,000	13,793,321	(333,321)	102.5%	13,577,578	13,577,578	100.0%	215,743	1.6%
State Revenue	9,762,800	9,787,799	(24,999)	100.3%	9,762,800	9,762,800	100.0%	24,999	0.3%
Local Revenue	10,582,882	10,757,663	(174,781)	97.3%	10,599,282	10,599,282	100.0%	(305,491)	-2.9%
Use of Fund Balance	1,127,425	1,127,425	0	100.0%	1,003,562	1,003,562	100.0%	123,863	12.3%
Other	252,168	231,697	20,471	91.9%	425,639	425,639	100.0%	(193,943)	-45.6%
Total	35,185,275	35,697,905	(512,630)	101.5%	35,368,861	35,368,861	100.0%	(134,829)	-0.4%

The following update reflects progress toward the 2025-26 Presidential Goals as approved by the Board of Trustees and shared with the campus community in August 2025. The goals are organized according to the four focus areas: Ensuring Middle States Accreditation, Strengthening the Institutional Framework, Building External Support and Investing in the Campus Community.

### **ENSURING MIDDLE STATES ACCREDITATION**

- Trustee education regarding Middle States Accreditation, the process and the role of Board members continue this month with the final Standard 7, Governance, Leadership and Administration.
- Executive Council, consisting of the senior leadership team, was selected as a review group for Standard 2, Ethics and Integrity, and Standard 6, Planning, Resources and Institutional Improvement.
- A team from TC3 will travel to Philadelphia to attend the annual Middle States Conference 12/10-12/12/25.

### **STRENGTHENING THE INSTITUTIONAL FRAMEWORK**

- I provided opening year remarks and charges to College Senate on 9/26. Senators accepted the proposed schedule of Master/Primary Plan presentations by division Vice Presidents for 2025-26.
- Core and Data Teams leading the Achieving the Dream work are established with the first coaching session on 9/26. The ATD Community Vibrancy Framework was a centerpiece of Fall Day collaborative work on 10/7.
- We are working to cohesively align several initiatives that are TC3-initiated such as ATD and those that are SUNY-initiated, such as the SUNY Academic Momentum Initiative announced on 9/30. Colleges must affirm the SUNY-assigned metrics by 10/21 and submit an Action Plan for SUNY approval by 1/15/26.
- President's Cabinet kicked off the academic year on 9/30. A full year calendar was established to guide the Cabinet's work, professional development and institutional alignment.

### **BUILDING EXTERNAL SUPPORT**

- Support for TC3's 2026-27 capital funding request was passed by the Cortland County Legislature on 9/25; presented to the Tompkins County Legislature also on 9/25. The capital request prioritizes the replacement of the College's end-of-life ERP/Student Information System and necessary deferred maintenance projects. A 5% operating increase request was also made to Tompkins County, which if passed, would also need Cortland County approval.
- The College was notified by SUNY on 9/24 that tuition charges should be waived for any SUNY Reconnect student who drops classes or withdraws at any time during the semester (memo attached). Adults are a growing population which need dedicated pathways and support designed for their needs.
- The TC3 Foundation Board accepted the recommendation to hire a firm to assist in the search for permanent leadership for the TC3 Foundation/Development. We are grateful to Gina Holl for serving as Interim Executive Director through 12/31/25.
- The approved TC3 2025-28 Strategic Plan is being mailed to 400 community leaders, elected officials, employers and stakeholders. Presentations are underway to local organizations and service groups.

### **INVESTING IN THE CAMPUS COMMUNITY**

- The College Senate has been charged to provide input to the recommendations from the Faculty Governance research team prior to my review, as well as to provide a Senate liaison for policy development and review.
- The Diversity Equity Action Council (DEAC) charges align with key institutional priorities: Strategic Plan Key Performance Indicators, collaborating with the ATD Core and Data Teams, providing equity expertise and input to the SUNY Academic Momentum Initiative, assisting with fulfilling the goals/recommendations from the Campus Climate Survey and identifying a DEAC liaison for policy development and review.
- Faculty and staff "High-Fives" and campus social gatherings supported by a modest institutional budget and organized by the POUNCE Employee Engagement team continue and are well-received.
- Chief Diversity Officer Michelle Nightingale presented to Executive Council on 10/1. Monthly meetings with the President continue.



