



Board of Trustees Meeting Agenda

November 20, 2025

[Zoom link](#)

- 1. Call to Order**
- 2. Roll Call**
- 3. Welcome Guests**
- 4. Approval of Agenda**
- 5. Public Comment****
- 6. Approval of October 16, 2025, Board of Trustees Meeting Minutes***
- 7. Presentations:**
 - Facilities Master Plan Presentation: John Geer, VP of Administration and Nic Dovi, Director of Facilities
- 8. Chair's Report**
 - Schedule 2026 Board Retreat
 - SUNY Board of Trustees Public Hearing
- 9. Treasurer/CFO Report**
- 10. Student Trustee's Report**
- 11. President's Report**
 - a. Vice President Reports
 - b. Strategic Plan Dashboard

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

12. Consent Agenda*

- a. Resolution on Family Educational Rights and Privacy Act (FERPA) Policy
- b. Resolution on 2026-27 Academic Calendar
- c. Resolution on Bid Award for Promotional Apparel
- d. Resolution on Bid Award for External Printing
- e. Resolution on Bid Award for Branded Promotional Hard Goods

13. Committee and Affiliate Reports

- New York Community College Trustees (NYCCT)
- Association of Community Colleges (ACCT)
- TC3 Foundation
- College Senate
- Faculty Council of Community Colleges (FCCC)

14. County Liaison Update

- **Cortland County**
- **Tompkins County**

15. Adjournment

Informational Item

- SUNY Annual Report

Calendar Items

- Board Finance & Audit Committee Meeting, December 3, 2025
- December Graduate Recognition Ceremony, December 5, 2025 @ 6:00pm
- December Nurses Pinning Ceremony, December 12, 2025 @ 3:00pm
- Board of Trustees Meeting, December 18, 2025
- Finance and Audit Committee May meeting moved to May 13, 2026

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Minutes



Minutes
October 16, 2025
Open Session@ 5:30 p.m.

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

County Liaisons: Cathy Bischoff, Mike Lane

Staff: Heather Clifford, John Geer, Eric Jenes, Amy Kremenek,
Nancy Murphy, Joe Oravec, Rob Palmieri, Dennis Panagitsas,
Don Perkins, Anna Regula, Malvika Talwar, Aaron Tolbert,
Travis Vande Berg, Victoria Zeppelin

1. **Call to Order** The meeting was called to order at 5:30 p.m. by Chair Davison in the Board Room at the College.
2. **Roll Call** Ms. Murphy called the roll.
3. **Reappointment of Sue Dale-Hall** Chair Davison invited Sue Dale-Hall to take the oath for her reappointment as the Governor's appointee representing Tompkins County. Ms. Dale-Hall has been reappointed by Governor Hochul to a term expiring in 2032.
4. **Welcome Guests** President Kremenek introduced Dr. Oravec, Interim Associate Vice President of Student Affairs, who joined the College in July, and Eric Jenes, Associate Professor and Librarian, now serving as Senate Co-chair.
5. **Approval of Agenda** Ms. Buck moved the Board of Trustees October 16, 2025 meeting agenda be approved as submitted; seconded by Mr. Peacock; motion carried unanimously.

6. **Public Comment** Mr. Don Perkins, Technology Support Specialist, introduced Heather Clifford, Technology Support Associate, who will support future Board meetings.

7. **Approval of September 17, 2025, Board of Trustees Meeting Minutes**

Mr. McSherry moved that the minutes from September 17, 2025 Board of Trustees meeting be approved as submitted; seconded by Ms. Dale-Hall; motion approved unanimously. Ms. Murphy, Clerk to the Board, noted there was an error in the minutes; the name of one of the new College Senators was incorrect. It is Marjolein Schat, not Mario Shattuck. The Minutes of September 17, 2025, as amended, were unanimously approved.

8. **Presentations**

- Fall 2025 Strategic Enrollment Plan Update: Rob Palmieri, VP of Enrollment & Student Affairs, presented the second year of the plan, outlining four major goals with strategies to strengthen enrollment outcomes.
- Middle States Standard 7: Governance, Leadership and Administration: Dr. Malvika Talwar, VP of Institutional Effectiveness and Accreditation Liaison Officer, introduced Dr. Travis Vande Berg, Co-chair of Standard 7. Dr. Vande Berg reviewed the governance structure, compliance framework and delegation processes, seeking feedback from the Board.

9. **Chair's Report**

NYCCT Action Update - Chair Davison noted informational items in the packet, including letters from NYCCT and NYCCAP regarding the Faculty Council on Community Colleges.

10. **Treasurer/CFO Report**

- a. August 2025 Financial Report (Year-End): Mr. Panagitsas reported the year closed approximately \$33,000 over budget, with minor adjustments expected. The audit will be presented in March 2026. The Finance Department is developing new policies and pursuing a state contract with JP Morgan for credit cards, offering cash-back rewards and electronic payment benefits.
- b. 2026-27 Budget Process: Mr. Panagitsas stated that budget planning is underway. Two college-wide presentations will outline the process and departmental updates. A draft budget will be presented to the Board in April 2026.
- c. Operating and Capital Request to Local Sponsoring Counties: The College requested a 5% funding increase from both Cortland and Tompkins Counties. Both counties have also received a request for

\$521,000 in deferred maintenance and \$300,000 for ERP/student information systems. Cortland County has approved the capital request, pending Tompkins County approval. President Kremenek expressed appreciation for county support. Capital items will receive state matching funds following county approval.

11. Student Trustee's Report Ms. Piotti reported that midterm has been reached and noted student concerns about the current tutoring model. Dr. Tolbert, Provost & VP of Student Affairs, provided an update on the drop-in model, virtual tutoring options and support for high-demand courses. The SGA, in partnership with Institutional Effectiveness, is surveying students to assess needs.

12. President's Report President Kremenek reviewed informational letters from NYCCAP and NYCCT sent in response to the Faculty Council President. She also referenced a memo from SUNY Vice Chancellor Valerie Dent regarding tuition costs under SUNY Reconnect during the add/drop period. Albany has launched the *Academic Momentum Campaign* with campus targets for graduation, retention, and course completion rates aligned with *Achieving the Dream* initiatives.

a. Vice President Reports Included in the packet, there were no questions.

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

- a. Resolution on Anti-Hazing Policy
- b. Resolution on College Senate Committee Bylaws

14. Committee and Affiliate Reports

- a. New York Community College Trustees (NYCCT): Ms. Buck encouraged Board members to review upcoming SUNY Board agendas.
- b. TC3 Foundation: Mr. Sparling reported that the search for a permanent Executive Director has begun. Sheila Abbey is providing interim support. A mural dedication with staff, faculty, students, and donors was recently held in the cafeteria. The Foundation will sponsor a Veterans Day celebration on November 10, 2025, and continues discussions with American Flatbread regarding the Coltivare space.
- c. College Senate: Co-chair Eric Jenes announced the appointment of two new senators, Melinda Slawson and Alanna Haverlock. President Kremenek presented to Senate at their September meeting. At the October 24 meeting the Facilities Master Plan and Middle States

Standard 7 will be presented. Co-chair Amy Faben-Wade is attending the Faculty Council of Community Colleges Plenary this week.

15. County Liaison Updates

- a. Cortland County: Ms. Bischoff reported that County Administrator Mr. Ponticiello has begun his role. The County faces a budget deficit and is developing alternative fiscal plans and an IT department overhaul. Sales tax revenue remains strong. The County is also advancing a coordinated winter homelessness program (November–April) and plans for a new jail and safety complex.
- b. Tompkins County: Mr. Lane reported sales tax report down 7 percent. After nine budget expanded meetings and recommendations to the full legislature, the tax increase will be 3.1 percent. He expressed concern about potential federal policy impacts on SNAP and Medicaid, noting that rising costs may disproportionately affect students relying on government assistance.

16. Adjournment: Ms. Michell-Nunn moved that the meeting be adjourned at 7:27 p.m.; seconded by Mr. McSherry motion carried unanimously.

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
- The College's annual report to SUNY is due October 31, 2025.
- 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 12, 2025

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



Financial and Budget Update

TC3 Finance Report

September 2025 Financial Report

As we conclude the first month of the fiscal year, our target spending level is approximately 8.33% of annual expenses. Currently, our operating expenses are at 5.3%, which is lower than expected. This variance is largely due to timing: a portion of the first biweekly payroll was accrued back in August, resulting in lower personnel costs reflected for September. We anticipate that this will balance out over the next two months, bringing our expense rate more in line with projections.

