



Board of Trustees Meeting Agenda
June 18, 2026 at 5:30 p.m.
[Zoom Link](#)

1. **Call to Order**
2. **Roll Call**
3. **Welcome Guests**
4. **Approval of Agenda***
5. **Public Comment****
6. **Approval of May 21, 2026 Board of Trustees Meeting Minutes***
7. **Chair's Report**
 - a. Resolution of Appreciation for Student Trustee Shana Piotti*
 - b. Resolution of Appreciation Renae Moore, Deputy Clerk to the Board of Trustees*
 - c. Resolution of Appointment of Deputy Clerk to the Board of Trustees*
 - d. Board Annual Self-Evaluation
8. **Treasurer/CFO Report**
 - a. Finance and Budget Update
 - b. New York state Budget FY2027 Overview
 - c. Resolution to Accept the 2025 Audit Corrective Action Plan*
9. **Student Trustee's Report**
10. **President's Report**
 - a. Vice President Reports
 - b. Academic Portfolio Review Update
 - c. Fall 2026 Enrollment Update
 - d. Resolution on the Policy on the Development, Approval and Retirement of Policies*
11. **Consent Agenda**
 - a. Resolution to Approve Cybersecurity A.S.
 - b. Resolution to Discontinue Criminal Justice Certificate
 - c. Resolution to Discontinue Human Services A.A.S.

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- d. Resolution to Determine Professional Service Management Confidential Position Titles
- e. Resolution to Determine Professional Service Professional Administrator Position Titles

12. Committee and Affiliate Updates

- New York Community College Trustees (NYCCT)
- College Senate

13. County Liaison Update

- Cortland County
- Tompkins County

14. Adjournment*

Informational Items

2025 Tompkins Cortland Community College Financial Statements and Audit Report

Calendar Items

- Board of Trustees Meeting and Annual Meeting, July 16, 2026
- Board Finance & Audit Committee Meeting, July 29, 2026
- Board Retreat, August 21, 2026
- 20th Annual TC3 Panther Club Golf Tournament, October 2, 2026

***Board vote 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.

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Minutes

Minutes
Monday, May 18, 2026
Executive Session at 6:30 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

Staff: Amy Kremenek

1. **Call to Order:** Meeting was called to order at 6:32 p.m. by Chair Davison.
2. **Roll Call:** Chair Davison called roll.
3. **Move into Executive Session:** Chair Davison entertained a motion for the Board of Trustees to enter into executive session. Mr. McSherry moved the meeting convene into executive session with no further business expected at 6:35 p.m.; seconded by Ms. Dale-Hall; approved unanimously. Motion to go back into open session at 7:45 p.m. by Ms. Perfetti; seconded by Ms. Michell-Nunn; approved unanimously.
4. **Adjournment:** Mr. Corbin moved that the meeting be adjourned at 7:45 p.m.; seconded by Ms. Buck; approved unanimously.

Nancy C. Murphy
Clerk to the Board of Trustees

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Minutes
May 21, 2026
Open Session at 5:30 p.m.

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

Excused: Matt McSherry, Seth Peacock

County Liaisons: Excused Reed Cleland and Dan Wakeman

Staff: Heather Clifford, John Geer, Eric Jenes, Robert Knight (v), Amy Kremenek, Nancy Murphy, Rob Palmieri, Malvika Talwar, Aaron Tolbert, Susanna VanSant

1. **Call to Order** Meeting was called to order at 5:35 p.m. by Chair Davison
2. **Roll Call:** Ms. Murphy called roll.
3. **Welcome Guests:** No guests were present.
4. **Approval of Agenda:** Mr. Corbin moved to approve the agenda, seconded by Ms. Perfetti; motion approved unanimously.
5. **Public Comment:** There was no public comment.
6. **Approval of April 16, 2026 Board of Trustees Meeting Minutes:** Ms. Buck moved that the minutes from the April 16, 2026 meeting be approved as submitted; seconded by Ms. Michell-Nunn, motion approved unanimously.
7. **Presentation:** Interim CFO Robert Knight updated the Board on the status of the audit. The College's FY2025 Annual Audit was not presented, as Bonadio & Co., LLP had not yet finalized the draft audited financial statements. Mr. Knight stated that Bonadio audit partner Gregg Evans reported all outstanding items required from the College and the TC3 Foundation had been received as of May 20, 2026. This included an update to August 31, 2024, accrued leave liability required under GASB Statement No. 101. Mr. Evans also reported that the audit of the Faculty Student Association (FSA) had been completed and that the Working Representative Letter had been

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signed by the FSA President and Treasurer. Mr. Evans expects the final audited financial statements to be available prior to the federal filing deadline of May 31, 2026.

8. **Executive Session:** The session was not held due to the Audit not being complete.

9. **Treasurer/CFO Report**

- Resolution on Audit 2025: Due to the incomplete audit this was tabled.
- Resolution on Adoption of the Proposed 2026-2027 TC3 Operating & Capital Budget: Ms. Perfetti moved that the resolution on Adoption of the Proposed 2026-2027 TC3 Operating & Capital Budget be approved as submitted; seconded by Ms. Buck; motion approved unanimously.
- Resolution on 2026-2027 Tuition and Fee Schedule: Ms. Buck moved that the resolution on the 2026-2027 Tuition and Fee Schedule be approved as submitted; seconded by Ms. Michell-Nunn; approved unanimously. Mr. Kruppa asked what fees specifically changed. Community colleges are no longer able to charge a web course fee, in addition, some lab fees have changed and the meal plan rate has increased. The goal is to streamline many of the fees in the future.
- Finance and Budget Update: Mr. Knight shared that current expenses are at 68 percent for the year. During the audit an error was detected in rental income owed by the College to the Foundation for properties that hosted College activities. The correction will be reflected in the forthcoming appropriations report.

10. **Chair's Report:**

- Chair Davison thanked everyone for attending Commencement on Tuesday evening, there was an excellent turnout of the Board.
- NYCCT has updated their bylaws, the changes were shared with the Board, they did a great job on the revisions. Chair Davison voted on behalf of the Board.
- Chair Davison noted there will be an executive session following the meeting for the purpose of the President's annual evaluation.
- Chair Davison called for a motion to pass the nomination committee for next year's officers: Roxann Buck, Seth Peacock and Lisa Perfetti. Ms. Michell-Nunn moved that Roxann Buck, Seth Peacock and Lisa Perfetti serve on the nomination committee for next year's officers; seconded by Ms. Buck; motion approved unanimously.

11. **Student Trustee's Report:** Ms. Piotti shared about her study abroad trip to Ireland and the significance of the land and the culture.

12. **President's Report:** President Kremenek shared that she met with the Tompkins County Legislature Finance Chair and Co-Chair that morning (May 21) to discuss TC3's budget request. On June 8, the request will go to the Tompkins County Finance Committee. The budget will be presented to Cortland County full Legislature June 16

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and that evening to the full Tompkin Legislature. June 9, President Kremenek meets with the Cortland County Finance officers.

- The President thanked the Board for the time they dedicated to the Middle States Chair visit.
- Institutional Metrics Dashboard: Dr. Malvika Talwar, Vice President for Institutional Effectiveness, presented the Institutional Metrics Dashboard developed by the Institutional Effectiveness Committee and approved by Executive Council. The dashboard is grounded in the Achieving the Dream Community Vibrancy Framework and focuses on key student success milestones, including access, early momentum, retention, and completion. Metrics include indicators such as first-year credit accumulation (with SUNY tracking 30 credits and TC3 historically encouraging 24 credits) and performance in gateway English and Mathematics courses. National research highlights that early credit momentum is strongly associated with timely completion. The dashboard provides a mechanism for tracking institutional progress, with annual goals established and regularly reviewed to support continuous improvement and student success outcomes.

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

a. Resolution of Appreciation for 2025-26 Retirees

- i. Carolyn Boone, Chief Policy and Compliance Officer
- ii. Robert Darling, Building Maintenance Worker
- iii. Wendy Donenko, Student Disbursement and Direct Loan Coordinator
- iv. Deborah Ellis, Cleaner
- v. Kevin Haverlock, Professor of Business
- vi. Sidney Hill, Residence Life Operations Assistant/ Student Conduct Liaison
- vii. Renae Moore, Administrative Assistant
- viii. Barbara Moose, Professor of Nursing
- ix. Sue Stafford, Professor of Hotel and Restaurant Management

b. Resolution of 2026 Chancellor's/Trustees Award

- i. Excellence in Adjunct Teaching – Todd McLane, Director of TC3 Farm, LLC, Adjunct Associate Professor
- ii. Excellence in Classified Service – Corrina Struzick, Enrollment Services Specialist
- iii. Excellence in Faculty Service – Sandra Moser, Professor of Nursing
- iv. Excellence in Professional Service – Anndrea Mathers, Associate Provost
- v. Excellence in Scholarship and Creative Activities – Sue Mueller, Associate Professor of Nursing
- vi. Excellence in Teaching – Amber Gilewski, Professor of Psychology

14. Committee and Affiliate Reports

- **New York Community College Trustees (NYCCT):** Ms. Buck reminded members that the Annual Conference takes place September.

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- **College Senate:** College Senate Co-Chair Eric Jenes shared that Dr. Tolbert, Provost and VP of Academic Affairs presented the Academic Primary Plan at the last session. College Senate gave feedback on the Policy on Policies, approved the calendar for the academic year, prepared for their planned meeting with Dr. McMenamain, they received a year-end update from President Kremenek. They are preparing for the new Faculty Senate next year.

15. **County Liaison Update:** Mr. Reed and Mr. Wakeman were excused.

16. **Executive Session:** Chair Davison called for executive session for the purpose of personnel matters. Mr. Corbin moved that the meeting convene into executive session with no further business expected at 6:44 p.m.; seconded by Mr. Kruppa; approved unanimously. Motion to go back into open session at 8:01 p.m. Mr. Corbin; seconded by Ms. Buck; approved unanimously.

17. **Adjournment:** Mr. Corbin moved that the meeting be adjourned at 8:01 p.m.; seconded by Ms. Buck; approved unanimously.

Nancy C. Murphy
Clerk to the Board of Trustees

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Minutes
May 27, 2026
Audit Presentation at 5:30 P.M.

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

Excused: Seth Peacock, Shana Piotti

County Liaisons: Reed Cleland, Excused: Dan Wakeman

Staff: Heather Clifford, Robert Knight (v), Amy Kremenek, Nancy Murphy

1. **Call to Order** Meeting was called to order at 5:31 p.m. by Chair Davison
2. **Roll Call:** Ms. Murphy called roll.
3. **Presentation:** the 2025 Annual Audit, Bonadio & Co., LLP, Gregg Evans. Gregg Evans joined remotely to present the audit. Mr. Evans identified that TC3 needs to work on timelines and the Audit should have begun in November. It was closed with a clean opinion; there was one material weakness identified: the timeliness of the audit.
 - The GASB101 has implemented a new accounting standard this year, in addition to recording vacation time, sick time paid out prior to separation. This slowed the audit timeline down.
 - The auditors reported one finding related to the year-end financial close process. Year-end procedures were not completed in a timely manner following the close of the fiscal year.
4. **Executive Session:** Chair Davison called for executive session for the purpose of discussing 2025 Audit. Mr. McSherry moved that the meeting convene into executive session at 5:55 p.m.; seconded by Mr. Corbin; approved unanimously. Motion to go back into open session at 6:07 p.m. by Mr. McSherry, seconded by Ms. Michell-Nunn; approved unanimously.
5. **Resolution:** Chair Davison entertained a motion on the 2025 College Audit. Mr. McSherry moved acceptance of the Tompkins Cortland Community College 2025 Audit; seconded by Ms. Buck; approved unanimously.