# Vice President Reports



## Board of Trustees Administration Update – October 2025

### Campus Police

September was a busy and productive month for Campus Police, with outreach activities to strengthen campus relationships and a slight increase in calls for service. The team completed and published the annual Fire Safety and Security (CLERY) Report and began evaluating the closed-circuit camera system to establish a replacement schedule and identify coverage gaps. Looking ahead, officers will participate in Coffee with a Cop, Accepted Panther Days, and Halloween activities.

### Facilities

Grounds crews focused on athletic field upkeep, including daily grooming for fall ball, aeration, and seeding. They supported numerous athletic and community events and completed signage installation, repairs to fencing, and stone placement near dorm walkways. Maintenance staff concentrated on HVAC and electrical work, including pump rebuilds, boiler repairs, exhaust fan service, lighting upgrades, and fire safety panel updates. Preparations for the State Fire Inspection were completed in September. Custodial staff continued routine work across campus, the dorms, and Coltivare, while also supporting events and clearing large amounts of obsolete furniture and debris.

### Campus Technology

Heather Clifford joined the team as Technology Support Associate, assisting with campus-wide technology support. A new version of MyTC3 will launch on October 6, featuring a modern design and improved interface thanks to the work of Jorge Luis Reategui Ravina and Jim Maclain. The New York State OSC Audit remains ongoing, with meetings and data collection continuing into October and a preliminary report expected in November.

### Human Resources

Human Resources continues to recruit, hire, and onboard student workers across campus. Planning is underway for a Veterans Day event to honor faculty, staff, students, and family members who have served. The department is also preparing for the College's Open Enrollment period in November for the 2026 plan year. In addition, HR is exploring consulting service options to better leverage Paycor technology platforms.

*Strategic Enrollment Plan (SEP)*

The first meeting of the SEP Council is scheduled for October 10th and will serve as a Data Summit. The focus of the meeting will be on reviewing and discussing key data, including updates to high school capture rates, SUNY enrollment market share (with attention to where new students from our sponsor counties are enrolling beyond TC3 and related academic program trends), student success metrics by student population, housing student data, and an analysis of student melt (those who initial registered and decided not to attend) for Fall 2025.

The Council will also review admission targets by recruitment territory, special populations, and housing targets for Fall 2026 and Fall 2027. In addition to the data review, the meeting will include an overview of new workgroups focused on High School Partnerships, International Recruitment, and Student Onboarding & Orientation, which are designed to advance SEP strategies, with discussion of their charges, potential membership, and deliverables.

*Success Coaching Pilot Program*

The Success Coaching Pilot, launched through the Student Success Office, supports at-risk students in partnership with Faculty Advisors. Using an assigned caseload coaching model, it provides structured engagement, intrusive advising, early intervention, and wraparound support throughout a student's first year. Students were identified using risk indicators such as GED or low high school average, first-generation status, account balances over \$1,000, adult learner status, uncertain educational goals, and out-of-area residency. Together with our opportunity programs of Advancing Success in Associate Pathways (ASAP) and the Educational Opportunity Program (EOP), which provide academic, financial, and personal support, two-thirds of new students now benefit from enhanced resources that strengthen early success and retention.

Additionally, 20 employees from across the college received InsideTrack success coaching training to support students, with the intention of scaling the program and further enhancing persistence and achievement of our students.

*Other Division Updates*

Other highlights included Admissions, which launched active fall recruitment and is preparing for the College Fair on October 14<sup>th</sup>. Athletics & Recreation launched fall sports, including Men's and Women's Soccer, offered recreation and aquatics programs such as bowling, flag football, canoeing, and fishing, and recorded over 1,100 visits to the Fitness Center in September. The Career Carnival, hosted by Continuing Education & Workforce Development on September 30<sup>th</sup>, attracted regional employers and students, fostering connections and career exploration opportunities.

Health & Wellness Services held a flu and COVID-19 clinic providing 70 vaccinations, conducted 83 counseling appointments, hosted 107 students in the Best Life Lounge, and supported nearly 300 individuals through the Panther Pantry. Residence Life focused on academic success, communication, conflict resolution, and health awareness, with a Residential Assistant (RA) Retreat scheduled for October 7<sup>th</sup> to strengthen student support and retention strategies. Student Activities hosted a variety of events for current students in September, including the Get Connected Fair (183 attendees), Roller Skating Night (53 attendees), and an Outdoor Movie Night (45 attendees), fostering engagement and building community across campus.

As faculty returned this fall, Academic Affairs began to engage directly in the major components of the academic affairs primary plan. Updates are listed here under one of the four major components.