We were recently notified by our health insurance provider of an 18% rate increase effective January 2026. This follows the 14% increase implemented in January 2025, and together these adjustments will place additional pressure on both the FY25/26 budget and future financial plans. We will review this matter in detail at the Finance Committee meeting on December 3rd.

On the revenue side, fall semester enrollment remains strong, aligning closely with both our projections and last year's figures.

2025 Audit

As previously reported, our auditors will be working on our audits for the first three weeks of November 2025, to begin fieldwork for the College, Foundation, and FSA audits. Based on their progress, we anticipate scheduling two additional visits in January to complete the process. A progress report will be presented to the Finance and Audit committee on January 28, 2026.

Tompkins Cortland Community College
2025-2026 Appropriations
Year-to-Date through SEP 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	16,129,462	911,352	16,023,590	5.7%	18,165,517	1,104,504	6.1%	193,152	1.1%
Equipment	100,000	7,303	92,697	7.3%	115,671	1,612	1.4%	(5,691)	-4.9%
Contractual Expenses	6,043,959	287,817	5,841,142	4.8%	5,857,224	500,480	8.5%	212,663	3.6%
Employee Benefits	8,661,521	466,086	8,195,435	5.4%	9,128,791	629,635	6.9%	163,550	1.8%
Total Forecasted Departmental Appropriations¹	30,934,942	1,672,557	30,152,865	5.4%	33,267,202	2,236,231	6.7%	563,674	25.2%
Scholarships & Awards									
Student Services		53,830	(53,830)	0.0%	267,906	143,281	53.5%	89,451	62.4%
Academic Support	3,200,000	1,013,807	2,186,193	31.7%	3,699,845	982,049	26.5%	(31,758)	(3.2%)
Total Scholarships & Awards	3,200,000	1,067,637	2,132,363	33.4%	3,967,751	1,125,330	28.4%	57,693	5.1%
Total Forecasted Appropriations²	34,134,942	2,740,194	32,285,228	8.0%	37,234,953	3,361,561	9.0%	(621,367)	(6.4%)
Personnel	16,129,462	911,352	16,023,590	5.7%	18,165,517	1,104,504	6.1%	193,152	1.1%
Equipment	100,000	7,303	92,697	7.3%	115,671	1,612	1.4%	(5,691)	-4.9%
Contractual	6,043,959	287,817	5,841,142	4.8%	5,857,224	500,480	8.5%	212,663	3.6%
Scholarship & Awards Offset	3,200,000	1,067,637	2,132,363	33.4%	3,967,751	1,125,330	28.4%	57,693	1.5%
Fringe Benefit	8,661,521	466,086	8,195,435	5.4%	9,128,791	629,635	6.9%	163,550	1.8%
Total Approved Budget Appropriations⁴	34,134,942	2,740,194	32,285,228	8.0%	37,234,953	3,361,561	9.0%	621,367	18.5%

Explanation of Sub-Totals and Totals:

1. *Total Forecasted Departmental Appropriations:* Enables an analysis of departmental operating costs.
2. *Total Forecasted Appropriations:* Forecasts the End-of-Year Appropriations for the College.
3. *Total Approved Budget Appropriations:* This represents the Approved Budget.
4. 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	6,394,598	473,635	5,920,963	7.4%	7,680,330	523,469	6.8%	49,834	9.5%
Equipment			0	0.0%	3,248		0.0%	0	0.0%
Contractual Expenses	652,225	42,820	609,405	6.6%	1,255,634	151,044	12.0%	108,224	71.7%
Employee Benefits	3,569,257	248,028	3,321,229	6.9%	3,884,700	294,448	7.6%	46,420	15.8%
Total Instruction	10,616,080	764,483	9,851,597	7.2%	12,823,912	968,960	7.6%	204,477	21.1%
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	1,836,560	85,106	1,751,454	4.6%	1,701,967	107,000	6.3%	21,894	20.5%
Equipment			0	0.0%	13,883		0.0%	0	0.0%
Contractual Expenses	181,338	11,086	170,252	6.1%	193,551	8,563	4.4%	(2,523)	(29.5%)
Employee Benefits	898,486	42,521	855,965	4.7%	841,711	60,263	7.2%	17,742	29.4%
Total Academic Support	2,916,384	138,712	2,777,672	4.8%	2,751,112	175,825	6.4%	37,113	21.1%
Libraries									
Personal Services	576,249	27,324	548,925	4.7%	563,306	36,987	6.6%	9,663	26.1%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	283,200	25,926	257,274	9.2%	234,187	21,545	9.2%	(4,381)	(20.3%)
Employee Benefits	302,594	13,566	289,028	4.5%	285,537	20,713	7.3%	7,147	34.5%
Total Libraries	1,162,043	66,816	1,095,227	5.7%	1,083,031	79,245	7.3%	12,429	15.7%
Student Services									
Personal Services	2,475,772	115,975	2,359,797	4.7%	2,506,841	145,703	5.8%	29,728	20.4%
Equipment			0	0.0%	9,280		0.0%	0	0.0%
Contractual Expenses	790,176	43,940	746,236	5.6%	590,450	41,184	7.0%	(2,756)	(6.7%)
Employee Benefits	1,302,924	57,987	1,244,937	4.5%	1,337,506	87,370	6.5%	29,383	33.6%
Total Student Services	4,568,872	217,902	4,350,970	4.8%	4,444,076	274,258	6.2%	56,355	20.5%
Maintenance and Operations									
Personal Services	2,229,247	39,705	2,189,542	1.8%	2,222,664	82,285	3.7%	42,579	51.7%
Equipment	70,000		70,000	0.0%	30,659		0.0%	0	0.0%
Contractual Expenses	1,144,975	22,308	1,122,667	1.9%	1,163,054	23,882	2.1%	1,574	6.6%
Employee Benefits	1,004,146	20,103	984,043	2.0%	1,116,597	47,079	4.2%	26,977	57.3%
Total Maintenance and Operations	4,448,368	82,116	4,366,252	1.8%	4,532,974	153,246	3.4%	71,130	46.4%
Institutional Support									
Personal Services	1,819,533	79,905	1,739,629	4.4%	1,837,990	109,442	6.0%	29,537	27.0%
Equipment			0	0.0%	11,729		0.0%	0	0.0%
Contractual Expenses	720,600	27,963	692,637	3.9%	538,893	44,133	8.2%	16,170	36.6%
Employee Benefits	895,670	39,952	855,718	4.5%	921,366	64,430	7.0%	24,477	38.0%
Total Institutional Support	3,435,803	147,820	3,287,983	4.3%	3,309,978	218,005	6.6%	70,185	32.2%
General Institutional Services									
Personal Services	1,602,983	89,703	1,513,280	5.6%	1,652,418	99,619	6.0%	9,916	10.0%
Equipment	30,000	7,303	22,697	24.3%	56,990		0.0%	(7,303)	0.0%
Contractual Expenses	2,356,445	113,774	2,242,671	4.8%	1,881,456	210,130	11.2%	96,356	45.9%
Employee Benefits	688,444	43,929	644,515	6.4%	741,373	55,332	7.5%	11,404	20.6%
Total General Institutional Services	4,677,872	254,708	4,423,164	5.4%	4,332,237	365,081	8.4%	110,373	30.2%
Total Forecasted Departmental Appropriations¹	31,825,422	1,672,557	30,152,865	5.3%	33,277,320	2,234,620	6.7%	562,062	1.7%