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An updated Corrective Action Plan will be created with timelines. Mr. Corbin thanked Mr. Knight, Interim VP of Finance, for his contributions.

6. **Adjournment:** Mr. McSherry moved that the meeting be adjourned at 6:15 p.m.; seconded by Ms. Michell-Nunn; approved unanimously.

Nancy C. Murphy
Clerk to the Board of Trustees

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**Tompkins Cortland Community College
Resolution Number 2025-2026-26**

Acceptance of the Tompkins Cortland Community College 2025 Audit

WHEREAS, the Board of Trustees of Tompkins Cortland Community College authorized Bonadio & Co., LLP of Pittsford, New York to perform the College's 2025 annual audit.

WHEREAS, the 2025 annual audit has been completed by Bonadio & Co., LLP, be it therefore

RESOLVED, that the Board of Trustees accepts the Financial Statements for the as of August 31, 2025 together with the Independent Auditor's Report as prepared by Bonadio & Co., LLP.

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 27th day of May 2026 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 27th day of May.

Clerk of the Board of Trustees
Tompkins Cortland Community College



Chair's Report

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-44**

In Appreciation of Shana Piotti

WHEREAS, Shana Piotti has served as the student member of the Tompkins Cortland Community College Board of Trustees for the Academic Year 2025-2026, and

WHEREAS, Ms. Piotti has been an exemplary member of the student body with her participation as a student Board member, a member of the National Society of Leadership & Success, President of the Theater Club, and Student Leadership Assistant.

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

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

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

STATE OF NEW YORK:

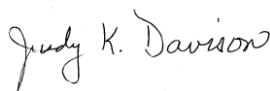
SS:

COUNTY OF TOMPKINS:

I, NANCY MURPHY, CLERK of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 2026, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of June 2026.

Clerk of the Board of Trustees Tompkins
Cortland Community College



Judy K. Davison
Chair of the Board

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-46**

Appointment of Deputy Clerk to the Board of Trustees

WHEREAS, the Board of Trustees of Tompkins Cortland Community College is authorized to appoint officers and employees necessary to carry out the duties and responsibilities of the Board; and

WHEREAS, the Board desires to appoint a Deputy Clerk to assist the Clerk of the Board in maintaining official records, preparing meeting materials, certifying Board actions, and performing other duties as assigned; and

WHEREAS, Ms. Beth Korson possesses the qualifications and experience necessary to serve in this capacity.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Tompkins Cortland Community College hereby appoints Ms. Beth Korson as Deputy Clerk to the Board, effective June 18, 2026.

BE IT FURTHER RESOLVED that the Deputy Clerk shall assist the Clerk of the Board in:

1. Carrying out statutory and administrative duties;
2. Maintain and preserve official Board records and documents;
3. Prepare, distribute, and archive Board meeting agendas, minutes, and supporting materials as directed;
4. Certify Board actions and documents when authorized;
5. Perform the duties of the Clerk in the Clerk's absence or as otherwise delegated; and
6. Carry out such additional responsibilities as assigned by the Board or the President of the College.

BE IT FURTHER RESOLVED that this appointment shall remain in effect until modified or rescinded by action of the Board.

STATE OF NEW YORK:

I, NANCY MURPHY, CLERK of the Board of

SS:

Trustees of Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY the foregoing resolution is

**Appointment of Deputy Clerk to the Board of Trustees
(continued)**

a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 2026, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of June 2026.

Clerk of the Board of Trustees
Tompkins Cortland Community College



Financial and Budget Update

June 2026 Financial Report

Audit Status

The audit was completed resulting in an unqualified opinion. There is a corrective action plan for the finance unit to address a repeat control weakness, that will be implemented immediately while we conduct an internal staffing, and responsibilities review to determine where all process weaknesses are. Based on the results of that assessment, the unit will reorganize as needed and strengthen procedures and workflows to ensure that monthly account reconciliations are conducted in a timely and effective manner moving forward.

Revenue & Enrollment Overview

As we conclude the eight month (April 2026) of the fiscal year, our benchmark for revenue is 66.7%. Currently, total revenue YTD is 82.9%. This is primarily due to an increase in core student tuition and fees compared to budget at 110.1% and concurrent enrollment revenue compared to budget at 113.5%. In contrast to this increase, state and local operating aid is collected on a quarterly basis. We expect to collect 100% of these scheduled revenues by fiscal year end. In addition, revenue collected through county chargebacks is down compared to budget at 85.8%. The higher revenue and lower county chargebacks are the result of a shifting concurrent enrollment population from out of sponsoring county locations to in sponsoring county locations, and an increase overall in core student enrollment.

Expenditure Overview

As we conclude the eight months (April 2026) of the fiscal year, our benchmark for expenditures is 66.7%. Currently, total expenditures YTD is 76.2%. While this exceeds our target, the variance is primarily attributable to timing of instructional related spending. In addition, concurrent enrollment scholarships are \$705,999 higher than budget. However, since concurrent enrollment scholarship expenses are equal to concurrent enrollment revenue, this results in a net zero effect on the operating budget.

Wages and Fringe Benefits

Wages are tracking higher than the benchmark at 73.4%. This is primarily due to increased enrollment, which drives up instructional costs. In addition, two FSA employees were moved to the college payroll effective 9/1/2026 to grow additional revenue streams over the next few years. Fringe benefits are tracking slightly higher than the benchmark at 67.8%

Contractual Expenditures

Contractual spending is tracking higher than the benchmark at 71.8%. This is primarily due to an increase in utility costs and timing of instructional related spending.

	2025-26 Modified Budget	2025-26 Actual	2025-26 Unexpended Balance	2025-26 Unexpended %	2024-25 Total Exp PY	2024-25 To Date PY	2024-25 PY % Expended	Variance CY to PY Fav(Unfav)	% Variance CY to PY Fav(Unfav)
Instruction									
Personal Services	6,765,173	5,142,267	1,622,906	76.0%	7,292,941	5,162,944	70.8%	20,677	0.4%
Equipment			0	0.0%	3,248	1,891	58.2%	1,891	100.0%
Contractual Expenses	642,225	372,112	270,113	57.9%	1,612,649	1,075,168	66.7%	703,055	65.4%
Employee Benefits	3,569,257	2,548,558	1,020,699	71.4%	4,105,284	2,663,607	64.9%	115,049	4.3%
Total Instruction	10,976,655	8,062,937	2,913,718	73.5%	13,014,121	8,903,610	68.4%	840,673	9.4%
Academic Support									
Personal Services	1,518,389	1,042,055	476,334	68.6%	1,685,234	1,060,497	62.9%	18,442	1.7%
Equipment			0	0.0%	13,883	13,152	94.7%	13,152	100.0%
Contractual Expenses	205,768	102,270	103,498	49.7%	202,485	77,891	38.5%	(24,379)	(31.3%)
Employee Benefits	898,486	516,452	382,034	57.5%	889,505	534,414	60.1%	17,961	3.4%
Total Academic Support	2,622,643	1,660,777	961,866	63.3%	2,791,108	1,685,953	60.4%	25,176	1.5%
Libraries									
Personal Services	551,274	379,139	172,135	68.8%	642,573	371,409	57.8%	(7,730)	(2.1%)
Contractual Expenses	283,200	230,290	52,910	81.3%	228,658	122,880	53.7%	(107,410)	(87.4%)
Employee Benefits	302,594	187,905	114,689	62.1%	301,751	189,589	62.8%	1,684	0.9%
Total Libraries	1,137,068	797,334	339,734	70.1%	1,172,981	683,878	58.3%	(113,456)	(16.6%)
Student Services									
Personal Services	2,429,016	1,548,031	880,986	63.7%	2,455,240	1,608,551	65.5%	60,520	3.8%
Equipment		42,637	(42,637)	0.0%	9,535	2,032	21.3%	(40,605)	(1998.0%)
Contractual Expenses	744,176	415,718	328,458	55.9%	644,943	335,457	52.0%	(80,261)	(23.9%)
Employee Benefits	1,302,924	767,219	535,705	58.9%	1,413,453	861,174	60.9%	93,955	10.9%
Total Student Services	4,476,116	2,773,604	1,702,512	62.0%	4,523,171	2,807,214	62.1%	33,609	1.2%
Maintenance and Operations									
Personal Services	2,137,633	1,555,169	582,464	72.8%	2,112,065	1,348,595	63.9%	(206,574)	(15.3%)
Equipment	65,000	5,872	59,128	9.0%	30,659	18,173	59.3%	12,301	67.7%
Contractual Expenses	1,144,975	951,510	193,465	83.1%	1,190,442	833,672	70.0%	(117,838)	(14.1%)
Employee Benefits	1,004,146	770,757	233,389	76.8%	1,180,001	678,253	57.5%	(92,504)	(13.6%)
Total Maintenance and Operations	4,351,754	3,283,307	1,068,447	75.4%	4,513,166	2,878,692	63.8%	(404,614)	(14.1%)
Institutional Support									
Personal Services	1,933,044	1,130,249	802,795	58.5%	1,829,585	1,107,943	60.6%	(22,305)	(2.0%)
Equipment			0	0.0%	11,729	2,682	22.9%	2,682	100.0%
Contractual Expenses	739,600	553,298	186,302	74.8%	601,255	412,113	68.5%	(141,185)	(34.3%)
Employee Benefits	895,670	560,162	335,508	62.5%	973,683	569,379	58.5%	9,216	1.6%
Total Institutional Support	3,568,314	2,243,708	1,324,606	62.9%	3,416,253	2,092,116	61.2%	(151,592)	(7.2%)
General Institutional Services									
Personal Services	1,602,983	1,048,884	554,099	65.4%	1,640,011	1,049,457	64.0%	574	0.1%

TOMPKINS CORTLAND COMMUNITY COLLEGE
 APPROPRIATIONS 2025-26
 FINANCIAL REPORT FOR PERIOD ENDING THURSDAY, APRIL 30, 2026

	2025-26 Modified Budget	2025-26 Actual	2025-26 Unexpended Balance	2025-26 Unexpended %	2024-25 Total Exp PY	2024-25 To Date PY	2024-25 PY % Expended	Variance CY to PY Fav(Unfav)	% Variance CY to PY Fav(Unfav)
Equipment	30,000	8,515	21,485	28.4%	74,265	38,486	51.8%	29,971	77.9%
Contractual Expenses	2,371,445	1,714,521	656,924	72.3%	2,618,377	1,084,014	41.4%	(630,507)	(58.2%)
Employee Benefits	688,444	519,837	168,607	75.5%	763,132	450,959	59.1%	(68,878)	(15.3%)
Total General Institutional Services	4,692,872	3,291,757	1,401,115	70.1%	5,095,785	2,622,916	51.5%	(668,841)	(25.5%)
Scholarships & Awards									
Student Services		274,118	(274,118)	0.0%	267,906	268,096	100.1%	(6,022)	(2.2%)
Academic Support	3,200,000	3,631,881	(431,881)	113.5%	3,699,845	3,636,607	98.3%	4,726	0.1%
Total Scholarships & Awards	3,200,000	3,905,999	(705,999)	122.1%	3,967,751	3,904,703	98.4%	(1,296)	(0.0%)
Total Appropriations before adjustments	35,025,422	26,019,423	9,005,999	74.3%	38,494,335	25,579,083	66.4%	(440,340)	(1.7%)
Adjustments to Budget									
Personal Services	(805,480)		(805,480)	0.0%			0.0%	0	0.0%
Contractual Expenses	(85,000)		(85,000)	0.0%			0.0%	0	0.0%
Total Adjustments to Budget	(890,480)	0	(890,480)	0.0%	0	0	0.0%	0	0.0%
Total Appropriations after Adjustments									
	34,134,942	26,019,423	8,115,519	76.2%	38,494,335	25,579,083	66.4%	(440,340)	(1.7%)