### 1. Academic Portfolio

- a. “Health Checks”- In September, faculty are engaging in a “quick health check” on all of the core academic programs using data provided by Institutional Research to ensure that we have identified all programs that may need support. Faculty will lead this work, and the result will be the creation of a list of programs that, either due to enrollment numbers, fiscal challenges, or a host of other factors, need to be considered for modification, support, or deactivation and discontinuance.
- b. New Programs – In parallel to the work to identify programs with challenges, faculty are also considering what new programs may be considered for formal feasibility analyses so that the college can best determine which new programs can be initiated to increase enrollment while complimenting the academic portfolio. The first program that has been identified for a feasibility analysis is a new cybersecurity program. We expect that analysis to be ready for the December BOT meeting.

### 2. Retention

- a. Associate Provost Anndrea Mathers has convened a group of faculty to begin an analysis of faculty-lead academic advising practices at the college. The members of the team are: Associate Professor John Troyer, Assistant Professor Rich Echevarria, Professor Robert Sarachan, Assistant Professor Kamala Tabor, and Professor Lisa Seyfried. This group is working in concert with a team under VP Rob Palmieri to help complete a holistic review of all student advising. The goal is to make changes for improvement for students in the fall of 2026.

### 3. Academic Affairs Leadership

- a. Professor Ken Whitner is working with the College Teaching Center on developing work to help train faculty on how to use AI (Artificial Intelligence) in their classrooms or integrate AI into their coursework.
- b. Simultaneously, Assistant Dean Merryn Clay is working with faculty to review the college’s current academic integrity policy and practices to both ensure that we maintain rigor in the classroom while creating education opportunity for students to learn with AI.
- c. The faculty chairs are hard at work developing, for the first time, a year-long course schedule for the 2026-2027 academic year, along with a number of other projects. This is just one step in a series of items we will engage to better strategically plan the work of the division.

### 4. Culture

- a. This fall, Academic Affairs made a “call” for faculty professional development, and 9 faculty have been awarded \$11,000 in support for their engagement in a wide range of activities to formal academic conference attendance to skills-based course engagement. I’m thrilled to see the thoughtful application to the funds.



# Consent Agenda

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2024-2025-2**

**ANTI-HAZING POLICY**

**WHEREAS**, Stop Campus Hazing Act (Amendments to 20 U.S.C 1092 (f) requires the college to adopt an Anti-Hazing Policy, and;

**WHEREAS**, the College the Board of Trustees adopted an Anti-hazing policy on May 14, 2025, and;

**WHEREAS**, this policy has been amended for clarity and completeness by the College's legal counsel, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the administration of the College to execute the updated Anti-Hazing Policy.

**STATE OF NEW YORK:**  
**SS:**  
**COUNTY OF TOMPKINS:**

I, **NANCY MURPHY, CLERK** of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 16th day of October 2025, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 16<sup>th</sup> day of October 2025.

Clerk of the Board of Trustees  
Tompkins Cortland Community College



# Board Policy-Anti Hazing

Responsible Executive  
Vice President of Enrollment  
Management & Student Affairs

Review Cycle  
Annual. May 2026

## References

- Hazing Prevention Policy, Student Rights & Responsibilities [Student Rights & Responsibilities: Hazing Prevention | Tompkins Cortland Community College](#)
- [Stop Campus Hazing Act](#)
- [Amendments to 20 U.S.C. 1092 \(f\)](#), the Jeanne Clery Campus Safety Act
- New York Penal Code Article 120 New York Penal Law Part 3, Title H
  - Section 120.16 Hazing in the first degree
  - Section 120.17 Hazing in the second degree
  - Section 120.25 First degree reckless endangerment
  - Section 120.20 Second Degree reckless endangerment

## Purpose and Scope

Tompkins Cortland Community College complies with the *Stop Campus Hazing Act* by separating this anti-hazing policy from the [Maintenance of Public Order Policy](#) and developing processes and procedures to ensure the campus' on-going commitment to maintaining a safe campus environment.

## Policy Statement

Tompkins Cortland Community College adopts the definition of **hazing** provided in the *Stop Campus Hazing Act*, and that definition will be published in conjunction with the implementation processes and procedures, including any future updates or changes to the definition. In the event that NYS Law is amended to include further acts or expands the federal definition, those acts or definition will be included as well.

## Campus Hazing Transparency Report

Tompkins Cortland also will record, monitor, and report via a *Campus Hazing Transparency Report* by December 31, and update that report thereafter no later than January 15 and July 15 each year, with the details required by the *Stop Campus Hazing Act*.