Should be at: one of 12 months 8.33%

2025-2026 Appropriations
Schedule of Employee Benefits
as of SEP 31st, 2025

	2025-26	2025-26	2025-26	2025-26	2024-25	2024-25	2024-25	Variance	% Variance
	Mod Bud	Actual	Uexpended	%	Total Exp	PY to Date	PY %	CY to PY	CY to PY
			Balance	Unexpended	PY		Expended	Fav(Unfav)	Fav(Unfav)
Retirement Incentive Costs	185,167	6,250	178,917	3.4%	213,760	84,784	39.7%	78,534	92.6%
HRA Retiree Benefits	85,169	4,010	81,159	4.7%	105,539	4,773	4.5%	764	16.0%
State Employee's Retirement	1,127,884	121,988	1,005,896	10.8%	1,387,674	103,775	7.5%	(18,213)	(17.6%)
State Teacher's Retirement	182,296		182,296	0.0%	72,964	15,026	20.6%	15,026	100.0%
Optional Retirement Fund	817,894	37,577	780,317	4.6%	1,077,422	50,914	4.7%	13,337	26.2%
Social Security	1,299,274	76,303	1,222,971	5.9%	1,309,843	74,223	5.7%	(2,080)	(2.8%)
Worker's Compensation	95,339	10,991	84,348	11.5%	56,911	5,388	9.5%	(5,603)	(104.0%)
Disability Insurance	8,553	137	8,416	1.6%	9,007	715	7.9%	578	80.8%
Hospital and Medical Insurance	3,042,386	238,000	2,804,386	7.8%	2,772,822	237,514	8.6%	(486)	(0.2%)
Post Retirement Health Insurance	1,565,580	120,000	1,445,580	7.7%	1,440,000	120,000	8.3%	0	0.0%
Employee Tuition Benefits	129,602	24,612	104,990	19.0%	96,606	40,503	41.9%	15,891	39.2%
Life Insurance	7,717	746	6,971	9.7%	9,403		0.0%	(746)	0.0%
Vacation Benefits	94,871		94,871	0.0%	67,500		0.0%	0	0.0%
Miscellaneous	3,323		3,323	0.0%	3,794	210	5.5%	210	100.0%
Unemployment Insurance	16,466		16,466	0.0%	27,857		0.0%	0	0.0%
Total Employee Benefits	8,661,521	640,614	8,020,907	7.4%	8,651,101	737,825	8.5%	97,211	13.2%

Tompkins Cortland Community College
YTD Revenues 2025-2026
SEP 31st, 2025

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	% Realized 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY
Student Revenue								
Core Tuition								
Fall	3,963,712	4,190,416	(226,704)	105.7%	3,764,362	3,753,191	99.7%	(2,473,702)
Spring	3,511,304	1,172	3,510,132	0.0%	3,335,085		0.0%	1,172
Winter	143,032	14,396	128,636	10.1%	157,803	624	0.4%	13,772
Summer	625,420		625,420	0.0%	595,942		0.0%	0
Nonresident Tuition	813,600	604,038	209,562	74.2%	891,023	521,819	58.6%	(1,553,639)
Student Fee Revenue	982,033	453,534	528,499	46.2%	997,888	466,984	46.8%	(315,613)
Total Core Student Revenue	10,039,101	5,263,556	4,775,545	52.4%	9,742,104	4,742,617	48.7%	(4,328,010)
Concurrent Enrollment Tuition	3,200,000	1,014,518	2,185,482	31.7%	3,698,543	982,681	26.6%	31,837
Total Student Revenue	13,239,101	6,278,074	6,961,027	47.4%	13,440,647	5,725,298	42.6%	(4,296,173)
Government Appropriations								
New York State	9,384,444	2,455,983	6,928,461	26.2%	9,787,799	2,446,950	25.0%	9,033
Local Sponsors	4,882,882		4,882,882	0.0%	4,501,443		0.0%	463,874
Appropriated Cash Surplus	28,515		28,515	0.0%	1,127,425	1,127,425	100.0%	(1,127,425)
Charges to Other Counties	5,800,000	0	5,800,000	0.0%	5,825,035		0.0%	0
Total Govt Appropriations	20,095,841	2,455,983	17,639,858	12.2%	21,241,702	3,574,375	16.8%	(654,518)
Other Revenues								
Service Fees	96,040	18,807	77,233	19.6%	87,101	30,936	35.5%	(12,129)
Interest Earnings	9,007	620	8,387	6.9%	10,044	818	8.1%	(199)
Rental of Real Property	11,035	225	10,810	2.0%	1,425		0.0%	225
Contract Courses	25,031		25,031	0.0%	127,097	48,043	37.8%	(48,043)
Noncredit Tuition	174,870	19,636	155,234	11.2%	138,476	26,684	19.3%	(7,048)
Grant Offsets	180,373		180,373	0.0%	146,592	21,139	14.4%	(21,139)
Unclassified Revenues	303,644	22,697	280,948	7.5%	73,636	2,261	3.1%	20,436
Total Other Revenues	800,000	61,984	738,016	7.7%	584,371	129,882	22.2%	(67,897)
TOTAL REVENUES	34,134,942	4,410,966	29,723,976	12.9%	35,266,720	9,429,555	26.7%	(5,018,589)
Student Revenue	13,535,042	6,278,074	7,256,968	46.4%	13,793,321	5,830,962	42.3%	(4,363,394)
State Revenue	9,384,444	2,455,983	6,928,461	26.2%	9,787,799	2,446,950	25.0%	9,033
Local Revenue	10,682,882		10,682,882	0.0%	10,326,478	0	0.0%	463,874
Use of Fund Balance	28,515	0	28,515	0.0%	1,127,425	1,127,425	100.0%	(1,127,425)
Other	504,059	23,541	480,518	4.7%	231,697	24,218	10.5%	(677)
Total	34,134,942	8,757,598	25,377,344	25.7%	35,266,720	9,429,555	26.7%	(5,018,589)

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

- Progress on the Middle States Self-study continues, and I anticipate that the Team Chair for TC3's Middle States Accreditation visiting team will be named soon. A preliminary visit to campus by the Team Chair will be scheduled for this spring.
- TC3 will send a team of six to Philadelphia to attend the annual Middle States Conference 12/10-12/12/25.

STRENGTHENING THE INSTITUTIONAL FRAMEWORK

- The College's proposed Health Science Professions AS degree received approval from SUNY and the NYS Education Department on 11/10. The program is expected to be a strong driver of enrollment this spring and fall. We have also secured program eligibility for SUNY Reconnect funds to support adult students.
- I submitted the required affirmation to SUNY on the assigned metrics for the SUNY Academic Momentum (ACMO) Campaign on 10/21. Achieving the Dream is supporting us to develop the required SUNY ACMO Plan. SUNY extended the deadline to 2/5 following concerns from campuses regarding the original 1/28 deadline. TC3 is sending a team of seven to the SUNY Academic Momentum Summit on 12/2 in Rochester.
- Two coaches from Achieving the Dream will be on-site at TC3 November 17-18. The agenda includes work sessions with six ATD subgroups initially focused on the SUNY ACMO Plan. This will be aligned with the ATD Plan to be completed in May.

BUILDING EXTERNAL SUPPORT

- The College's request for a 5% operating increase, as contained within the proposed 2026 County Operating Budgets for Cortland County and Tompkins County, is scheduled for votes on November 18 and November 20, respectively. The College's Capital Request was passed by Cortland County in September; with Tompkins County scheduled to vote on November 20.
- I, along with a small group of faculty and staff, toured the rapidly expanding Byrne Dairy plant in Cortlandville and met with company officials on 10/17. Byrne is adding 400 employees over four phases, with construction on the first expansion now underway. The visit's focus was on program development and partnerships with TC3 to meet their workforce needs.
- A request has been submitted to the TC3 Foundation Board of Directors for two representatives to serve on the committee to complete the successor Memorandum of Agreement between the College and the Foundation, last updated in 2010. We will be guided by Legal Counsel separately representing both bodies. Schelley Michell-Nunn and Sue Dale-Hall will continue to serve on the committee for the Board of Trustees.

INVESTING IN THE CAMPUS COMMUNITY

- The group of Faculty charged by the Provost to review models and recommend changes to Faculty Governance is completing their work this month. I have requested the input from College Senate prior to my review.
- Access & Equity Coordinator Karen Rachetta has been appointed ADA Compliance Officer, a requirement under Title II of the Americans with Disabilities Act. Training and assessment are underway.
- The College hosted its first Veterans Day Celebration in recent memory on 11/10 with the Dryden American Legion, a luncheon and speakers and a "Wall of Honor" display for the recognition of student and employee Veterans and campus family members' Veterans who served.
- TC3 Employees of the Month awards were presented to Student Success Advisor Hal Pietros-Brown (October) and Purchasing Agent Kevin Caveney (November).



Vice President Reports

Board of Trustees Administration Update – November 2025

Campus Police

October was an active and engaging month for Campus Police. The department hosted its annual Coffee with a Cop event in a new outdoor location, resulting in record participation from students and staff. A special thanks to Professor Cindy Whitney for bringing her Criminal Justice class to join the conversation. Officers continue collaboration with external agencies and will host the NAMI Overwatch Basic Peer Support training on November 5–6, welcoming more than thirty first responders from across New York State. Campus Police also began upgrading the campus CCTV system, replacing aging cameras and adding new units to enhance coverage. Looking ahead, the team will again participate in Cops, Kids, and Toys, the annual community holiday initiative supporting local families.