TOMPKINS CORTLAND COMMUNITY COLLEGE
 APPROPRIATIONS 2025-26
 FINANCIAL REPORT FOR PERIOD ENDING THURSDAY, APRIL 30, 2026

	2025-26 Modified Budget	2025-26 Actual	2025-26 Unexpended Balance	2025-26 Unexpended %	2024-25 Total Exp PY	2024-25 To Date PY	2024-25 PY % Expended	Variance CY to PY Fav(Unfav)	% Variance CY to PY Fav(Unfav)
Personnel	16,132,032	11,845,791	4,286,241	73.4%	17,657,648	11,709,396	66.3%	(136,396)	(1.2%)
Equipment	95,000	57,024	37,976	60.0%	143,318	76,417	53.3%	19,393	25.4%
Contractual	6,046,389	4,339,719	1,706,670	71.8%	7,098,809	3,941,194	55.5%	(398,524)	(10.1%)
Scholarship & Awards Offset	3,200,000	3,905,999	(705,999)	122.1%	3,967,751	3,904,703	98.4%	(1,296)	(0.0%)
Fringe Benefit	8,661,521	5,870,891	2,790,630	67.8%	9,626,809	5,947,374	61.8%	76,483	1.3%
	34,134,942	26,019,423	8,115,519	76.2%	38,494,335	25,579,083	66.4%	(440,340)	(1.7%)

SCHEDULE OF EMPLOYEE BENEFITS
Year-To-Date Through Thursday, April 30, 2026

	2025-26 Modified Budget	2025-26 Actual	2025-26 Unexpended Balance	2025-26 Unexpended %	2024-25 Total Exp PY	2024-25 To Date PY	2024-25 PY % Expended	Variance CY to PY Fav(Unfav)	% Variance CY to PY Fav(Unfav)
Retirement Incentive Costs	185,167	117,068	68,099	63.2%	213,760	213,760	100.0%	96,692	45.2%
HRA Retiree Benefits	85,169	60,687	24,482	71.3%	105,539	58,661	55.6%	(2,026)	(3.5%)
State Employee's Retirement	1,127,884	1,065,916	61,968	94.5%	2,257,910	901,210	39.9%	(164,706)	(18.3%)
State Teacher's Retirement	182,296	134,285	48,011	73.7%	184,133	112,447	61.1%	(21,838)	(19.4%)
Optional Retirement Fund	817,894	599,171	218,723	73.3%	959,053	643,011	67.0%	43,840	6.8%
Social Security	1,299,274	878,746	420,528	67.6%	1,286,604	878,868	68.3%	122	0.0%
Worker's Compensation	95,339	65,032	30,307	68.2%	55,291	49,078	88.8%	(15,954)	(32.5%)
Disability Insurance	8,553	6,576	1,977	76.9%	9,007	5,229	58.1%	(1,347)	(25.8%)
Hospital and Medical Insurance	3,042,386	1,863,400	1,178,986	61.2%	3,168,399	1,855,451	58.6%	(7,949)	(0.4%)
Post Retirement Health Insurance	1,565,580	960,000	605,580	61.3%	1,502,093	960,000	63.9%	0	0.0%
Employee Tuition Benefits	129,602	105,347	24,255	81.3%	96,606	84,750	87.7%	(20,597)	(24.3%)
Life Insurance	7,717	6,552	1,165	84.9%	9,403	6,211	66.1%	(341)	(5.5%)
Vacation Benefits	94,871		94,871	0.0%	419,914		0.0%	0	0.0%
Miscellaneous	3,323	1,384	1,939	41.7%	3,794	2,044	53.9%	660	32.3%
Unemployment Insurance	16,466	6,727	9,739	40.9%	25,671	26,345	102.6%	19,618	74.5%
Total Employee Benefits	8,661,521	5,870,891	2,790,630	67.8%	10,297,177	5,797,065	56.3%	(73,825)	(1.3%)

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	Unrealized % 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
Student Revenue									
Core Tuition									
Fall:									
010-4110-0000-00 FALL TUITION	4,153,013	4,154,813	(1,800)	100.0%	3,691,978	3,693,226	100.0%	461,587	12.5%
010-4111-0000-00 FALL REFUNDS		40,696	(40,696)	0.0%	(85)	11,968	-14082.9%	28,729	240.1%
010-4112-0000-00 FALL SPECIAL CONSIDERATIONS		(57,960)	57,960	0.0%	(7,216)	(7,816)	108.3%	(50,144)	641.6%
010-4113-0000-00 FALL TUITION WRITE-OFFS	(189,301)		(189,301)	0.0%	(30,060)		0.0%	0	0.0%
010-4140-0000-00 NONREFUNDABLE TUITION		79,945	(79,945)	0.0%	91,333	82,597	90.4%	(2,652)	-3.2%
010-4145-0000-00 ADMINISTRATIVE TUITION WRITE-OFFS		60	(60)	0.0%			0.0%	60	0.0%
010-4160-0000-00 TUITION EXEMPTIONS		(7,080)	7,080	0.0%	(11,648)	(11,648)	100.0%	4,568	-39.2%
Total Fall	3,963,712	4,210,475	(246,763)	106.2%	3,734,302	3,768,327	100.9%	442,148	11.7%
Spring:									
010-4120-0000-00 SPRING TUITION	3,681,260	3,958,411	(277,151)	107.5%	3,342,230	3,355,527	100.4%	602,884	18.0%
010-4121-0000-00 SPRING REFUNDS		16,329	(16,329)	0.0%	4,063	4,043	99.5%	12,286	303.9%
010-4122-0000-00 SPRING SPECIAL CONSIDERATIONS		(7,952)	7,952	0.0%	(11,208)	(9,384)	83.7%	1,432	-15.3%
010-4123-0000-00 SPRING TUITION WRITE-OFFS	(169,956)		(169,956)	0.0%	(23,017)		0.0%	0	0.0%
Total Spring	3,511,304	3,966,788	(455,484)	113.0%	3,312,069	3,350,186	101.2%	616,602	18.4%
Winter:									
010-4115-0000-00 WINTER TUITION	159,773	141,915	17,858	88.8%	157,803	157,803	100.0%	(15,888)	-10.1%
010-4118-0000-00 WINTER TUITION WRITE-OFFS	(16,741)		(16,741)	0.0%	(2,153)		0.0%	0	0.0%
Total Winter	143,032	141,915	1,117	99.2%	155,649	157,803	101.4%	(15,888)	-10.1%
Summer:									
010-4130-0000-00 SUMMER TUITION	635,182	566,872	68,310	89.2%	594,558	417,099	70.2%	149,773	35.9%

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	Unrealized % 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
010-4131-0000-00 SUMMER REFUNDS			0	0.0%	2,632		0.0%	0	0.0%
010-4132-0000-00 SUMMER SPECIAL CONSIDERATIONS			0	0.0%	(1,248)		0.0%	0	0.0%
010-4133-0000-00 SUMMER TUITION WRITE-OFFS	(9,762)		(9,762)	0.0%	(6,874)		0.0%	0	0.0%
Total Summer	625,420	566,872	58,548	90.6%	589,068	417,099	70.8%	149,773	35.9%
Nonresident Tuition:									
010-4710-0000-00 FALL NONRESIDENT TUITION	457,650	466,736	(9,086)	102.0%	446,382	449,170	100.6%	17,566	3.9%
010-4711-0000-00 FALL NONRESIDENT SPECIAL CONSIDERATIONS		(11,383)	11,383	0.0%	(14,905)	(8,585)	57.6%	(2,799)	32.6%
010-4715-0000-00 WINTER NONRESIDENT TUITION		9,711	(9,711)	0.0%	13,454	13,454	100.0%	(3,743)	-27.8%
010-4720-0000-00 SPRING NONRESIDENT TUITION	355,950	487,753	(131,803)	137.0%	404,225	409,772	101.4%	77,981	19.0%
010-4721-0000-00 SPRING NONRESIDENT SPECIAL CONSIDERATIONS		(20,369)	20,369	0.0%	(7,610)	(5,885)	77.3%	(14,484)	246.1%
010-4730-0000-00 SUMMER NONRESIDENT TUITION		160,028	(160,028)	0.0%	44,919	104,499	232.6%	55,529	53.1%
010-4732-0000-00 SUMMER NONRESIDENT SPECIAL CONSIDERATIONS			0	0.0%	(3,906)	(1,302)	33.3%	1,302	-100.0%
010-4740-0000-00 NONREFUNDABLE NONRESIDENT TUITION		4,323	(4,323)	0.0%	8,464	8,464	100.0%	(4,141)	-48.9%
Total Nonresident Tuition	813,600	1,096,798	(283,198)	134.8%	891,023	969,586	108.8%	127,212	13.1%
Student Fee Revenue:									
010-4430-0000-00 TECHNOLOGY FEES	982,033	1,070,235	(88,202)	109.0%	997,888	973,134	97.5%	97,101	10.0%
Total Student Fee Revenue	982,033	1,070,235	(88,202)	109.0%	997,888	973,134	97.5%	97,101	10.0%
Total Core Student Revenue	10,039,101	11,053,081	(1,013,980)	110.1%	9,680,000	9,636,134	99.5%	1,416,947	14.7%
Concurrent Enrollment Tuition:									
010-4760-0000-00 CE FALL TUITION	1,166,199	1,298,049	(131,850)	111.3%	1,271,979	1,272,374	100.0%	25,675	2.0%