These records will be maintained on the Tompkins Cortland Community College website for a period of five (5) academic years. The reporting processes and procedures will comply with the Family Educational Rights Privacy Act (FERPA) and the Jeanne Clery Campus Safety Act.



## Hazing Prevention

Tompkins Cortland will develop and maintain a comprehensive research-based and evidence-informed program to prevent hazing that will be a campus-wide program for students, staff, faculty, and other campus stakeholders, such as alumni and families of students. In addition, this program is designed and implemented in partnership with a broad coalition of campus stakeholders, including leadership of the institution, faculty, staff, and students, parents, and alumni. This program will further include information on hazing awareness, hazing prevention, the institution's policies on hazing, how to report hazing, and the process used to investigate hazing. It will include skill building for bystander intervention, information about ethical leadership, and the promotion of strategies for building group cohesion without hazing.

## Resolution

- 2025-2026-2

## History

- Approved by the TC3 Board of Trustees, May 14, 2025
- Updated and approved by the TC3 Board of Trustees, October 16, 2025

## Policy Reference Number

- SA-02-BOT

## Student Rights & Responsibilities

### Hazing Prevention

**Tompkins Cortland Community College prohibits all students, student organizations, staff, faculty, visitors, licensees, and other guests from engaging in hazing.**

The term “hazing” is defined as any intentional, knowing, or reckless act committed by a person (whether individually or in concert with other persons) against another person or persons regardless of the willingness of such other person or persons to participate, that:

- is committed in the course of an initiation into, an affiliation with, or the maintenance of membership in, a student organization; and
- causes or is likely to contribute to a substantial risk, above the reasonable risk encountered in the course of participation in the institution of higher education or



the organization (such as the physical preparation necessary for participation in an athletic team), of physical or psychological injury including—

- whipping, beating, striking, electronic shocking, placing of a harmful substance on someone's body, or similar activity;
- causing, coercing, or otherwise inducing sleep deprivation, exposure to the elements, confinement in a small space, extreme calisthenics, or other similar activity;
- causing, coercing, or otherwise inducing another person to consume food, liquid, alcohol, drugs, or other substances;
- causing, coercing, or otherwise inducing another person to perform sexual acts;
- any activity that places another person in reasonable fear of bodily harm through the use of threatening words or conduct;
- any activity against another person that includes a criminal violation of local, State, Tribal, or Federal law; and
- any activity that induces, causes, or requires another person to perform a duty or task that involves a criminal violation of local, State, Tribal, or Federal law."

For the purpose of this policy, a student organization is defined as "an organization at Tompkins Cortland Community College (such as a club, society, association, athletic team, fraternity, sorority, band, or student government) in which two or more of the members are students enrolled at the college, whether or not the organization is established or recognized by the college."

Where there is probable cause to believe the above regulation has been violated, the College will investigate and pursue strong disciplinary action through its established procedures including the [student conduct process](#). This discipline includes the possibility of suspension, expulsion, or other appropriate disciplinary action, and in the case of an organization authorizing such conduct, rescission of permission for that organization to operate on College property. Such penalties shall be in addition to any penalty pursuant to the penal law or any other law to which a violator or organization may be subject. An individual charged with a criminal violation or crime under state, federal, tribal or local law related to conduct prohibited above will be subject to the college disciplinary procedures, whether or not criminal prosecution is pending.

This rule shall be deemed to be part of the by-laws of all organizations operating on the College campus or affiliated with Tompkins Cortland. Each such organization shall annually file a copy of current by-laws for review by the Vice President for Student Affairs or his or her designee.

The constitution of all recognized student organizations will contain a statement prohibiting hazing and all new students will be made aware of the college position relative to hazing.





Individuals or organizations involved in hazing practices shall be subject to college disciplinary procedures, as well as to applicable local, state, or federal laws.

The Board of Trustees of Tompkins Cortland Community College authorizes the President of the college, or their delegates, to develop additional reasonable processes and procedures to administer this policy.

### Location of Hazing Incidents and Reporting Requirements

Any incident meeting the definition of hazing in this Policy must be reported following the procedure of this Policy that follows immediately below. Hazing that occurs at any of the following locations is subject to reporting under this Policy: anywhere on campus, in on-campus student housing, on public property within the boundaries of the campus, on public property immediately adjacent to the campus, and in non-campus buildings and property owned or controlled by the organization that are used for educational purposes and frequently used by students, but not a part of the core campus, or those owned or controlled by a student organization officially recognized by the institution. In addition, hazing that meets the definitions of this policy that occurs anywhere and involves individuals who are subject to and/or protected by this policy must be reported, as described below.