Facilities

October focused heavily on seasonal transitions and fire safety compliance. Maintenance staff prepared all boilers for heating season, winterized cooling towers, and addressed follow-up actions from the State Fire Inspection, including alarm troubleshooting and system repairs. Environmental Health and Safety coordinated quarterly sprinkler and safety device inspections, hosted a joint meeting with Dryden Fire Department, and collaborated with SUNY EHS to align initiatives. Grounds crews completed field maintenance, leaf collection, irrigation winterization, and finalized the 2025 signage upgrade project. Winter preparations included servicing snow equipment and staging deicers. Custodial operations remained focused on essential cleaning; onboarding a new custodian and several student workers.

Campus Technology

A system penetration test by SUNY SOC identified a few high and medium vulnerabilities, with no critical findings. The team is actively remediating the issues. Wireless network challenges persist, though progress continues through configuration updates and collaboration with service providers. Sprole Center renovations are nearing completion, with a walkthrough for President Kremenek scheduled for November 11. The newly formed *Technology Advisory Group (TAG)* convened for the first time to guide strategic technology planning and future system initiatives.

Human Resources

The HR team finalized fall semester hires and implemented a new process to maintain employment history between semesters. Manual recordkeeping continues to be reduced through expanded Paycor data integration, now including employee education and rank. An electronic data interface (EDI) is active with dental and vision providers and will soon extend to health insurance following November's open enrollment. All benefit elections—active and retiree—will occur electronically in Paycor, with both in-person and virtual support sessions offered. After evaluating implementation progress, HR engaged a part-time Paycor consultant to enhance system efficiency, employee experience, and staff training.

Strategic Enrollment Plan (SEP)

The second meeting of the SEP Council is scheduled for November 7th and will continue the Data Summit series that began in October. The focus will be on reviewing and discussing key data related to adult student trends, student success metrics by population, and an analysis of the student melt (students who registered but did not attend) for Fall 2025.

The Council will also finalize membership for the new workgroups on High School Partnerships, International Recruitment, and Student Onboarding & Orientation, each designed to advance the SEP's goals and strategies.

Application & Enrollment Updates

Applications for Spring 2025 are up 62.4% (+174), driven largely by SUNY Reconnect programs. Adult learner applications have increased 88.2% (+135) and continue to lead this growth. Currently, 66 accepted students have signed up to register for classes, with a target of 400 new, transfer, and reinstate (returning) students for the spring term.

As part of the Road 2 Registration initiative, the team conducted 12 classroom visits in collaboration with five faculty members, reaching approximately 150 students, and hosted four tabling events that engaged about 100 students and 10 "registration influencers." Faculty feedback indicates that students were more proactive in scheduling advisement appointments and appeared better prepared for registration. A "registration how-to" session for key influencers is planned ahead of the next cycle. Registration for current students for the spring and winter terms begins on November 10th.

There are currently 120 reservations (57 prospective students) for the Adult Learner and General Open Houses scheduled for November 14 and 15.

Other Division Highlights

This fall has seen strong momentum across student activities, athletics, wellness, and workforce development initiatives. The Student Leadership Retreat brought together 34 student leaders for a day of team-building and leadership development, while student club activity continues to expand with 10 active organizations and several new clubs forming. The Student Government Association advanced initiatives in recruitment, campus programming, and Middle States review.

More than 130 student-athletes participated in fall varsity programming and TC3 hosted the IAC Soccer and Volleyball Championships, drawing over 2,000 community spectators. Wellness programs remain robust, with over 130 students supported through counseling and case management, alongside strong participation in the Panther Pantry, Best Life Lounge, and Collegiate Recovery programs.

The How It's MADE: Manufacturing and Development Expo (MADE 2025) on October 23rd showcased regional partnerships, connecting more than 200 high school students with 17 local manufacturers and TC3 faculty through hands-on STEM and manufacturing demonstrations. The FSA Child Care Center continues to provide critical support for student parents and is preparing for its upcoming QSNY review.

Planning and Assessment

Over the past few months, the Office of Institutional Effectiveness (IE) has been working to unveil a new planning and assessment infrastructure. Planning and assessment efforts for the College's non-academic departments will now take place through an online hub powered by Watermark. Dean Michelle Nightingale has led the implementation of Watermark, with strong advisory support from the Institutional Effectiveness Council.

The new planning and budgeting process will officially launch on November 11. The IE office will provide ongoing support to departments to ensure a successful implementation.

To promote greater transparency and accountability, a consolidated annual planning and budgeting timeline will be shared with the College each year.

Strategic Planning, SUNY Academic Momentum Metrics, and Achieving the Dream

Pillar One of the College's 2025–2028 Strategic Plan focuses on developing student success metrics and institutional success indicators. This initiative aligns closely with the Achieving the Dream project. Additionally, SUNY has recently set ambitious goals for colleges to improve student performance on early academic momentum metrics.

These three strategically significant efforts—Strategic Planning, Achieving the Dream, and SUNY Momentum Metrics—are highly interconnected. The Institutional Research (IR) office, led by Dr. Li Jiang, has developed a suite of tools to support the teams working on these initiatives.

Organizational Development

In October, the IE team hosted the College's Fall Day professional development event, featuring a range of internal and external presentations. The day was designed to explore themes that animate the College's Mission, Vision, and Values. This was achieved through engagement with local community leaders and reflective sessions focused on student services. The event also included campus-wide participation in reviewing draft chapters for the Middle States accreditation process. A survey of participants indicates that the event was seen as productive and focused.

Institutional Research Compliance Projects

The IR office manages compliance projects on a rolling basis throughout the year. In 2025, several new compliance initiatives were added, one of which has required substantial resources. In recent years, the U.S. Department of Education has renewed its focus on financial value transparency (FVT) for academic programs eligible for federal financial aid. Colleges are now required to conduct gainful employment (GE) reporting.

The goal of this federal mandate is to ensure that post-graduation wages are sufficient to repay student loans. The IR team, led by Michael Haupt, played a key role in establishing the infrastructure needed for this reporting. Data accuracy is critical, as academic programs that fail to meet FVT/GE thresholds risk losing eligibility for federal financial aid.

The following are updates on the Academic Affairs Primary Plan work.

1. Academic Portfolio
 - a. “Health Checks” - In September, faculty were engaged in reviewing health metrics on all core academic programs at the college in place of an Academic Program Review process that had stalled. In October, I reviewed this work looking at the “health” of each academic program, and I wrote a letter to the faculty with my reflections. These analysis include a list of nine academic programs that I will be recommending to the President for discontinuance; each program has for three or more years enrolled less than 10 students each.
 - 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 presented to the President and then to the Board of Trustees.
2. Retention
 - a. As noted in the last meeting, one area of focus for potential modifications to service delivery is in the area of tutoring at the college. I met with the Student Government Association executive board on Monday November 2nd, and we made good progress on understanding why the provost’s office is engaged in a review. In short, the tutoring model we currently have has served fewer and 25% of all students in the past two academic years, and students use less than 50% of the scheduled hours paid for in the current model over the same timespan. Discussions are ongoing looking at new ways to meet student academic support differently while preserving key parts of current tutoring models that function well. A recommendation to the President is forthcoming.
3. Academic Affairs Leadership
 - a. The college is deeply involved in ongoing discussions about shifting academic leadership from a faculty chair model towards a dean structure.
4. Culture
 - a. Academic Affairs is working to find a way to empower faculty leadership in the Center for Teaching and Learning, looking for ways to return what once was a faculty-led peer-mentor based center to the experts at teaching in their fields. We hope to have even more faculty leadership in this space in a near future term.



Consent Agenda

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-3**

Family Educational Rights and Privacy Act (FERPA)

WHEREAS, the **Family Educational Rights and Privacy Act (FERPA)**, 20 U.S.C. § 1232g, and its implementing regulations (34 C.F.R. Part 99), provide students with specific rights regarding the privacy of their education records and govern the disclosure of information contained therein; and

WHEREAS, FERPA requires that educational institutions receiving federal funds establish and maintain policies and procedures to ensure the protection of student education records and compliance with applicable federal regulations; and

WHEREAS, Tompkins Cortland Community College is committed to protecting the confidentiality, accuracy, and integrity of student educational records while providing appropriate access to those records in accordance with the law; and

WHEREAS, the College administration, in consultation with the Registrar's Office, and the President, has reviewed and updated the College's FERPA Policy to reflect current federal regulations, best practices, and institutional procedures; and

WHEREAS, the updated FERPA Policy clearly defines the rights of students, the responsibilities of College employees, procedures for consent and disclosure, and guidelines for safeguarding educational records; and

WHEREAS, the President recommends the adoption of the updated FERPA Policy to ensure full institutional compliance with federal requirements;

NOW, THEREFORE, BE IT RESOLVED, that the **Board of Trustees of Tompkins Cortland Community College** hereby approves and adopts the **FERPA Policy**, effective November 20, 2025; and

BE IT FURTHER RESOLVED, that the President or their designee is authorized and directed to implement the FERPA Policy, ensure that all College employees are informed and trained on its provisions, and take all necessary actions to maintain compliance with FERPA and related regulations; and

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 20th day of November 2025 and the same is a complete copy of the whole of such resolution.