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	Unrealized % 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
010-4761-0000-00 CE SPRING TUITION	2,020,397	2,333,660	(313,263)	115.5%	2,396,307	2,364,312	98.7%	(30,652)	-1.3%
010-4762-0000-00 CE SUMMER TUITION	13,404	0	13,404	0.0%	30,257	237	0.8%	(237)	-100.0%
Total Concurrent Enrollment Tuition	3,200,000	3,631,709	(431,709)	113.5%	3,698,543	3,636,923	98.3%	(5,214)	-0.1%
Total Student Revenue	13,239,101	14,684,790	(1,445,689)	110.9%	13,378,543	13,273,057	99.2%	1,411,733	10.6%
Government Appropriations									
New York State:									
010-4330-0000-00 STATE OPERATING AID	9,384,444	7,257,010	2,127,434	77.3%	9,787,799	7,340,850	75.0%	(83,840)	-1.1%
Total New York State	9,384,444	7,257,010	2,127,434	77.3%	9,787,799	7,340,850	75.0%	(83,840)	-1.1%
Local Sponsors:									
010-4210-0000-00 SPONSOR AID - TOMPKINS COUNTY	3,027,387	19,631	3,007,756	0.6%	3,027,387	756,847	25.0%	(737,215)	-97.4%
010-4220-0000-00 SPONSOR AID - CORTLAND COUNTY	1,855,495	927,748	927,748	50.0%	1,855,495	927,748	50.0%	0	0.0%
Total Local Sponsors	4,882,882	947,379	3,935,503	19.4%	4,882,882	1,684,594	34.5%	(737,215)	-43.8%
Appropriated Cash Surplus:									
010-4230-0000-00 APPROPRIATED SURPLUS	28,515	28,515	0	100.0%	1,127,425	1,127,425	100.0%	(1,098,910)	-97.5%
Total Appropriated Cash Surplus	28,515	28,515	0	100.0%	1,127,425	1,127,425	100.0%	(1,098,910)	-97.5%
Charges to Other Counties:									
010-4610-0000-00 CHARGES TO OTHER COUNTYS	5,800,000	4,976,676	823,324	85.8%	5,826,763	5,608,219	96.2%	(631,543)	-11.3%
Total Charges to Other Counties	5,800,000	4,976,676	823,324	85.8%	5,826,763	5,608,219	96.2%	(631,543)	-11.3%
Total Govt Appropriations	20,095,841	13,209,580	6,886,261	65.7%	21,624,869	15,761,088	72.9%	(2,551,508)	-16.2%
Other Revenues									
Service Fees:									
010-4415-0000-00 LATE PAYMENT FEES	100	10	90	10.0%	220		0.0%	10	0.0%

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	Unrealized % 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
010-4420-0000-00 TRANSCRIPT FEES	33,875	27,894	5,981	82.3%	17,560	8,747	49.8%	19,147	218.9%
010-4425-0000-00 STUDY ABROAD FEE	1,000	58,880	(57,880)	5888.0%			0.0%	58,880	0.0%
010-4433-0000-00 OER STUDENT FEES	36,230	37,860	(1,630)	104.5%	38,360	36,970	96.4%	890	2.4%
010-4435-0000-00 ADMINISTRATIVE WITHDRAWAL FEE	4,340	8,740	(4,400)	201.4%	4,070	4,070	100.0%	4,670	114.7%
010-4440-0000-00 PARKING FEES	150	250	(100)	166.7%	190	190	100.0%	60	31.6%
010-4450-0000-00 APPLICATION FEES			0	0.0%	610		0.0%	0	0.0%
010-4460-0000-00 GRAD/MATRIC FEES	5,345	765	4,580	14.3%	16,391	13,701	83.6%	(12,936)	-94.4%
010-4490-0000-00 GLOBAL PROGRAM FEES	15,000	9,740	5,260	64.9%	9,650	9,950	103.1%	(210)	-2.1%
Total Service Fees	96,040	144,139	(48,099)	150.1%	87,051	73,628	84.6%	70,511	95.8%
Interest Earnings:									
010-4920-0000-00 INTEREST EARNINGS	9,007	5,628	3,379	62.5%	10,044	6,812	67.8%	(1,185)	-17.4%
Total Interest Earnings	9,007	5,628	3,379	62.5%	10,044	6,812	67.8%	(1,185)	-17.4%
Rental of Real Property:									
010-4530-0000-00 FACILITY USE REVENUES	11,035	4,394	6,641	39.8%	1,425	600	42.1%	3,794	632.3%
Total Rental of Real Property	11,035	4,394	6,641	39.8%	1,425	600	42.1%	3,794	632.3%
Contract Courses:									
010-4514-0000-00 CONTRACT COURSES	25,031	7,371	17,660	29.4%	250,427	104,787	41.8%	(97,416)	-93.0%
Total Contract Courses	25,031	7,371	17,660	29.4%	250,427	104,787	41.8%	(97,416)	-93.0%
Noncredit Tuition:									
010-4521-0000-00 NON- CREDIT TUITION	174,870	107,815	67,055	61.7%	138,476	101,128	73.0%	6,688	6.6%
Total Noncredit Tuition	174,870	107,815	67,055	61.7%	138,476	101,128	73.0%	6,688	6.6%

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	Unrealized % 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
Grant Offsets:									
010-4810-0000-00 FEDERAL GRANT OVERHEAD	63,932	15,218	48,714	23.8%	32,704	7,540	23.1%	7,677	101.8%
010-4820-0000-00 STATE AND LOCAL GRANT OVERHEAD		10,236	(10,236)	0.0%	48,153	39,236	81.5%	(28,999)	-73.9%
010-4830-0000-00 WORKSTUDY REVENUE	116,441		116,441	0.0%	103,058	60,275	58.5%	(60,275)	-100.0%
Total Grant Offsets	180,373	25,454	154,919	14.1%	183,915	107,050	58.2%	(81,597)	-76.2%
Unclassified Revenues:									
010-4512-0000-00 INSURANCE DIVIDENDS/REFUNDS		15,000	(15,000)	0.0%			0.0%	15,000	0.0%
010-4519-0000-00 CELL TOWER REVENUES	23,595	15,972	7,623	67.7%	25,955	17,969	69.2%	(1,997)	-11.1%
010-4525-0000-00 SALE OF EQUIPMENT	894	5,600	(4,706)	626.4%	25,582	8,795	34.4%	(3,195)	-36.3%
010-4526-0000-00 MISCELLANEOUS REVENUES	277,381	63,799	213,582	23.0%	2,032	1,500	73.8%	62,299	4154.4%
010-4527-0000-00 RETURNED CHECK FEES	10		10	0.0%	25	25	100.0%	(25)	-100.0%
010-4529-0000-00 AT & T COMMISSIONS	1,714		1,714	0.0%	645	494	76.6%	(494)	-100.0%
010-4531-0000-00 CFCU:ATM ELECTRIC REVENUE		800	(800)	0.0%	1,200	800	66.7%	0	0.0%
010-4540-0000-00 DEPOSIT FORFEITS	50		50	0.0%			0.0%	0	0.0%
010-4541-0000-00 REFUND PRIOR YEARS EXPENSE		545	(545)	0.0%	18,988	18,126	95.5%	(17,581)	-97.0%
Total Unclassified Revenues	303,644	101,716	201,928	33.5%	74,426	47,708	64.1%	54,008	113.2%
Total Other Revenues	800,000	396,516	403,484	49.6%	745,764	441,713	59.2%	(45,197)	-10.2%
TOTAL REVENUES	34,134,942	28,290,886	5,844,056	82.9%	35,749,175	29,475,859	82.5%	(1,184,973)	-4.0%
Student Revenue	13,535,042	14,944,115	(1,409,073)	110.4%	13,854,497	13,552,600	97.8%	1,391,516	10.3%
State Revenue	9,384,444	7,257,010	2,127,434	77.3%	9,787,799	7,340,850	75.0%	(83,840)	-1.1%
Local Revenue	10,682,882	5,924,055	4,758,827	55.5%	10,709,645	7,292,813	68.1%	(1,368,758)	-18.8%
Use of Fund Balance	28,515	28,515	0	100.0%	1,127,425	1,127,425	100.0%	(1,098,910)	-97.5%
Other	504,059	137,191	366,868	27.2%	269,809	162,171	60.1%	(24,980)	-15.4%
Total	34,134,942	28,290,886	5,844,056	82.9%	35,749,175	29,475,859	82.5%	(1,184,973)	-4.0%

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-53**

2025 AUDIT CORRECTIVE ACTION PLAN

WHEREAS, the 2025 College Audit has identified the need for a Corrective Action Plan to address audit findings, and

WHEREAS, the College has tasked the Interim Vice President of Finance Penelope Howard to create and recommend the Corrective Action Plan to address the findings, and

WHEREAS, the Corrective Action Plan has been reviewed by the President and is recommended by the President to the Board of Trustees, be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the Interim Vice President of Finance implement the Corrective Action Plan dated June 18, 2026.

STATE OF NEW YORK:

I, NANCY MURPHY, CLERK of the Board

SS:

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

COUNTY OF TOMPKINS:

a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 2026 and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of June 2026.

Clerk of the Board of Trustees
Tompkins Cortland Community College



June 9, 2026

TO: Gregg Evans, CPA/Partner, Bonadio Audit Group

CC: Amy Kremenek

FROM: Penelope Howard, Interim VP of Finance and Chief Financial Officer

RE: Corrective Action plan to address Tompkins Cortland Community College 2025 Audit Finding

After reviewing the department and proposed corrective action plan, I have adjusted our response to the material internal control weakness of untimely account reconciliations as follows:

1. The Interim Vice President of Finance is conducting an internal staffing and responsibilities review to determine where the process weaknesses are. Based on the results of that assessment, the unit will reorganize as needed and strengthen procedures and workflows to ensure that monthly account reconciliations are conducted in a timely and effective manner. While the assessment is occurring, the following compensating processes will be performed effective immediately:
 - a. The Comptroller will coordinate with the Assistant Comptroller and other finance staff to ensure that each month's data is timely and correctly input, and the accounts are reconciled, to include correcting journal entries as needed no later than the 15th of the following month;
 - i. The Principal Account Clerk will reconcile all accounts monthly for the Foundation and the Faculty Student Association and prepare any correcting journal entries by the 13th of the following month to be forwarded to the Comptroller for review.
 - ii. The Assistant Comptroller will reconcile all accounts for the College monthly and prepare correcting journal entries by the 13th of the following month to be forwarded to the Comptroller for review.
 - b. Once the Comptroller has approved the correcting journal entries, the Principal Account Clerk and Assistant Comptroller will enter them by the

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15th of the following month and verify the accounts remain fully reconciled after entry.

- c. The Comptroller will sign off on all the reconciliations no later than the 15th of the following month, ensuring accuracy and completeness of the accounting records for the College, the Foundation and the Faculty Student Association. They will also notify the Vice President for Finance no later than the 15th of the following month, that the prior month reconciliations are complete and provide the relevant financial reports for the VP to review and approve. The VP of Finance will then prepare board notes for and forward the finance packet to the President's office one week prior to the board meeting for inclusion in the board materials.
2. Once the assessment is complete, this process will be adjusted as needed.

Checklist of financial activities to perform monthly across all three college organizations, and which organization to perform them on.
This is a living document and will be updated as needed.

Action/Step	College	FSA	Foundation
Reconcile Cash Accounts	X	X	X
Expenses (ACH, Bank Checks)			
Cash Receipts (ACH, Checks Deposited, Cash)			
Reconcile Receivables	X	X	X
Payments In (Tuition, Fees, Scholarships, County, Federal, Chargebacks, Etc)			
Registration			
Gifts/Promises to Give			
Reconcile Payables	X	X	X
Payments Out			
Invoices (Docuware)			
Student Refunds			
Reconcile Accrued Liabilities	X	X	X
Loan Payments Made			
Cash Held in Deposit for Others (Dorm/Damage Deposits, Student Orgs)			
Record and Reconcile County Chargebacks	X		
Reconcile/Balance Due To/Due From InterCompany Transactions	X	X	X
College to FSA and Foundation			
FSA to College and Foundation			
Foundation to College and FSA			
Record and Reconcile Investments			X
Record and Reconcile Contributions			X
Record and Reconcile Grants	X	X	X
New and Ongoing Awards			
Expended/Closed Out Awards in Month			
Record and Reconcile Credit Card Activity	X	X	X
Record and Reconcile Payroll	X	X	X
Record and Reconcile Benefits	X	X	X
Record Capital Transactions and Reconcile Capital Accounts	X	X	X
Create and Record End of Month Journal Entries (Accruals Related to Receivables, Payable, Assets and Liabilities)(AJE's)	X	X	X
Create and Record Other Adjusting Journal Entries for Month as needed (AJE's)	X	X	X

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

- Refinements to the College's Middle States Self-study and evidence repository continued following the Team Chair's visit on May 8. The final document will be submitted to Middle States by August 15.
- Arrangements and logistics for the full Team Visit from November 8-11 are underway. A dinner to welcome the visiting team will be on the evening of Sunday, November 8, in the Forum. Members of the Middle States steering committee, senior leadership and Board members are expected to attend. The visit will conclude with the Team Chair's verbal report to be presented at midday on Wednesday, November 11.