### How to Report

Any incidents of suspected hazing can be reported through the campus [Report an Incident](#) as a Conduct Incident. These reports can be submitted anonymously; all reports will be investigated. Incidents can also be reported to Campus Police in room 118 of the Main Campus Building, 170 North Street, Dryden, New York, or at 607.844.6511.

Depending on the nature of the incident, reports to other offices may be required, such as offices that deal with Clery Act hate crimes, Title VI or Title IX violations, VAWA crimes, state or tribal hazing law violations

### The College's Response to Hazing Reports

The process by which investigations will be conducted and a determination made as to whether this policy has been violated is described in the student conduct process: [Student Rights & Responsibilities: Non-Academic Code of Conduct Process | Tompkins Cortland Community College](#)

Investigations that do not result in a finding of formal violations of the Code of Conduct or state or federal law shall not be included in the college's Clery report. The report shall not include any personal or identifying information of individual student members and shall be subject to the requirements of the Family Education Rights and Privacy Act (FERPA) of 1974, U.S.C. Sec. 1232g.



## The Campus Hazing Transparency Report

We will provide a biennial report of all hazing incidents. The first report will be published here by December 23, 2025. Campus Hazing Statistics will also be reported in the Annual Security Report beginning in 2026. The report will include:

- The name of the student organization;
- A general description of the violation that resulted in a finding of responsibility; and

Related dates (the date of the alleged incident, the date of the initiation of the investigation, the date the investigation ended with a finding, and the date the institution provided notice to the organization of the finding).

## Prevention and Awareness Programs

All employees and students will participate in research-informed and evidence-based online training. This training is based on resources provided by Stop Hazing. The program includes primary prevention strategies intended to stop hazing before it occurs and focuses on strategies to:

- overcome barriers to reporting hazing
- develop skill building for bystander intervention for preventing and responding to hazing
- develop a campus-wide effort for faculty, staff and students to identify warning signs of hazing, understand how to report hazing, and how to take steps to respond to and prevent hazing
- focus on ethical leadership strategies to give students and staff tools to build group cohesion to discourage hazing

The institution has updated campus education programs to include hazing

Who must attend

1. Campus Security Authorities
2. Officers of recognized student organizations
3. Officers of student government
4. Residence Hall Staff
5. Campus police or public safety officers
6. Coaches of intercollegiate athletic teams

All student athletes, club leaders, coaches and club advisors will participate in in-person training including the We Don't Haze video and discussion guide.



## Federal, State [and tribal] Laws that are relevant to hazing on campus

The federal Stop Campus Hazing Act, enacted on December 23, 2024, (20 U.S.C. §1092(f)), amended the Jeanne Clery Campus Safety Act by adding certain provisions regarding hazing. The laws of the State of New York also define hazing and provide for civil and criminal sanctions for individuals who engage in hazing.

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2025-2026-1**

**College Senate Article 3 Bylaws Revision**

**WHEREAS**, the Board of Trustees of Tompkins Cortland Community College approved the Bylaws for College Governance in May 1998 establishing the College Forum henceforth referred to as College Senate, and

**WHEREAS**, the Board of Trustees of Tompkins Cortland Community College approved Revised College Senate Bylaws in June 2007 and June 2010, and

**WHEREAS**, the President issued the following charge to College Senate February 21, 2024:

Establishment of Procedures for Councils and Committees

I understand that one of the Senate's current priorities is to conduct an inventory and review of charges for standing committees of the College Senate. This is important and valuable work, and I commend the College Senate for its leadership in this regard. As this work progresses, I welcome your updates on the list and status of standing committees, charges, membership, terms, progress, reporting structures, etc.

In addition, I am requesting your review and recommendations on the establishment of and procedures for designated councils and committees of the College (Article 3.4). Specifically, I ask for your review of Article 3.7.1, Criteria for establishing a committee, and Article 3.7.2, Criteria for dissolution of a committee, and any recommended updates to these procedures to improve efficiency, effectiveness, and prudent use of resources, including but not limited to the valuable time, energy and efforts of our faculty and staff. In addition, I would value your consideration of Article 12.1.1 and the role of the President or College Senate relative to committee charges. I am also requesting on an annual basis a list of current standing committees and corresponding review status (Article 3.7.1.3) from the College Senate.