Family Educational Rights and Privacy Act (FERPA)

(continued)

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 20th day of November 2025.

Clerk of the Board of Trustees



Responsible Executive
Provost & VP of Academic
Affairs

Review Cycle
Annual August 2026

References
[FERPA](#)

Family Educational Rights and Privacy Act (FERPA) Policy

Purpose and Scope

The federal Family Educational Rights and Privacy Act (FERPA) requires Tompkins Cortland Community College, with certain exceptions, to obtain a student's written consent before disclosing educational records with personally identifiable information.

Policy Statement

I. Directory Information

The College may disclose information designated "directory information" without written consent, unless the student has advised the college to the contrary in accordance with college procedures.

Directory information is defined by FERPA as information in an education record of a student that would not generally be considered harmful or an invasion of privacy if released.

TC3 has designated the following information as directory information

- Name
- TC3 email address
- Dates of attendance
- Program of study
- Enrollment status (Full-time/Part-time)
- Degrees awarded
- Honor and awards
- Participation in officially recognized activities and sports
- Athlete height/weight
- Photos or videos taken in public settings or events

If a student does not want the College to disclose directory information from his/her education record without his/her prior written consent, they must complete and



submit a signed and dated [Directory Information Withholding Form](#) to Academic Records, Room 229, by the end of the third week of classes in a semester or summer session.

II. Solomon Amendment

The Solomon Amendment requires the College to provide directory-type information, and including address, phone number, and age or date of birth, on students who are at least 17 years of age, upon request from representatives of the Department of Defense for military recruiting purposes.

III. Student Rights under FERPA

The law provides students certain rights with respect to their education records.

These rights include:

- The right to inspect and review his/her education record within 45 days of the day the college receives a request for access. A student who wishes to review his/her education record must submit a written request to the Registrar that identifies the record(s) they wish to inspect. The Registrar will make arrangements for access and notify the student of the time and place where the records may be inspected.
- The right to request amendment of his/her education records. A student may ask the College to amend a record that he/she believes is inaccurate. The student should submit a written request to the Registrar, clearly identify the part of the record they want changed, and specify why the record is inaccurate. If the Registrar decides not to amend the record as requested, the student will be notified of the decision and advised of their right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.
- The right to provide written consent before the college releases personally identifiable information contained in the student's education record, except to the extent that FERPA authorizes disclosure without consent. The college will disclose a student's educational records without prior written consent in the following instances:
 - To college officials with legitimate educational interests: A college official has a legitimate educational interest if the official needs to review an education record in order to fulfill their professional responsibility. A college official is a person employed by Tompkins Cortland in an administrative, supervisory, academic or research, or support staff position (including public safety/campus police, residence life, and health center staff); a person or company with whom the College has contracted (such



as an attorney, auditor, or collection agent); a person serving on the board of trustees; a person serving as a member of SUNY system administration; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing their tasks.

- The right to file a complaint with the U.S. Department of Education concerning alleged failures by the College to comply with the requirements of FERPA.

IV. Disclosure to parents

The college may release education information to parents, when the student is the parent's financial dependent as defined by the IRS, including in the following circumstances:

- Notice of non-academic judicial proceedings may, at the college's discretion, be provided to parents of financially dependent students when the college has determined that disclosure is in the best interests of the student or the college as the result of behavior calling into question the appropriateness of the student's continued living in the residence halls or enrollment at the college.
- Notice of alcohol or controlled substance violations will be provided to parents of all students under 21 years of age at the time of the violation, regardless of financial dependency.
- Notice of alcohol or controlled substance violations will be provided to parents of all financially dependent students, regardless of age.

V. Disclosure to other persons (including parents)

- When the college determines that there is a significant threat to the health or safety of a student or other individuals, information from education records may be disclosed to any person whose knowledge of the information is necessary to protect the health or safety of the student or other individuals.
- The final results of a disciplinary proceeding conducted against a student who is an alleged perpetrator of a crime of violence or any sex offense may be disclosed to any person when the student is found to have also committed a violation of Tompkins Cortland's codes of conduct with respect to such crime or offense. Such disclosure will include only the name of the student, the violation committed and the sanctions imposed by the College. The results of such a disciplinary proceeding, whether or not a violation is found, will be released to the alleged victim of the offense.
- Note: Law enforcement records maintained by the Tompkins Cortland Office of Public Safety/Campus Police are not considered educational records and may be



disclosed to any person. The Tompkins Cortland Office of Public Safety/Campus Police is designated as the college's law enforcement unit.

VI. Other Exceptions

- The college must disclose records in response to a judicial order or lawfully issued subpoena. The college will attempt to notify the student of the request before providing information.
- The college may disclose records, including disciplinary records, to another institution where a student seeks or intends to enroll or is already enrolled. Unless the request is initiated by the student, the college will attempt to notify the student before releasing records. Upon request, a copy of all records disclosed will be provided to the student.
- The college may disclose records, under certain circumstances, as required by law, to certain federal, state and local government representatives, accrediting organizations, and other organizations conducting studies for educational agencies or institutions. This includes lawful information requests from federal agencies related to international student compliance with the requirements of the Student and Exchange Visitor Information System.
- The college may disclose records in connection with financial aid.

The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-5901

More information is available from the [U.S. Department of Education | FERPA page](#).

For more information about Tompkins Cortland's policies, contact Katrina Campbell, Registrar, kmc@tompkinscortland.edu or 607.844.6500

Resolution
2025-2026-3

History
Nonboard policy prior to current

Policy Reference Number
AA-06-BOT

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-7**

2026-27 Academic Calendar

WHEREAS, the Tompkins Cortland Community College is required by state law and accreditation standards to establish an academic calendar that provides for appropriate instructional days, holidays, breaks, and administrative activities for each academic year; and

WHEREAS, the Office of Academic Affairs, in consultation with the Registrar, and other appropriate stakeholders, has developed a proposed academic calendar for the 2026-27 academic year; and

WHEREAS, the proposed calendar provides for the following terms:

- **Fall Semester:** Beginning August 24, 2026 and ending December 11, 2026;
- **Spring Semester:** Beginning January 25, 2027 and ending May 13, 2026;

and includes observance of state and federal holidays, scheduled breaks, and examination periods consistent with college policies and state regulations;

WHEREAS, the proposed academic calendar has been reviewed and recommended for approval by the College President;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby approves the 2026-27 Academic Calendar as presented; and

BE IT FURTHER RESOLVED, that the President is authorized to make minor adjustments to the calendar as may be necessary to comply with state or federal requirements or unforeseen circumstances, provided such adjustments are reported to the Board at its next regular meeting.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 20th day of November 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 20th day of November 2025.

Clerk of the Board of Trustees

Academic Calendar

2026 - 2027



August '26						
S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
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September '26						
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October '26						
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November '26						
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December '26						
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January '27						
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March '27						
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June '27						
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July '27						
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August '27						
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22	23	24	25	26	27	28
29	30	31				

#	Class Day
#	Faculty Contract Day
H	College Holiday - Campus Closed
F	Faculty & Staff Day - No Classes
	Summer 1st 5 week session*
	Summer 2nd 5 week session
	Winter Session
C	Commencement

Contract days: 164

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-4**

Bid Award for Promotional Apparel

WHEREAS, for the purpose of distribution of branded apparel items for the promotion and marketing of the College, and to ensure, greater brand coherence, consolidation of college orders, and development of a repository of items to service many college needs, there is a need for **Promotional Apparel** at TC3, and

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

WHEREAS, Dreissig Apparel of Syracuse, New York has provided the lowest responsible bid meeting specifications that were distributed to all bidders, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College awards the bid for Promotional Apparel to Dreissig Apparel per their bid of an amount not to exceed \$34,677.00 within the approved budget. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by Director of Strategic Marketing that the required specifications have been met, approval of all governmental agencies having jurisdiction, the furnishing by contract of required insurance, and acceptable recommendation, be it further

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

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 20th day of November 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 20th day of November 2025.