STRENGTHENING THE INSTITUTIONAL FRAMEWORK

- The senior leadership team documented Year One progress toward the 2025-28 Strategic Plan goals. This documentation will be utilized to prepare an annual Strategic Plan progress report to be presented in September, the required President's annual report to the SUNY Chancellor in October, and the annual TC3 Report to the Community to be released in January 2027.
- All major College plans, including the Academic Primary Plan, Strategic Enrollment Plan, Facilities Master Plan, etc., were presented this year by the Vice Presidents to College Senate. An internal employee website was launched which includes all plans and annual progress updates.
- The College's Achieving the Dream Action Plan was submitted on time to ATD on June 5. We anticipate receiving feedback by early July. The ATD Plan works in concert with the SUNY Academic Momentum Plan, all in support of the College's strategic goals.
- Work has been completed on the proposed "Policy on Policies," or the Policy on the Development, Approval and Retirement of Policies. This policy was developed with the College's Legal Counsel, reviewed by shared governance and addresses Middle States requirements for documented policy processes.
- Board officers of the College and the TC3 Foundation will meet jointly on June 18 to discuss outstanding issues, improved coordination and advancing the needed successor Memorandum of Agreement that will replace the previous MOA last updated in 2010.

BUILDING EXTERNAL SUPPORT

- The College's 2026-27 Operating and Capital Budget was presented and approved by the Tompkins County Budget, Capital & Personnel Committee on June 8. Next steps are the Cortland County Finance Committee (June 16), Tompkins County Legislature (June 16) and Cortland County Legislature (June 26).
- The NYS FY 27 Budget has been passed. The "funding floor" for community colleges was reauthorized; the FTE rate remains at \$2,997 per FTE and is flat for the 8th consecutive year. An additional \$12 million was authorized for the 30 community colleges. TC3's share is \$288,000 (\$193,000 earmarked by SUNY for SUNY Reconnect program expansion and evening/weekend classes; \$95,000 for operating expenses determined by the campus).

INVESTING IN THE CAMPUS COMMUNITY

- The June Employee of the Month award was presented 6/11 to Student Success Advisor Leah Calzolaio.
- New Student Trustee Jose Leon, a Social Sciences major from Ithaca, will participate in Board Orientation on 6/22. He begins his term as Student Trustee in July.
- The 2026-27 PEAKS Community College Leadership Program participants have been selected: Chris Austen (Campus Police), Eric Jenes (Library), Lynette Montgomery (Health & Wellness) and Shadayvia Wallace (EOP). There are 24 participants from TC3, Mohawk Valley CC, OCC and Finger Lakes CC.
- Professor Patty Tvaroha and Workforce Development Director Carrie Whitmore were selected to attend the annual American Association of Women in Community Colleges LEADERS Conference this month, hosted by Seattle Community College in Washington State.

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-47**

Policy: Development, Approval and Retirement of Policies

WHEREAS, the Board of Trustees of Tompkins Cortland Community College recognizes the importance of maintaining clear, well-developed, and understandable College policies that support institutional effectiveness, ensure compliance with applicable legal and regulatory requirements, manage institutional risk, and promote best practices in College operations; and

WHEREAS, the College requires a consistent framework for the development, review, approval, implementation, maintenance, amendment, and retirement of Board and Administrative Policies; and

WHEREAS, New York State Education Law, State University of New York (SUNY) requirements, and other applicable laws and regulations establish obligations for the governance and administration of the College;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby adopts the Policy: Development, Approval and Retirement of Policies, with the following purpose: to provide Tompkins Cortland Community College stakeholders with well-developed and understandable College policies that ensure institutional compliance with legal and regulatory requirements, manage risk, and support best practices in institutional activities.

BE IT FURTHER RESOLVED, that the Board of Trustees authorizes the President of the College to establish and maintain procedures for the development, review, presentation, implementation, amendment, and retirement of College policies, including:

1. Board Policies, as required by New York State Education Law, policies of the SUNY Board of Trustees, and other requirements applicable to the Board of Trustees; and
2. Administrative Policies, as directed and promulgated by the President of the College in accordance with New York State Education Law and other requirements established by the Board of Trustees.

BE IT FURTHER RESOLVED, that the President shall ensure that such procedures promote transparency, consistency, accountability, and compliance throughout the policy lifecycle.

BE IT FINALLY RESOLVED, that this policy shall take effect immediately upon adoption and shall remain in force until amended or repealed by action of the Board of Trustees.

STATE OF NEW YORK:

SS:

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

Policy: Development, Approval and Retirement of Policies
Continued

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of June 2026, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of June 2026.

Clerk of the Board of Trustees Tompkins
Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE

POLICY

Policy: Development, Approval and Retirement of Policies

Policy Reference No: TBD

Date of Last Update: June 1, 2026

Responsible Division: Office of the President

Purpose:

The purpose of this policy is to provide Tompkins Cortland Community College stakeholders with well-developed and understandable College policies that ensure institutional compliance with legal and regulatory requirements, manage risk and support best practices in institutional activities. The Board of Trustees authorizes the College President to establish procedures for developing, presenting, implementing and maintaining Board Policies as required by New York State Education Law, the policies of the SUNY Board of Trustees and other Board requirements as applicable; and Administrative Policies as directed and promulgated by the President of the College as required by New York State Education Law and other requirements as directed by the Board of Trustees.

References:

New York State Education Law Section 6306 N.Y. Education Law Section 6306 – Administration of community colleges--boards of trustees

[PART 604 ADMINISTRATION OF THE COLLEGE](#) (Statutory authority: Education Law, § 355 (1) (e))
[Board Policy on Records Retention and Disposition](#)

Contacts:

Assistant to the President, [Nancy Murphy](#), ext. 4367

Policy Statement:

This policy is intended to implement and maintain processes involving the proposal and approval of policies to advance the College's mission, vision and values, clarify expectations, guide actions, enhance productivity, support compliance with regulatory mandates, ensure accountability and mitigate risk. Policies may be new, revised or retired according to this policy.

Each Board Policy, proposed, revised, or retired, shall be presented by the President according to the approved Policy format (Appendix A). The final determination on adoption of a Board Policy, upon recommendation by the President, resides with the Board of Trustees; and the final determination of adoption of an Administrative Policy resides with the College President. Policy proposals, revisions or retirements can be submitted by a member of the campus community through the appropriate Vice President for the subject matter.

Policies shall be subject to established campus governance procedures. Policies may be expedited at the determination of the President, with Board of Trustees approval, due to new or changing legal and compliance requirements to avoid penalties, maintain funding or to meet mandated deadlines.

The College President, in conjunction with the Executive Council, shall manage the comprehensive review of institutional Board and Administrative Policies on an annual basis. Proposals to revise or retire a Board Policy will be reviewed and recommended by the President to the Board of Trustees. The College President will review recommendations to revise or retire an Administrative Policy and approve or disapprove, as necessary. Retired policies will be maintained according to the Board Policy on Records Retention and Disposition. Upon approval, new and revised policies will be published on the College Policy website.

Resolution Number:

Resolution # 2025-2026-47

TOMPKINS CORTLAND COMMUNITY COLLEGE POLICY

Policy:

Policy Reference No:

Date of Last Update:

Responsible Division:

Purpose:

References:

Contacts:

Policy Statement:

Resolution Number:



Office of the President

Memorandum

DATE: June 9, 2026

TO: Board of Trustees

FROM: Dr. Amy Kremenek, President

SUBJECT: Recommendation for Discontinuance of Human Services AAS and Criminal Justice Certificate

In accordance with the requirements of the State University of New York and the New York State Education Department, the College has formulated and is presenting for your approval a recommendation to discontinue two academic programs for Tompkins Cortland Community College:

- Human Services, Associate of Applied Science (AAS)
- Criminal Justice, Certificate

Human Services AAS

This 2-year pathway offers limited employment prospects to graduates to earn a living wage. Recent and proposed changes to federal financial aid eligibility are tied to earnings by graduates compared to earnings for individuals without the degree. TC3 also offers an Associate of Science (AS) transfer degree in Human Services, designed for graduates to transfer to earn bachelor's degrees which represents higher earning potential. Current transfer institution for Human Services AS is SUNY Empire University, with agreements in progress with Binghamton University and SUNY Oswego.

There are currently 15 students in the Human Services AAS degree who will be offered the opportunity to move to the Human Services AS transfer degree (39 students enrolled) or to remain in the AAS program through the required discontinuance period as established by SUNY Academic Procedures. No new students will be admitted into the AAS degree. Faculty have voted to discontinue the Human Services AAS program; ratified by the College Senate in May.

Criminal Justice Certificate

This certificate has been reviewed by College Faculty and determined that as a certificate program only, there is no meaningful employment value to graduates. There are currently 0 students in the Criminal Justice Certificate program. The Criminal Justice AS and AAS degrees remain. Faculty have voted to discontinue the Criminal Justice Certificate program; ratified by the College Senate in May.

The recommendation memos from the College Provost are attached. With your approval, the College will take action to ensure submission of both programs for discontinuance through SUNY's required processes and approval of discontinuance by the SUNY Board of Trustees. In addition, a communications plan will be initiated with appropriate internal and external audiences. Thank you for your consideration.



TO: Amy Kremenek, D.M. - President

CC: Tompkins Cortland Community College - Faculty

FROM: Aaron R. Tolbert, Ph.D. - Provost and Vice President of Academic Affairs

DATE: 5.22.26

SUBJECT: Criminal Justice Certificate Discontinuance Recommendation

Rationale to Discontinue

Through work with faculty shared governance, the faculty and provost's office have identified that the colleges' Criminal Justice certificate degree program does not meet the mission or vision of the college. Program lead, Associate Professor Cindy Whitney noted to the faculty in May 1, 2026, meeting that the certificate "had no meaningful employment value to graduates, provide no pathway into work as a certificate alone.

In the 2025-2026 academic year, the college had no matriculated students. Therefore, the proposed discontinuance date is July 1, 2026.

Through the curricular process, faculty voted to discontinue the program. Votes along all three levels, Academic Community, Curriculum Committee, and All-Faculty indicate faculty's agreement with the provost that this program should be discontinued. The College Senate ratified the vote in their May 13th, 2026, meeting.