**WHEREAS**, a petition was presented to the College Senate to amend Article 3.7.1-3.7.3 of the Bylaws for College Governance, and

**WHEREAS**, the President is recommending that the Board of Trustees of Tompkins Cortland Community College approve the amendments to Sections 3.7.1-3.7.3, and

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College approve the amended College Senate Article 3 effective immediately.

## Resolution 2025-2026-1

**I, NANCY MURPHY, CLERK** of the Board

of Trustees of Tompkins Cortland Community College,  
**DO HEREBY CERTIFY** that the foregoing resolution is

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 16th day of October 2025.

Clerk of the Board of Trustees  
Tompkins Cortland Community College



# Committee and Affiliate Reports

In September, Auxiliary Operations advanced key facility transactions and governance alignment efforts. Buyer showings began for the Residence Halls, the Ithaca Extension Center lease moved closer to execution, redevelopment planning accelerated at the Culinary Arts Center, and the Cortland Extension Center sale advanced toward closing. The EMMA compliance filing was submitted, fulfilling regulatory obligations. The Foundation provided over \$167,000 in scholarships and internal grants this semester, underscoring its direct impact on students and College initiatives. Auxiliary Operations remains focused on risk reduction and positioning auxiliary operations to support the College's long-term mission and financial stability.

### **GOVERNANCE & STRUCTURE**

**FSA Alignment:** The FSA Working Group continues to meet to modernize governance and transition operational oversight to align with SUNY's auxiliary model. Rob Palmieri (VP for Enrollment & Student Affairs) and Interim AVP Joe Oravec are responsible for division management.

**Foundation Board:** Two committee chair terms, and two key leadership roles, conclude at year-end. Succession planning is active, with new appointments to be confirmed at the January 2026 Annual Meeting.

### **OPERATIONS & FACILITIES**

**Residence Halls:** CBRE continues marketing the unoccupied residence halls to national and local prospective buyers and are conducting weekly showings. Occupancy continues to see modest growth in line with enrollment. All students remain housed in Residence Halls A–D, with Fall 2025 applications increasing by approximately 7% over last year. While demand remains slightly below projections (about 3% under budgeted goals), the trend reflects stable housing interest and incremental improvement year over year.

**Ithaca Extension Center:** Lease negotiations with Tompkins County are progressing, though delayed due to internal County challenges. The Foundation remains cautiously optimistic that a final lease can still be executed by end of Q1 FY25/26 (November 2025), positioning the facility to achieve 75% occupancy. The Premium Parking contract for parking monetization is in final review.

**Culinary Arts Center (CAC):** A pivotal lease transfer meeting was held in late September with College leadership, American Flatbread, and the City of Ithaca. Transition out of the current lease by year-end remains a top priority.

**Cortland Extension Center:** Sale is advancing with closing anticipated in Fall 2025. A finalized purchase agreement has been prepared for Board action.

To: TC Board of Trustees

From: College Senate /Amy Faben-Wade and Eric Jenes (Co-chairs)

College Senate Report October 1, 2025

- Our work on Bylaws 3.7.1-3.7.3 shared at the September Board of Trustees meeting are ready for Board approval via a Resolution.
- Eric Jenes is the new Co-chair of Senate and plans to take over as Chair in the 2026-2027 academic year.
- Co-chair Amy Faben-Wade is attending the fall Faculty Council of Community Colleges (FCCC) Plenary.
- We have voted in new Senators.
- Senate received a presentation from President Kremenek on September 26, 2025.
- On 10/24 we will receive a presentation on the Facilities Master Plan draft and providing feedback.





# Informational Items

# What Should Trustees Know About Community Colleges?

**D**avis Jenkins, PhD, is a senior research scholar at the Community College Research Center and research professor in the Department of Education Policy and Social Analysis at Columbia University's Teachers College.



## Why are community colleges important in today's higher education ecosystem?

Community colleges are linchpin institutions in American society. They offer widespread, affordable access to postsecondary education and training, which has become essential to securing living-wage jobs and participating fully in a rapidly changing, technology-driven society. Nearly 40 percent of undergraduates attend community colleges, including the largest share of Hispanic, Native American, rural, low-income, and working adult students.

What makes community colleges indispensable is the combination of roles they play: providing workforce training that leads directly to family-supporting careers, preparing students to transfer affordably to bachelor's programs, and expanding early access to higher education through dual enrollment for high school students. No other institutions offer these opportunities to as many communities nationally.