Clerk of the Board of Trustees

From: Kevin Caveney, Purchasing

Recommendation of Bid Award for Promotional Apparel

For the purpose of promotion and marketing of the College, and in an attempt to centralize and combine various requests, we are seeking a contract for branded apparel in order to develop more consistency in products, reduce the number of multiple purchase orders, and to better facilitate and enhance opportunities for branding of the College.

In consultation with the Director of Strategic Marketing, we are recommending the award of the bid for **Promotional Apparel** to Dreissig Apparel of Syracuse, New York in an amount not to exceed \$34,677.00 within the approved budget for the 2025-26 fiscal year, and with an option to extend into the 2026-27 fiscal year. A sealed bid process was conducted per the requirements of New York State General Municipal Law 103.

The bid was advertised in The Ithaca Journal, The Cortland Standard, the NY Contract Reporter, and on the College's website. Bid requests were sent to qualified vendors. A total of eighteen bids were received. Upon review and consultation with the Director of Strategic Marketing, it was determined that Dreissig Apparel provided the lowest total pricing while providing the specified products and quantities as requested.

Kevin Caveney

Purchasing

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-5**

Bid Award for External Printing

WHEREAS, there is a need for **External Printing** at TC3, and

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

WHEREAS, Dupli of Syracuse, New York has provided the lowest responsible bid meeting specifications that were distributed to all bidders, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College awards the bid for External Printing to Dupli per their bid in the amount of \$20,856.19 within the approved budget. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by Director of Strategic Marketing that the required specifications have been met, approval of all governmental agencies having jurisdiction, the furnishing by contract of required insurance, and acceptable recommendation, be it further

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

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 20th day of November 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 20th day of November 2025.

Clerk of the Board of Trustees

From: Kevin Caveney, Purchasing

Recommendation of Bid Award for External Printing

In an attempt to combine various print related commodities in order to gain cost savings, centralization, and improved efficiencies across campus, a bid was conducted for various anticipated print jobs and publications as feasible.

In consultation with the Director of Strategic Marketing, we are recommending the award of the bid for **External Printing** to Dupli of Syracuse, New York based on their bid of \$20,856.19 for items as specified in the Request for Bid within the approved budget for the 2025-26 fiscal year, and with an option to extend into the 2026-27 fiscal year. A sealed bid process was conducted per the requirements of New York State General Municipal Law 103.

The bid was advertised in The Ithaca Journal, The Cortland Standard, the NY Contract Reporter, and on the College's website. Bid requests were sent to qualified vendors. A total of six bids were received. Upon review and consultation with the Director of Strategic Marketing, it was determined that Dupli provided the lowest total pricing while providing the specified products and quantities as requested.

Kevin Caveney

Purchasing

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-6**

Bid Award for Branded Promotional Hard Goods

WHEREAS, for the purpose of distribution of various branded items for the promotion and marketing of the College, greater brand coherence, consolidation of college orders, and development of a repository of items to service many college needs there is a need for Branded Promotional Hard Goods at TC3, and

WHEREAS, the College has complied with New York General Municipal Law Section 103, and solicited sealed bids for Branded Promotional Hard Goods and

WHEREAS, CVG Sourcing, LLC of Pickerington, Ohio has provided the lowest responsible bid meeting specifications that were distributed to all bidders, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College awards the bid for Branded Promotional Hard Goods to CVG Sourcing, LLC per their bid of an amount not to exceed \$20,802.70 within the approved budget. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by Director of Strategic Marketing that the required specifications have been met, approval of all governmental agencies having jurisdiction, the furnishing by contract of required insurance, and acceptable recommendation, be it further

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

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 20th day of November 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 20th day of November 2025.

Clerk of the Board of Trustees

From: Kevin Caveney, Purchasing

Recommendation of Bid Award for Branded Promotional Hard Goods

For the purpose of promotion and marketing of the College, and to better facilitate and enhance opportunities for consistent branding, centralization, cost savings, and improved efficiency, we are seeking a contract for Branded Promotional Hard Goods. A Request for Bid was conducted in order to combine various commodities for this purpose.

In consultation with the Director of Strategic Marketing, we are recommending the award of the bid for **Branded Promotional Hard Goods** to CVG Sourcing, LLC of Pickerington, Ohio in an amount not to exceed \$20,802.70 within the approved budget for the 2025-26 fiscal year, and with an option to extend into the 2026-27 fiscal year. A sealed bid process was conducted per the requirements of New York State General Municipal Law 103.

The bid was advertised in The Ithaca Journal, The Cortland Standard, the NY Contract Reporter, and on the College's website. Bid requests were sent to qualified vendors. A total of eleven bids were received. Upon review and consultation with the Director of Strategic Marketing, it was determined that CVG Sourcing, LLC provided the lowest total pricing while providing the specified products and quantities as requested.

Kevin Caveney

Purchasing

Auxiliary Operations continues to prioritize risk reduction, revenue diversification, governance modernization, and donor re-engagement to strengthen the College's mission and long-term financial sustainability.

GOVERNANCE & STRUCTURE

FSA Alignment: The FSA Board continues to advance governance modernization aligned with SUNY auxiliary standards. Updated mission language, bylaws, and operating agreements are under internal review.

Foundation Board: Leadership transition and committee succession planning are in place for January 2026. The search for a permanent Executive Director is underway, supported by operational improvements designed to enhance fundraising capacity and board engagement. Preparations for the FY26/27 budget cycle and the annual audit review are also progressing on schedule.

FOUNDATION FUNDRAISING & DEVELOPMENT

October marked a renewed focus on donor re-engagement and philanthropic infrastructure to support sustained fundraising growth. The Foundation is finalizing participation in Giving Tuesday (December 2, 2025) with a concise, student-focused campaign under the theme "Fuel Futures. Today." to raise funds for student emergency needs and operational support.

A broader annual campaign will launch in mid-January 2026, focused on re-engaging lapsed donors, cultivating recurring gifts, and strengthening stewardship with major contributors. Concurrently, the Foundation team is establishing the organizational and procedural foundation necessary for the successful recruitment and onboarding of a new Executive Director, ensuring a smooth leadership transition.

OPERATIONS & FACILITIES

Residence Halls: From August through October, CBRE has actively marketed the unoccupied residence halls (Buildings E–G) to regional and national developers. The Foundation plans to publicly list the properties in January 2026 to expand buyer interest. Occupancy in active halls (A–D) remains steady, and Fall 2025 housing applications are up 7% year-over-year, reflecting continued stabilization.

Ithaca Extension Center (IEC): Negotiations with Tompkins County remain paused due to fiscal constraints. The Foundation is preparing to re-list vacant suites to attract new tenants and sustain occupancy momentum. The Premium Pro Parking contract has been executed, monetizing the lot during evenings and weekends at a 60/40 profit split, projected to yield \$30,000–\$40,000 annually in new auxiliary revenue.

Culinary Arts Center (CAC): Lease transfer discussions among American Flatbread, the City of Ithaca, and Cayuga Green are ongoing. American Flatbread will make a formal presentation to the Foundation Board before year-end outlining proposed operational and financial terms. The current tenant, Serendipity Catering, has generated approximately \$30,000 in revenue over the past eight months, demonstrating the facility's continued community value and interim stability.

Cortland Extension Center: The purchase agreement is under final review by the New York State Attorney General's Office, with closing expected within the next month. Completion of the sale will eliminate ongoing operational liabilities and allow the Foundation to reinvest proceeds into mission-aligned priorities that directly benefit students and College operations.

To: TC Board of Trustees

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

College Senate Report October 29, 2025 for November 20 board meeting

- Co-chair Amy Faben-Wade attended the fall Faculty Council of Community Colleges (FCCC) Plenary and endorsed three resolutions that were the result of that plenary:
 - DEI 1-25/26 Academic Freedom and Legal Guidance for Faculty
 - GOV 1-25/26 Advancing Shared Governance Excellence and Protecting Campus and Statewide Faculty Representation
 - CGL 1-25/26 Faculty Purview Over the Curriculum and Academic Standards
- Senate received a presentation on the Facilities Master Plan draft and provided feedback.
- Senate received an update from Rob Palmieri on the Strategic Enrollment Plan.
- Senate received a Budget presentation from Dennis Panagitsas.
- We continue to receive presentations on Middle States on sections that pertain to the College Senate and provide feedback as needed. In the last month we were presented drafts on both Standard VII and Standard VI.
- We continue to work on increasing our campus involvement. In November we co-sponsored a college wide Veterans Celebration and Luncheon along with Student Activities.
- Senate engages in thoughtful and active discussions offering feedback on all presentations.