TO: Amy Kremenek, D.M. - President

CC: Tompkins Cortland Community College - Faculty

FROM: Aaron R. Tolbert, Ph.D. - Provost and Vice President of Academic Affairs

DATE: 5.22.26

SUBJECT: Human Services A.A.S. Discontinuance Recommendation

Rationale to Discontinue

Through work with faculty shared governance, the faculty and provost's office have identified that the college's Human Services A.A.S. degree program does not meet the federal government's new gainful employment rules that take effect July 1, 2026. This means that soon students in the program will not be eligible to receive federal financial aid.

In the 2025-2026 academic year, the college had 8 matriculated students, and 11 students in the Human Services A.S. transfer degree. The plan to support students on the A.A.S. is to guide new applicants into the A.S. degree as well as guide current students who are affected by the federal changes to do the same. Since the federal changes take effect after "two failed" years, there should be time to teach any students who remain in the A.A.S. program. The effective teach-out date will be May 14th, 2027.

Through the curricular process, faculty voted to discontinue the program. Votes along all three levels, Academic Community, Curriculum Committee, and All-Faculty indicate faculty's agreement with the provost that this program should be discontinued. The College Senate ratified the vote in their May 13th, 2026 meeting.



Office of the President

Memorandum

DATE: June 11, 2026
TO: Board of Trustees
FROM: Dr. Amy Kremenek, President
SUBJECT: Recommendation for Cybersecurity AS

In accordance with the requirements of the State University of New York and the New York State Education Department, the College has formulated and is presenting for your approval a recommendation for a new academic program for Tompkins Cortland Community College:

- Cybersecurity AS

The need for Cybersecurity professionals is across all industries, including for companies and organizations in the region served by Tompkins Cortland Community College. Current data from Hanover Research, as detailed in the attached report, indicate a 23.1% growth in national completions and a 9.8% increase in regional completions. In addition, average annual wages for Computer Occupations, which include Cybersecurity, are \$131,100, with the typical education required for these positions a bachelor's degree.

This proposed Associate of Science degree in Cybersecurity includes a transfer agreement with SUNY Canton, and letters of support from Syracuse University and SUNY Oswego for students to successfully transfer into the Bachelor of Professional Studies in Cybersecurity Administration and the Bachelor of Arts in Information Science, respectively.

The recommendation memo from the College Provost is attached. With your approval, the College will take action to ensure submission of this program proposal through SUNY's required processes and approval by the SUNY Board of Trustees. Thank you for your consideration.

**TOMPKINS
CORTLAND**
COMMUNITY COLLEGE

TO: Amy Kremenek, D.M. - President

FROM: Aaron R. Tolbert, Ph.D. - Provost and Vice President of Academic Affairs

DATE: 6.4.26

SUBJECT: Formal Recommendations – RE: A.S. Cyber Security Program Creation

This memo serves as my formal recommendation, for your consideration, to approve the application to SUNY and NYSED for an Associate in Science in Cyber Security program. This memo serves as the rationale for support for the program.

To begin, the labor market data from Hannover Research and Lightcast indicates a 9.8% compound annual growth rate in program admissions in NYS over the 2020-2024 period. Second, recent advances in Artificial Intelligence computing capacity are changing the landscape for computer programming, lowering the number of jobs for basic level programmers. However, companies are more reluctant to outsource cybersecurity roles to AI exclusive oversight. Thus, the creation of this new program will serve two goals, first in increasing enrollment by attracting new students interested in security, as well as help retain students who would choose TC3 but no longer choose a computer programming track.

The program was built through appropriate shared-governance channels. Assistant Professor David Green, from our computer science faculty, built the program. The faculty proposed this program to the College Senate and the Curriculum Committee in the 2025-2026 academic year, and the program was approved by both bodies. My office has worked all year to develop articulations and letters of support. We now have an articulation agreement with SUNY Canton, and letters of support from Syracuse University and SUNY Oswego. These articulations provide immediate options of articulation for future graduates. In review, approval of this program would create genuine opportunity to grow enrollment for the college into a high-demand, high labor market field that the larger community needs.

Included in this packet are:

- 1) the curricula as designed by the faculty (the list of required courses)
- 2) the articulation agreement and letter of support, and the
- 3) Hanover Research Data on the program and adjacent programs.



CyberSecurity		Fall 2026			
Student's Name:		Advisor's Name:			
Course Requirement	Course Title	Credits	Min. Grade	Grade Earned T - Transfer	Semester Completed
FIRST YEAR					
FALL					
CIS 108	Introduction to Information Systems	3			
ENGL100	Academic writing I	3			
MATH138 or 201	Precalculus or Calculus (recommended)	4			
SUNY GEN ED	Humanities Elective	3			
SUNY GEN ED	Social Science	3			
Total Credits		16			
SPRING					
CIS 213	Programming Fundamentals	3			
CIS 132	Network Fundamentals	3			
CIS 214	Data analysis/ System Design	3			
ENGL101	Academic Writing II	3			
CIS 221	AI Prompt Engineering for cybersecurity	1			
ENGL201/204/210		3			
Total Credits		16			
SECOND YEAR					
FALL					
CIS 224	Introduction to Cybersecurity	3			
CIS 215	Operating Systems	3			
CIS 275/280 *elective*	Ethical Hacking or on prem cloud fund.	3			
CIS 220	Database	3			
MATH200	Statistics	3			
Total Credits		15			
SPRING					
CIS 246	Network Security Policy	3			
CIS 290/295	Capstone In Security/internship	3			
SUNY GEN ED	US History elective	3			
SUNY GEN ED	Natural Science Elective with Lab	3			
SUNY DEISJ/ ELECTIVE	ENGL102	3			
Total Credits		15			
Minimum Credits Required for Graduation: A cumulative GPA of at least 2.0 is required for conferral of degree.					
If a student fulfills SUNY DEISJ with ENGL210 then they can substitute a liberal arts elective.					



May 19, 2026

Dr. Aaron Tolbert
Provost and Vice President of Academic Affairs
Tompkins Cortland Community College
170 North Street, PO Box 139
Dryden, NY 13053

RE: A.S. in Cybersecurity articulation pathway

Dear Dr. Tolbert:

We at the College of Professional Studies at Syracuse University are excited to offer our letter of support to your Associate of Science in Cybersecurity degree program.

A review of courses indicates that the proposed curriculum articulates well into our Bachelor of Professional Studies (BPS) in Cybersecurity Administration program. A student successfully transferring to the College of Professional Studies, who had completed this AS program could reasonably complete the BPS degree at Cortland.

Please let me know if I can provide any further information in support of this proposal.

Best wishes,

A handwritten signature in black ink, appearing to read 'Ryan Williams'.

Ryan Williams, PhD
Interim Dean | Professor of Practice

Syracuse University – College of Professional Studies

700 University Avenue, Syracuse, NY 13244 315.443.9378
professionalstudies.syracuse.edu



May 26, 2026

Merryn Clay
Tompkins Cortland Community College
170 North Street, PO Box 139
Dryden, NY 13053
607-844-8222, etc. 4293
ClayM@tompkinscortland.edu

RE: A.S. in Cybersecurity

Dear Merryn,

We at the State University of New York at Oswego are excited to offer our letter of support to your Associate of Science in Cybersecurity degree program. In support of this transfer option for Tompkins Cortland Community College students, Oswego will grant 62 credits for transfer and students can complete a B.A. in Information Science from SUNY Oswego in 2 years.

We wish you well with the continued development of your program. If you need further assistance, do not hesitate to contact kori.ayres@oswego.edu.

Sincerely,

A handwritten signature in black ink, appearing to read "Rameen Mohammadi", written over a horizontal line.

Rameen Mohammadi
Associate Provost



**Master Articulation Agreement Between
State University of New York (SUNY) Canton
and
Tompkins-Cortland Community College**

Effective date: May 1, 2026

This articulation agreement is intended to facilitate the transfer of graduates from **Tompkins-Cortland Community College** to SUNY Canton. The objectives, terms and conditions of this agreement are set forth as follows:

OBJECTIVES

1. To attract qualified students to Tompkins-Cortland Community College and SUNY Canton.
2. To facilitate upward educational and career mobility by increasing accessibility to baccalaureate education for qualified individuals.
3. To provide students with advisement in academic and career planning throughout their program of study.
4. To reduce unnecessary repetition of general education and curricular content by providing seamless articulation opportunities.
5. To facilitate communication and academic coordination between faculty, students, and administrators at each institution.

ELIGIBILITY/ADMISSION REQUIREMENTS

1. Students must complete the admission process at SUNY Canton.
2. Students must meet the academic requirements listed in the "*Terms of Agreement*".

TERMS OF AGREEMENT

Students who have completed an Associates program at Tompkins-Cortland Community College will be accepted into a baccalaureate program at SUNY Canton.

STUDENT ELIGIBILITY: Graduates of Tompkins-Cortland Community College must possess a **minimum cumulative grade point average of 2.0 on a 4.0 scale**. SUNY Canton assures acceptance for **Tompkins-Cortland Community College students who have a cumulative GPA of 2.5 or better**.¹ Students are encouraged to apply during their last semester at Tompkins-Cortland Community College.

TRANSFER CREDIT: A grade of C or better must be earned for each transfer credit of courses applicable to the Degree. (See *Appendices* for list of specific college level courses by program.)

DEGREE REQUIREMENTS: SUNY Canton requires that 120 or more¹ credits be completed in order to earn a Bachelor's Degree. To be eligible for graduation with a Bachelor's Degree, a minimum of 30 credits must be taken in residence at SUNY Canton. 15 credits must be taken in the major, or acceptable cognates as determined by the department at SUNY Canton. Students will be required to matriculate in accordance with the guidelines as specified in the policies of the academic catalog.

¹ Exceptions may apply. Program-specific requirements are stated on the individual program's current course equivalency chart on file.



2+2 Program Articulations: The following SUNY Canton programs accept a corresponding Associate's degree as the first two years of the baccalaureate program. Students will enter with junior status and take third and fourth year courses to complete the baccalaureate program. (See program descriptions.) Specific requirements apply. Students are encouraged to apply during their last semester at Tompkins-Cortland Community College.

Nursing (Online program)

- Students must be able to provide proof of US Citizenship, legal residence or valid work visa.
- Proof of licensure as a Registered Nurse (RN). This must be submitted to the SUNY Canton Nursing Curriculum Coordinator by October 1 (for fall semester enrollment) or March 1 (for spring semester enrollment). Students who do not submit proof of licensure by the above listed date will be moved to non-matriculated status and withdrawn from the program at the end of the semester. (Students may reapply to the program once they supply proof of Registered Nurse License.)

IMPLEMENTATION: Students transferring under this agreement into SUNY Canton will, whenever possible, be provided with a projected outline of their individual requirements for the Degree.

LOCATION: SUNY Canton reserves the right to use classroom space at alternative locations and to offer all, or part, of this degree program online.

FINANCIAL AID: A student accepted into SUNY Canton under this agreement is eligible to participate in all financial aid, grants, and scholarship programs customarily open to transfer students.

PROGRAM CHANGES: If either SUNY Canton or Tompkins-Cortland Community College makes changes to their respective program(s), those changes will be communicated to the other college for review of the respective course equivalency chart.