At the same time, these institutions face serious enrollment and completion challenges. Enrollment in community colleges has been declining for nearly 15 years. Although the reasons for this are complex, one key reason is that fewer than half of students who start at a community college earn a postsecondary credential from any institution within six years. In a new book, *More Essential Than Ever: Community College Pathways to Educational and Career Success* (Harvard Education Press, 2025), my CCRC colleagues and I draw from a decade of research on community college whole-college "guided pathways" reforms and present five strategies for addressing these challenges

## What should a board of trustees understand about the community college transfer rate?

Transferring from a community college to a four-year institution has the potential to offer students an affordable, high-quality route to a bachelor's degree, yet the transfer pathway is broken. Although most community college students aspire to earn a bachelor's degree, only about one in three transfer, and fewer than half of those graduate within six years. Too often, students lack clear guidance on what courses they should take for their intended majors and lose credits along the way.

This isn't solely a community college problem. Historically, many four-year institutions—especially regional publics—have competed with rather than partnered with community colleges for students. But with the impending "enrollment cliff" of high school graduates and rising demand for affordable routes to a bachelor's from students and policymakers, neither sector can afford to continue unproductive competition.

Trustees should understand that improving transfer requires intentional collaboration between two- and four-year institutions. That means building clear, affordable degree pathways that help students choose a field of study early, take courses that apply to their intended major, and gain confidence as independent learners. Done right, transfer expands educational opportunity, diversifies bachelor's degree attainment, and strengthens the workforce, since the largest number of family-supporting jobs to be created in the next decade will require at least a bachelor's degree.

## What questions can trustees ask in an effort to improve the success of educational outcomes for community college students?

Community colleges are to continue to play a linchpin role in advancing upward mobility and talent development for their communities—and to attract and retain students—they need to ensure that their programs are worth the time, money, and effort students need to invest to complete them. Community college trustees should be asking how they can help their colleges ensure that:

- Their college's programs enable students to secure jobs paying a living wage and pursue a bachelor's degree with no excess credits in their major field of interest.
- Incoming students are helped to explore career and academic opportunities, connect with faculty and others in fields of interest, and plan and gain momentum in a program of study aligned with their interests and aspirations.
- Students have rich opportunities for "learning by doing" both in their classes and in the community, as well as through work-based learning.
- Working students can complete their programs in as little time and cost as possible.
- Graduating high school students who do not have plans to pursue postsecondary education and training—including those who took dual enrollment college courses from the college—are encouraged and helped to enroll in the college's programs immediately after high school.

With their leadership roles in business, education, government, and other key sectors, trustees are well-positioned to help community colleges deliver value for students, communities, and taxpayers. ■

COURTESY OF DAVIS JENKINS





The State University  
of New York

**Office of Community Colleges  
and the Education Pipeline**

H. Carl McCall SUNY Building  
353 Broadway, Albany, New York 12246

www.suny.edu

**MEMORANDUM**

**TO:** Community College Presidents  
**FROM:** Valerie Dent, Vice Chancellor for Community Colleges  
**DATE:** September 24, 2025  
**RE:** SUNY Reconnect Clarification on Student Withdrawals

*Valerie Dent*

These clarifications should be considered an addendum to the SUNY Reconnect FAQs issued on 7/21/25. Please contact [SUNYReconnect@suny.edu](mailto:SUNYReconnect@suny.edu) if you have additional questions.

**Student Withdrawals or Drops After the Start of a Course:**

In support of the success of the SUNY Reconnect Program and its continued benefit to the 30 Community Colleges operating under the program of the State University of New York, the following should be followed for SUNY Reconnect students in reference to the noted issue.

If a student enrolled under the SUNY Reconnect program drops and/or withdraws from a course(s), campuses should make every effort to waive liability for tuition and fees, pursuant to the authority afforded the chief executive officer of each community college under New York State Regulations 602.11 (a)(5)\*, with the desired result being that no Reconnect student should be held liable for any tuition or fees associated with withdrawing from or dropping a course after the start of classes. Under this intent, colleges should make every effort to ensure that bills sent to students should be immediately retracted and the amounts owed waived.

SUNY acknowledges that many students participating in the SUNY Reconnect program have not attended higher education at all or for some time, and if they decide early that they cannot attend courses this semester, holding them liable for tuition would pose an undue hardship for the student. Because this program is still in the process of being operationalized, and students likely would not have realized the potential for liability after dropping course when it has been marketed as a fully free program, students should not be held liable for tuition and fees.

Campus presidents should provide a campus point of contact to Vice Chancellor Dent for students to contact if they receive a bill or require assistance for this particular matter.