Informational Items

NOTICE OF BOARD OF TRUSTEES PUBLIC HEARING

THE STATE UNIVERSITY OF NEW YORK

November 3, 2025

■ANNOUNCEMENT OF PUBLIC HEARING■ THE BOARD OF TRUSTEES OF THE STATE UNIVERSITY OF NEW YORK

TO:

All Concerned Individuals

FROM:

Dr. Merryl H. Tisch, Chairman, Board of Trustees
State University of New York

DATE, PLACE, AND TIME:

Wednesday, December 3, 2025
Zoom Video Conference (details will be emailed to registered participants)
Time: 9:00 a.m.

PURPOSE:

The purpose of the State University of New York Board of Trustees Public Hearing is to receive testimonies and statements from concerned individuals about **University-related issues**.

IN ORDER TO REGISTER TO SPEAK AT THE HEARING:

Persons wishing to present prepared testimony to the Board of Trustees are requested to send a brief description of the subject of their proposed testimony by no later than 5:00 p.m. on Friday, November 28, 2025, to the Board of Trustees at trustees@suny.edu or via mail at H. Carl McCall SUNY Building, ST-6, Albany, New York 12246. Please address your letter to Jennifer Mero, Secretary to the Board of Trustees, and provide her with a telephone number and address at which you can be reached so she can confirm that you have a reserved place on the agenda. Testimony will be limited to three minutes, and speakers are requested to provide an electronic copy of their written testimony prior to the day of the hearing to trustees@suny.edu.

Tompkins Cortland Community College SUNY Annual Report 2024-25
Submitted to SUNY by President Amy Kremenek, October 2025

This was a year of learning and growing at Tompkins Cortland Community College (TC3), complete with the joy and struggle that come from success and challenges. This year of 2024-25 saw improvements in many areas, including a robust continuation of the enrollment growth we have experienced in recent years. We are constantly looking for new ways to better serve our students and our community in an ever-changing environment, and I feel that we were successful on both fronts this year.

As always, I am proud of the work done at TC3, with credit to our entire campus community, leadership from the Board of Trustees, and the support from SUNY, New York State, Tompkins and Cortland Counties, and private donors. Compiling this report reminds me of all we have accomplished, and re-energizes me as we move forward, continuing to do the important work of serving our students and the community.

As always, everything we accomplished was the result of a team effort,

Delivering Education our Students Need:

Tompkins Cortland Community College is continuously striving to meet the educational needs of students and the community. By delivering personalized attention and staying connected to the local workforce needs, the College provides students with opportunities to succeed.

- The division of **Academic Affairs** crafted a **three-year Academic Primary Plan** to guide its work. The plan includes a full review of the academic portfolio to assure programs offer the best possible career and transfer pathways; reestablishing program advisory boards to better build relationships with community partners for applied learning opportunities and curricular guidance; building signature articulation agreements for all transfer programs; ensuring all applied programs guarantee applied learning experiences for graduates; and reorganizing academic communities to improve the effectiveness of the academic operation.
- In response to local, regional, and national labor market data, **TC3 created a new Health Sciences degree program**. The A.S. program is designed as a transfer degree with articulations already in place for TC3 graduates to continue their education at top schools in New York State, including SUNY Upstate Medical University and SUNY Cortland. This program has been approved by the TC3 Board of Trustees and submitted for approval by SUNY and the State Education Department.
- Utilizing fiscal support from the SUNY Transformation Fund, **TC3 expanded its nursing degree evening program by ten seats**. The evening program, which was originally

created by local healthcare partners Guthrie Cortland Medical Center and Cayuga Medical Center, is a particularly valuable option for adult learners in the region.

- As part of the continuous evaluation of how to best use resources to address needs of our students and our community, the College made **changes to existing academic programs**. The discontinuation of the General Studies Certificate program and deactivation of the Culinary Arts program were the result of low enrollment and data on the programs' ability to make a meaningful impact on the earning outcomes of graduates. The College faculty are exploring the possibility of revisions to the Culinary Arts program that could lead to its reactivation in the future.

Student Success is a Way of Life at TC3:

From the time a student first shows interest in the College until the time they cross the stage at Commencement, TC3 is committed to the success of each student. By putting students at the heart of every decision, the College faculty and staff make the success of each student personal. This work, and with the support of the TC3 Foundation, gives students the best possible chance of succeeding.

- **Overall enrollment in 2024-25 was up 4.9% from 2023-24**, driven in part by a substantial (8.3%) increase in part-time enrollment. Adult students (25+ years old) showed the biggest increase among core enrollment. This marked the second consecutive year of an overall enrollment increase.
- Support from individuals and organizations in the community continued to make a difference to our students. Working with many generous donors that share a commitment to help students realize their educational dreams, **the TC3 Foundation awarded financial support to 300 students, totaling over \$270,000** in student scholarships, grants, and emergency needs funding.
- Two significant developments this past year were the announcements of two new programs coming to Tompkins Cortland Community College: **SUNY Advancing Success in Associate Pathways (ASAP)** and **SUNY Reconnect**.
 - TC3 applied and was accepted to SUNY ASAP this year, becoming an important addition to the College's existing lineup of wrap-around services for students. With a dedicated Director and Student Success Advisor, ASAP helps students gain and maintain academic momentum so they can graduate on time, while receiving academic and financial support to help remove barriers to their education. TC3's first cohort of 150 ASAP students began in Fall 2025.
 - Reconnect provides adults with the chance to earn their first college degree for free in a high-demand field. The groundbreaking program provided a major incentive for adults to become students and proved to be a major enrollment driver for the

College. In its first year, 200 adults took advantage of the program and enrolled for classes at TC3.

- **TC3 was accepted into the 2025 cohort for Achieving the Dream (ATD)**, a national consortium of community colleges focused on student success through innovation, insights, network and institutional transformation. ATD is guided by a Community Vibrancy Framework designed to connect college access and credential attainment to economic mobility and community vibrancy. TC3 is among four SUNY community colleges entering the ATD network this year, and its work is partially funded by ATD and philanthropist MacKenzie Scott. The College will align its ATD efforts and team with the new **SUNY Academic Momentum Campaign**, released in September 2025.
- As a member of inaugural cohort of the **Empire State Service Corps** program, TC3 was able to strengthen its services with five student members in Fall 2024. Four were focused on SNAP and basic needs outreach, and one offered peer mental health assistance. Building on their success, the program expanded to include eight students in Spring 2025. These student leaders have become an integral part of Health and Wellness Services operations, making essential services more accessible and approachable, while also fostering leadership skills and community engagement among student staff. This strategic use of **the Empire State Service Corps has enabled Health and Wellness Services to expand its reach and impact** while fostering a culture of peer connection across campus.
- The College **conducted a comprehensive overhaul of the enrollment framework**, launching a new marketing brand and elevating the emphasis on career pathways to better align with student needs and institutional priorities. Additionally, we expanded the use and integration of Slate CRM to enhance recruitment communications, engagement strategies, and data management.
- The College launched a new institutional website and local admissions application. The updated application includes predictive questions to **help identify student success factors**, enabling more targeted and proactive outreach and support services.
- TC3's Collegiate Recovery Program, which supports anyone in the college community in recovery from or impacted by substance abuse, **experienced significant growth in reach and impact**. The number of students engaged with the program in 2024-25 increased by 56% over the previous year, highlighting the role the program plays in supporting our students who are addressing significant challenges to their academic success. The students accessed a range of services, including one-on-one meetings with a Certified Recovery Peer Advocate (CRPA), group AA, NA, Al-Anon, and Harm Reduction meetings.
- In collaboration with community partner Access to Independence of Cortland County, the Collegiate Recovery Program was awarded \$36,766 annually for three years from the Cortland County Opioid Settlement Fund, **providing critical resources for staffing and programming**. The Recovery Program is open to TC3 students, employees, and

community members, reflecting the College's commitment to being a regional leader for wellness promotion.

- The success of TC3's Collegiate Recovery Program was recognized by being commissioned by Youth Voices Matter and Friends of Recovery–NY to develop the Collegiate Recovery Toolkit, **a resource designed to help other colleges and universities strengthen assistance for students in recovery, particularly in alignment with SUNY ReConnect**. The toolkit offers practical guidance on creating safe and welcoming spaces, reducing stigma surrounding recovery, and designing staffing models that incorporate meaningful roles for volunteers and student workers. By sharing this toolkit, the Program extends its impact beyond the TC3 campus, equipping institutions across the state to better serve their students in recovery.