SUNY Canton Contact Information:

Center for Workforce, Community, and
Industry Partnerships
34 Cornell Drive
Canton, NY 13617
p 315.386.7229
articulations@canton.edu
www.canton.edu

Tompkins-Cortland Community College Contact Information:

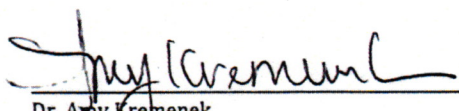
Office of the Provost
170 North Street, PO Box 139
Dryden, NY
P 607.844.8222 ext. 4349
provost@tompscortland.edu
www.tc3.edu



APPROVALS

We, the undersigned, agree to the above conditions established for the articulation agreement between *Tompkins-Cortland Community College* and *SUNY Canton*.

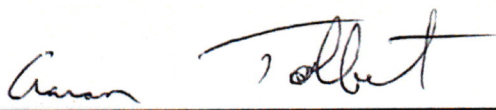
Representatives of Tompkins-Cortland Community College:



Dr. Amy Kremenek
President

5/15/26.

Date



Dr. Aaron Tolbert
Provost & Vice President of Academic Affairs

5/14/26

Date

Representatives of SUNY Canton:

Dr. Zvi Szafran
President

Date

Peggy De Cooke, Ph.D.
Provost/VP of Academic Affairs

Date



Appendix A - Transfer Course Equivalencies

Effective dates: 4/1/2026 through 4/1/2031

Tompkins Cortland Community College - Cybersecurity, AS				SUNY Canton - Cybersecurity, BS			
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
1	CIS 108	Introduction to Information Systems	3	CYBR 153	Computer Logic & Algorithms	3	
	CIS 246	Network Security Policy	3	CYBR 165	Survey of Cybersecurity	3	
	ENGL 100	Academic Writing I	3	ENGL 101	Composition & the Spoken Work	3	
	MATH 138 or MATH 201	Precalculus OR Calculus I	4		Mathematics Elective ¹ (GER 4)	3-4	
		SUNY GEN ED Lab Science Elective	3		Natural Science Elective (GER 5)	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
2	CIS 215	Operating Systems and Virtualization	3	CYBR 172	Computer Fundamentals	3	
	MATH 200	Statistics	3	MATH 141	Statistics	3	
					Liberal Arts Elective (GER 3)	3	
		ENGL 102 Approaches to Literature	3		Liberal Arts Elective (GER 7)	3	
		Humanities Elective	3		Liberal Arts Elective (GER 6,8,9,10, 11)	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
3	CIS 213 & CIS 221	Programming Fundamentals & AI Prompt Engineering for Cybersecurity	3 & 1	CYBR 181	Programming Fundamentals	4	
	CIS 220	Database Concepts	3	CYBR 216	Database Fundamentals	3	
	CIS 132	Network Fundamentals	3	CYBR 223	Network Fundamentals	3	
				CYBR 273	OS Fundamentals	3	
		SUNY GEN ED US History Elective	3		Liberal Arts Elective (GER 6,8,9,10, 11)	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
4	CIS 214	Data Analysis/System Design	3	CITA 204	Systems Analysis & Design (WI)**	3	
	CIS 224	Introduction to Cybersecurity	3	CYBR 250	Information Security	3	
	ENGL 101	Academic Writing II	3		Liberal Arts Elective (Any GER)	3	
	ENGL 201 or ENGL 204 or ENGL 210	Public Speaking or Interpersonal Communication or Intercultural Communication	3		Liberal Arts Elective (Any GER)	3	
		Social Science Elective	3		Liberal Arts Elective	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
5				MATH 351	Discrete Mathematics	3	
					Data Security Elective ⁴	3	
					Network Security Elective ³	3	
	CIS 290/295	Capstone in Security/Internship	3		General Elective	3	
					Liberal Arts Elective	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
6	CIS 275	Ethical Hacking	3	CYBR 352	Ethical Hacking & Penetration Testing	3	
					Data Security Elective ⁴	3	
					Network Security Elective ³	3	
					General Elective	3	
					Liberal Arts Elective	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
7				CYBR 450	Cybersecurity Body of Knowledge	3	
					U/L Liberal Arts Elective	3	
					U/L Liberal Arts Elective	3	
					U/L Liberal Arts Elective	3	
					Liberal Arts Elective	3	
Semester	Course #	Course Name	Cr	Course #	Course Name	Cr	
8				CYBR 485	Cybersecurity Practice Or 2 U/L Program Electives ²	6	
					U/L General Elective	3	
					U/L Liberal Arts Elective	3	
					U/L Liberal Arts Elective	3	
					U/L Liberal Arts Elective	3	
	Program Credit Total		62		Program Credit Total		121- 122



Appendix A - Transfer Course Equivalencies

**** Fulfills writing intensive requirement.**

U/L = Upper Level Courses (300/400)

GER = General Education Requirement

LA = Liberal Arts and Sciences

¹ MATH 121 College Algebra or higher.

² Program elective - CYBR, CITA, DATA, JUST

³ Network Security Elective - CYBR 354, CYBR 356, CYBR 440

⁴ Data Security Elective - CYBR 360, CYBR 365, CYBR 455.

Students in this program must take at least 45 UD credits and a minimum of 60 LA credits.

Students need to pass a total of 30 GER credits with a course in at least 7 of the 10 GER categories.

Additional Graduation Requirements

Each required course used to meet graduation requirements must have a grade of C or higher or transfer credit.

Student Eligibility

Graduates of AS Cybersecurity program at North Country Community College must possess a **minimum cumulative grade point average of 2.0 on a 4.0 scale**. SUNY Canton assures acceptance for North Country Community College students who have a cumulative GPA of 3.0 or better. Students are encouraged to apply during their last semester at college.

Program Contact

Kambiz Ghazinour – Department Chair, Cybersecurity

ghazinourk@canton.edu

Select a Program

[Click for Instructions](#)

Begin assessing the market for a new academic program by selecting an award level and one or more Classification of Instructional Programs (CIP) codes. Customize your field of interest by selecting multiple programs (CIPs). Information for your selected programs will be aggregated throughout the rest of the views. After reviewing fast facts, use the navigation menu (left sidebar) to take a deeper dive into student and employer demand, as well as competition in this field.

Which Program(s) Are You Interested in Exploring?

Select Award Level

Select Program(s)

Associate's degree

Multiple selections

[Reset Filter](#)



[Search for Relevant Programs](#)

Need Help Deciding?

You Have Selected the Following Program(s):

- '29.0207 - Cyber/Electronic Operations and Warfare.
- '43.0403 - Cyber/Computer Forensics and Counterterrorism.
- '43.0404 - Cybersecurity Defense Strategy/Policy.

Fast Facts for Your Selected Program(s)



506

Total Completions in 2024



60

Total Programs in 2024



20

Total Distance Programs in 2024



23.1%

Completions Growth 2020-2024



10.0%

Program Growth 2020-2024



18.9%

Distance Program Growth 2020-2024



Powered by Chmura/JobEQ

Student Demand

Review recent trends in student demand for **Associate's degree** programs in your selected field(s). Use the geography filters to the right of the screen to examine student completions in different areas of the United States.

Hover to View Selected Program(s)

National Completions

Show Benchmark

Show Benchmark

Select Program Format

All Programs

23.1%

2020-2024 CAGR

View Individual CIP Trends (Optional)

All

Reset Filter

Regional Completions

Select Geographic Level

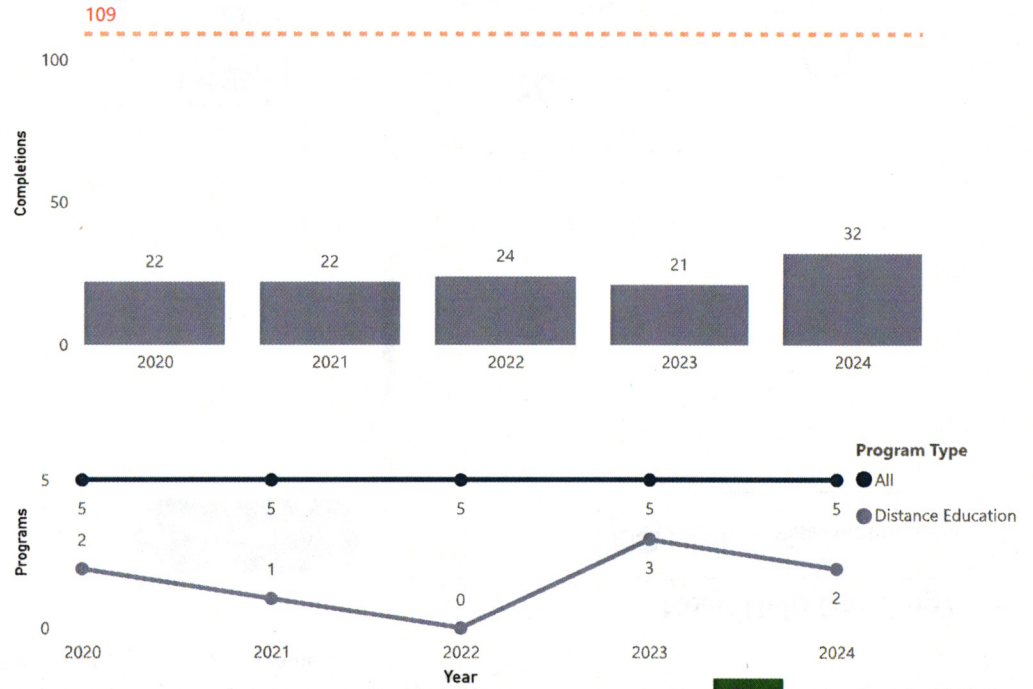
State

Select Geography

New York

9.8%

2020-2024 CAGR



Labor Market

Explore labor market demand for **Associate's degree** programs in your selected field(s). Review the table of related occupations and typical levels of education required for entry. Use "Customize Occupation List" to review and edit the occupations presented here.

Hover to View Selected Program(s)

Relevant Occupations

Customize Occupation List



Occupation	Typical Ed for Entry	Avg Annual Wage
'15-1299 - Computer Occupations, All Other	Bachelor's degree	\$131,100
'33-1012 - First-Line Supervisors of Police and Detectives	High school diploma or equivalent	\$138,400
'33-1099 - First-Line Supervisors of Protective Service Workers, All Other	High school diploma or equivalent	\$84,700
'33-9021 - Private Detectives and Investigators	High school diploma or equivalent	\$75,900

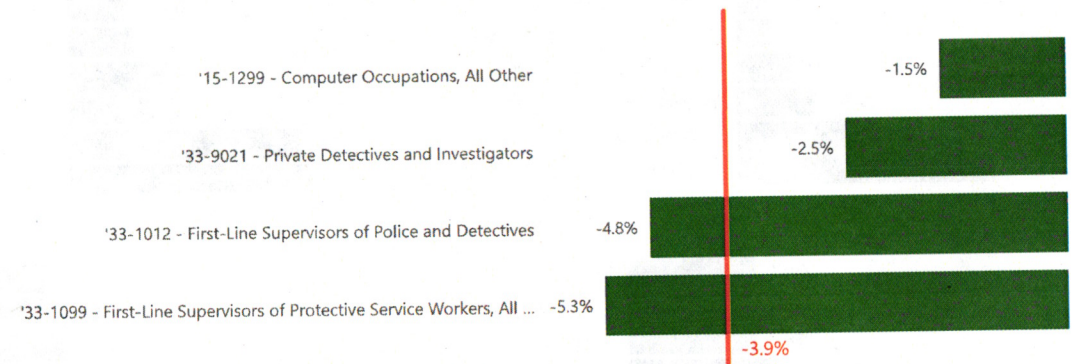
Outlook by Occupation 10-Year Projected Growth

Select Geographic Level

State

Select Geography

New York



Note: To view national projections, set Select Geographic Level to Nation and Select Geography to USA. Selecting all regions or all states will **not** match national projections due to differences in the underlying forecasts (BLS for national, JobsEQ for region / state / MSA).