\*602.11(a)(5) the tuition and fee liability may be waived at the discretion of the chief executive officer of the college.

*(5) Notwithstanding any other provisions for refund, when a student has withdrawn through circumstances beyond his or her control, under conditions in which the denial of refund would cause undue hardship, the chief executive officer of the college may, in his or her discretion, determine that no liability for tuition and fees has been incurred by the student, provided the student has not received or will not receive academic credit for the term. Such action, including the reason therefor, shall be in writing.*



October 2, 2025

Ms. Candice Vacin, President  
Faculty Council of Community Colleges  
The State University of New York  
H. Carl McCall SUNY Building  
353 Broadway  
Albany, NY 12246

Dear Candice,

Thank you for your thoughtful letter and for your continued commitment to strengthening collaboration, advancing the faculty voice, and upholding the principles of shared governance across our system. We recognize the dedication and effort you have demonstrated over the past 15 months, particularly in visiting campuses, fostering dialogue, and working to ensure that faculty perspectives are meaningfully represented in systemwide decision-making.

The New York Community College Association of Presidents (NYCCAP) affirms the importance of shared governance as a cornerstone of higher education. It is through respectful collaboration among trustees, administrators, faculty, staff, and students that our institutions thrive and adapt in a challenging environment. We agree that protecting the integrity of systemwide representation is essential to maintaining trust and ensuring that every campus has confidence in the governance structures that serve us all.

We understand and take seriously the concerns you have raised. At the same time, it is important to note that each campus operates within its own set of circumstances, including collective bargaining agreements, governance processes, and institutional histories that are not always fully understood by those outside the campus community. As presidents, we must respect those local contexts and do not intervene in matters that are specific to another campus's agreements or internal processes. While these differences may present challenges, the broader principle remains clear: shared governance requires good faith engagement from all stakeholders and a shared commitment to processes that respect both faculty leadership and institutional responsibilities.

As presidents, we remain committed to supporting practices that uphold shared governance, safeguard the legitimacy of faculty, staff, and student-elected roles, and strengthening collaboration across our system. We believe that open communication and a shared commitment to our common mission will continue to guide us forward.

We appreciate your leadership and look forward to ongoing dialogue between the FCCC and NYCCAP as we work together to advance our collective goals.

Respectfully,

NYCCAP Executive Committee



---

George Cushman, Chair (FLCC)   Wendy Waters, Chair Elect (MVCC)   Allen K. Williams, Immediate Past Chair (MCC)  
Margaret Coffey, Secretary (BCC)   Thomas Weddell, Treasurer (OCCC)   Donna Mihalik, Foundation Chair (FLCC)

October 3, 2025

Ms. Candice Vacin, President  
Faculty Council of Community Colleges  
The State University of New York  
H. Carl McCall SUNY Building  
353 Broadway  
Albany, NY 12246

Dear Candice,

Thank you for sharing the FCCC Executive Committee's statement regarding a Nassau Community College faculty member's participation in an FCCC leadership role. The New York Community College Trustees (NYCCT) takes seriously any concerns related to shared governance and faculty participation in our community college system.

NYCCT is committed to supporting shared governance as a vital component of effective community college operations. We value the essential role that faculty play in shaping curriculum, informing academic priorities, and contributing their expertise to improve student outcomes. Strong faculty voices strengthen our institutions.

As an organization, NYCCT's mission centers on trustee education, advocacy, and providing guidance to our member trustees as they fulfill their governance responsibilities. We do not speak for individual colleges or intervene in campus-specific operational or personnel matters. Each college operates under its own board of trustees, who are legally accountable for the fiduciary health, sustainability, and lawful operation of their institution.

Trustees at each community college must ensure faithful adherence to board policies, applicable laws, and collectively bargained agreements. These obligations are not discretionary—they represent binding commitments that protect both institutional integrity and the public's investment in higher education. Our member trustees take these responsibilities with the utmost seriousness.

Every community college values having their faculty involved in such a prestigious statewide role with FCCC activities as long as those activities are within the framework of its policies and contractual obligations. NYCCT does not find it appropriate to condemn a college for responsibly managing its legal and fiduciary duties in accordance with established agreements and policies.

We encourage continued dialogue between FCCC leadership and Nassau Community College to

identify solutions that honor both statewide governance participation and local contractual frameworks. NYCCT remains committed to supporting environments where shared governance can flourish within the structures that ensure institutional accountability and sustainability.

Respectfully,

New York Community College Trustees