A Partner in our Community, Working Together for Students

An entire community plays a role in education, and the College is very fortunate to be part of a community that takes that responsibility seriously. Through mutually beneficial partnerships, the important work of the College is supported and advanced.

- **In response to input from local school district superintendents**, the College hosted a STEM-themed High School Open House in Spring 2025, featuring hands-on STEM demonstrations and activities aligned with the "Path to Career Success" theme. The following day, we held our traditional Open House, which included added STEAM displays, and tables from partner transfer institutions and employers to highlight TC3's pathway opportunities.
- The College values and constantly looks for ways to enhance our community connections, whether participating in local community festivals or taking action in response to very specific needs. This year **TC3's Campus Police hosted the inaugural Law Enforcement Recruitment Day**, a response to the hiring challenges facing many local police agencies.
- **The Village of Dryden was successful in achieving a \$4.5 million Downtown Revitalization Grant** from New York State. TC3 was a key supporter of this effort during the drafting and promoting of the grant proposal, including serving as a member of the presentation team that ultimately resulted in a successful award. President Amy Kremenek serves on the steering committee.
- **CollegeNow, TC3's concurrent enrollment program, remains a vibrant asset for our community by collaborating with our high schools**. In 2024-25, 5,660 high school-aged students earned 44,682 college credits through CollegeNow, including 117 high school seniors who completed an associate degree concurrent to their high school degree. Including all students in CollegeNow who graduated high school in 2025, they did so having earned an average of 14 TC3 credits.
- Expanding on the relationships established through CollegeNow and funded by the New York State Education Department, TC3 partnered with Cortland City School District to **launch a new**

Smart Scholars Early College High School. The program has a focus on career pathways, including computer technology. TC3 now partners with three Early College High Schools in our community: Cortland City School District, Groton Central School District, and Tompkins-Seneca-Tioga (TST) BOCES P-Tech.

- Now entering its ninth year of partnership, the College expanded its relationship with TST BOCES and its P-TECH Academy. **Students now have three new options for pathways** during their six years in the program: Engineering Science, Computer Science, and Business Administration. All the pathways lead to students earning an associate degree from TC3 along with their high school diploma.
- TC3 used a NY SWIMS grant from the NYS Office of Parks, Recreation, and Historic Preservation to **greatly improve water safety in our community**. The College provided free learn-to-swim lessons to more than 85 children in the community, including many who otherwise would not have been able to afford the life-saving education. The grant also funded TC3 to train 25 people to become certified as lifeguards to serve in aquatic facilities around the community.
- Through the sale of under-utilized property by the TC3 Foundation, TC3 is partnering with SUNY Cortland to create a new resource for the community. The **former home of the TC3 Extension Center in downtown Cortland will become a new learning space that supports local economic development** and entrepreneurs. The SUNY Cortland Entrepreneurship Center will be a facility for programs and coursework that benefit local businesses, non-profit organizations, and student start-up initiatives.

Investing in our Future with Bricks, Mortar, and a Talented Workforce:

A supportive learning environment is necessary for student success. To that end, the College worked to address both current and future needs with renovation work to the campus facilities, as well as the professional development of staff and faculty.

- The College's Mission/Vision/Values statements were updated and approved by the Board of Trustees in September 2024. This work, led by a cross-campus team consisting of employee alumni of the PEAKS Community College Leadership Program, formed the foundation for the College's successor Strategic Plan. **The 2025-28 Strategic Plan, "Framework for a Vibrant Future," was approved by the Board of Trustees** in July 2025. It is now part of the College's integrated planning and assessment infrastructure led by the new Institutional Effectiveness division to include master plans, department plans, and annual individual plans.
- Planning for a new Facilities Master Plan was initiated, working with C&S Companies, an experienced and highly regarded firm. The **plan will support campus maintenance needs as well as prioritize infrastructure** necessary for high-quality teaching and learning and student success. It is scheduled for approval this fall, followed by a process to secure the funding necessary for implementation.

- Work was done this year to improve our facilities, including a much-needed repaving project, thanks to capital funding secured from both sponsor counties and New York State. **Targeted upgrades were made across campus, including infrastructure enhancements** such as security cameras, HVAC, and electrical/data capacity; communication and fire-suppression system upgrades; and critical repairs to support instructional, residential, and community spaces. Additional improvements this year included the installation of four water-bottle filling stations on campus to address student demand and cement-work improvements to the heavily used loading dock (in conjunction with Cortland County Department of Public Works).
- The College made the difficult decision to **close its off-campus restaurant, Coltivare, in December. The restaurant had suffered significant financial losses over the course of several years**, necessitating the action. The TC3 Foundation, which initiated the lease for the facility (owned by the City of Ithaca) in 2014 for a period of 20 years with a 10-year option to renew, is currently seeking a sublease for the space in downtown Ithaca.
- Four of the seven residence halls were **renovated with apartment and bathroom remodels, providing improved aesthetics and physical plant for student-residents**. The four halls will adequately fulfill the demand for student housing moving forward, so the remaining **three vacant residence halls were listed for sale** by the TC3 Foundation in August. National real estate company CBRE is listing the buildings.
- The move to sell the vacant residence halls and close the off-campus restaurant are part of an **effort to right size auxiliary operations**, mostly in the TC3 Foundation. After careful evaluation, it became apparent that the size and cost of the College's auxiliary services were not sustainable. These actions will provide savings and improve overall operations.
- Recognizing the importance of modernizing learning environments, the College completed targeted classroom technology upgrades and biannual AV inspections, **enhancing reliability, usability, and instructional support**. Staffing modifications were made to prioritize faster resolution of complex technology issues in classrooms.
- The campus technology department made great strides that **strengthened cybersecurity and identity management**. In addition to improving our Microsoft Secure Score from 17 to 61 in a span of four months, they implemented campus-wide multi-factor authentication, migrated to a new protocol for improved stability and security with our single sign-on, and deployed new protections such as mail quarantine and advanced firewall configurations. A penetration test confirmed a strong security posture, with most recommendations already remediated.
- In an effort to **Optimize Infrastructure and Data Center Operations** the College migrated over 70 on-premises servers to a SUNY ITEC-hosted infrastructure, dramatically reducing costs while improving scalability, redundancy, and security. The move resulted in a consolidated server environment of under 50 systems and a more cost-efficient backup strategy.

- Crucial work was done by our Campus Technology department to safely and efficiently meet the technological needs of the campus. Included in the work was the continued integration of programs with Slate, the College’s customer relationship management system, and upgrading PowerCampus and **migrating its database to a secure, high-availability SUNY Information Technology Exchange Center (ITEC) environment.**
- The College **expanded cybersecurity awareness and preparedness**, including launching “KnowBe4” training for all users, implementing a base incident response plan (IRP), and completing internal and external penetration testing. Fortified SharePoint, Active Directory, and campus network infrastructure, with updated redundant firewalls and improved internet service provider (ISP) failover readiness.
- The College took steps to improve staff recruitment and hiring by launching **an applicant tracking system (ATS) for student employment, which will serve as a pilot for the eventual implementation with other groups.** Through refined processes and scheduled orientations, the College is advancing onboarding system use, with a goal of improving the experience for all involved.
- The College completed the transition to a new Human Resource Information System (HRIS) called Paycor, benefiting both the Finance Division and Human Resources functions. As a payroll system, **this new technology will lead to cost savings, through the reduction of processing,** as well as empower employees with more direct control of their payroll information.
- Providing an environment where everyone can feel safe and secure is vital. This year the College **took steps to enhance public safety infrastructure with equipment improvements, including the purchase of a new hybrid police vehicle, and upgraded technology,** including full implementation of the industry-standard Spillman reporting system. Automated External Defibrillators (AED) were replaced campus-wide, and National Alliance on Mental Illness (NAMI) Peer-to-Peer Support training was completed to promote first responder wellness.
- The College **continued its reaccreditation efforts**, submitting its Self-Study Design to the Middle States Commission on Higher Education, identifying the Accreditation Liaison Officer and self-study co-chairs, and forming a steering committee and working groups. Regular updates are provided to a variety of constituents including students, faculty, staff, and the Board of Trustees, and a team from the College attended the Self-Study Institute and the Middle States conference in Philadelphia in December 2024. The visit from the Middle States Evaluation Team is scheduled for Fall 2026.

These are just some of the highlights of a year that gave us great reasons to celebrate and remain excited about our future. I would be happy to discuss any of these further. We look forward to continuing to work this year with our colleagues at SUNY and throughout the system to build on our momentum in service to our students and community.