Labor Market Comparison Aggregate Employment Statistics



Geography	Estimated Employment	Projected Employment	Employment Growth (10-Year)	Average Annual Openings
All Occupations - USA	169,956,100	175,167,900	3.1%	22,670
Selected Occupations - USA	697,900	743,900	6.6%	48,200
Selected Occupations - Geography	29,367	28,417	-3.2%	1,736
New York	29,367	28,417	-3.2%	1,736

* For some occupations, BLS reports rollups of occupation categories in national projections, while JobsEQ reports the more detailed categories in state/MSA projections.
 ** State and MSA employment forecasts, as well as national, state, and MSA wages are provided by Chmura/JobsEQ. National employment forecasts are provided by the BLS. Labor market information is available at the national, regional, and state levels, and the largest 100 MSAs by population.

Job Posts

Explore employer demand for **Associate's degree** programs in your selected field(s). Select an occupation and geography to review common titles, employers, and skills found in online job posts.* *Due to the structure of the data, only a single occupation/geography may be selected at a time. Smaller occupations / areas may return limited results - in such cases, we recommend reviewing a higher geographic level.*

Hover to View Selected Program(s)

Select Occupation

'15-1299 - Computer Occupations, All Other

Select Geographic Level

National

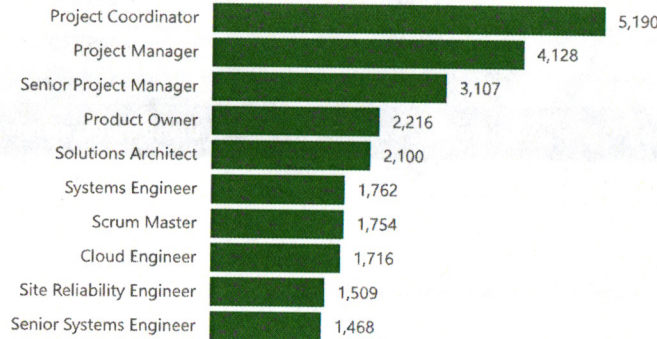
Select Geography

USA

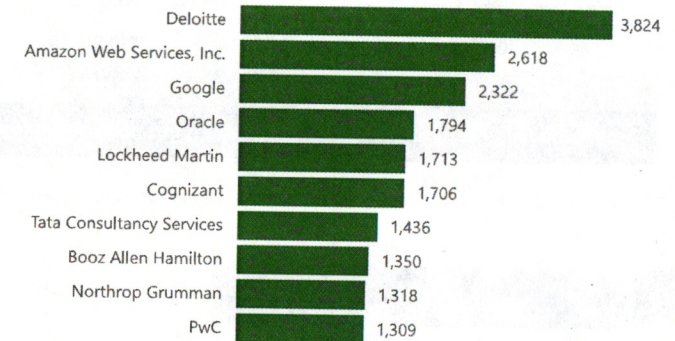
251,179

Job Posts in Past 12 Months

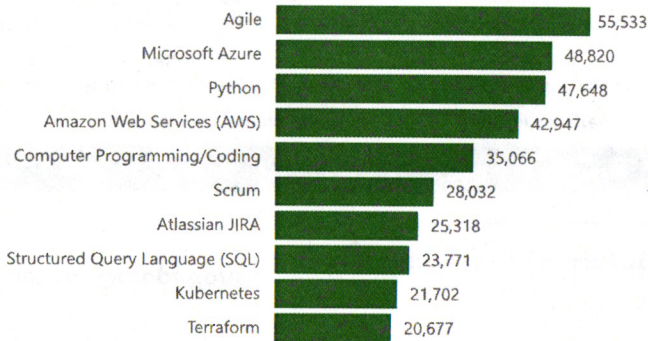
Top Job Titles



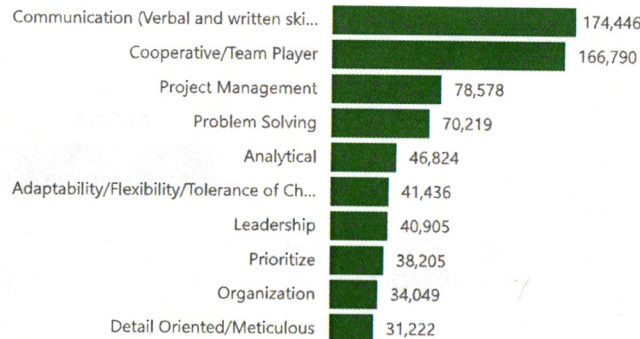
Top Employers



Top Hard Skills



Top Soft Skills



Top Certifications



* Occupations are filtered based on your selected award level and program. All job posts linked to an occupation are presented and are not further filtered by whether a specific award level is mentioned. JobsEQ collects data from over 45,000 job post / corporate sites, and aligns posts with standardized occupations (SOCs). In May 2024, JobsEQ updated its site coverage (including addition of LinkedIn), resulting in an increased post volume. Records are presented verbatim and may contain noise. Data are available at the national and state levels, and the largest 100 MSAs by population.



Powered by Chmura/JobsEQ

Competition

Investigate competitive conditions for **Associate's degree** programs in your selected field(s). Use the filters to identify institutions with the largest and fastest growing programs. Review the Market Saturation matrix to gauge whether conditions are promising for a new program.

Hover to View Selected Program(s)

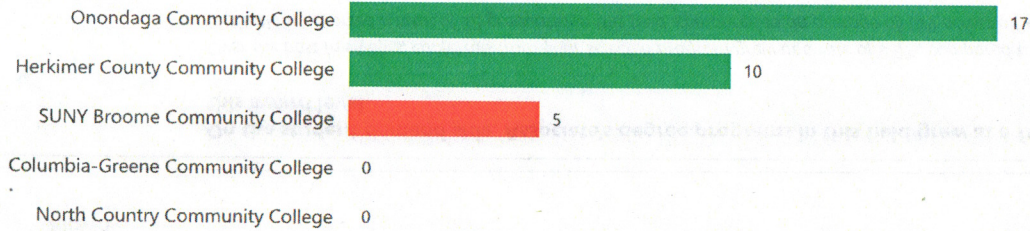
Select Geographic Level State **Select Geography** New York **Select Program Format** All Programs

I **Institution Filters** - These additional filters control the "Top Institutions" visuals below.

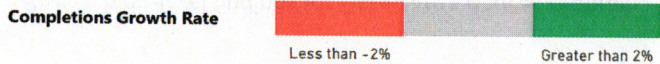
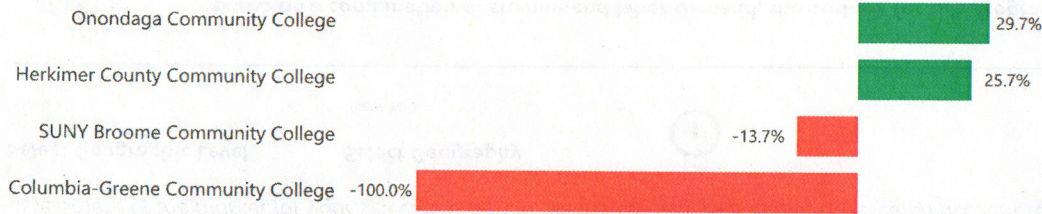
Control / Level All **Enrollment Size** All **Carnegie Class** All [View as Table](#)

Institution All [Reset Filters](#)

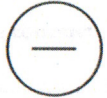
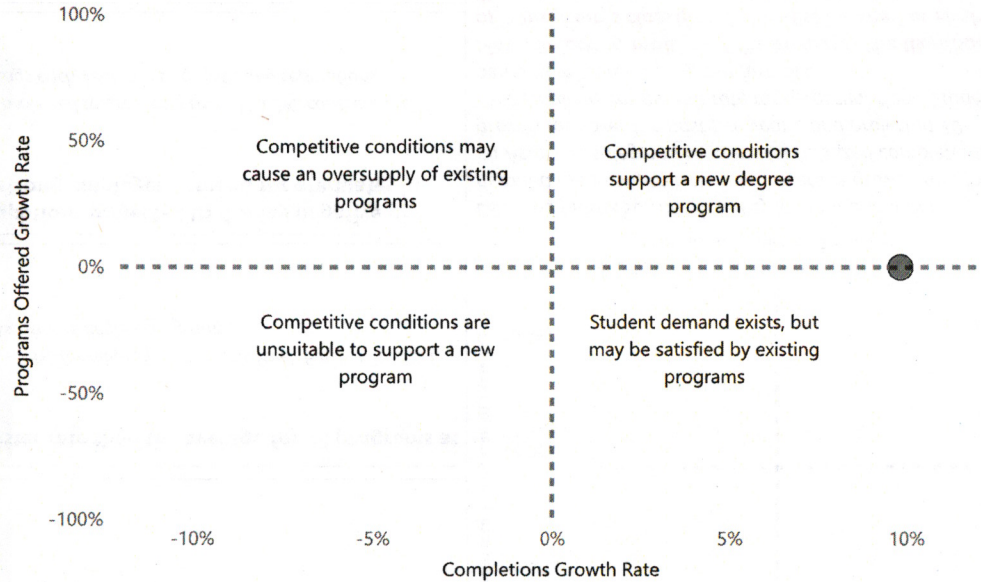
Top Institutions by 2024 Completions Volume



Top Institutions by 2020-2024 Completions Growth



Market Saturation



Competitive conditions for this program are mixed but may warrant further investigation.

The Market Saturation matrix reflects all competitors within the selected geography, providing a high-level gauge of whether competitive conditions support introduction of a new program. Consideration of additional factors, such as curriculum, credit hour requirements, and tuition, may provide a fuller picture of program prospects. Please contact your Hanover Research account team for a more detailed assessment of competitive market conditions.

Recommendations

Review high-level findings for **Associate's degree** programs in your selected field(s) based on student and labor demand indicators and benchmarks. For a more granular assessment of the market for your selected program, please contact your Hanover Research account team.

Hover to View Selected Program(s)

Select Geographic Level

Select Geography

State

New York



Based on a combination of student and labor demand, the outlook for this program is considered Mixed.

Programs in this category exhibit differing trends in student and labor demand indicators. See below for further detail.



On the student demand side, Associate's degree programs in this field grew at a faster rate than the average for all programs at this award level.

Over the past five years, conferrals from your selected program grew at a rate of 9.8%, compared to -6.9% for all programs at this level. Further, in 2024, institutions reported a total of 32 graduates in this field, compared to an average of 109 across all Associate's degree programs.



In terms of labor demand, Associate's degree programs in this field align with occupations projected to display negative or stagnant growth rates. Nevertheless, higher than average annual openings signal strong employer demand for graduates in this field.

Based on 10-year forecasts, employment among occupations aligned with your selected program is projected to grow at a rate of -3.2%, compared to -3.9% for all occupations. In terms of volume, aligned occupations are projected to offer 1,736 openings each year due to growth and separations, compared to 1,236 across all occupations.

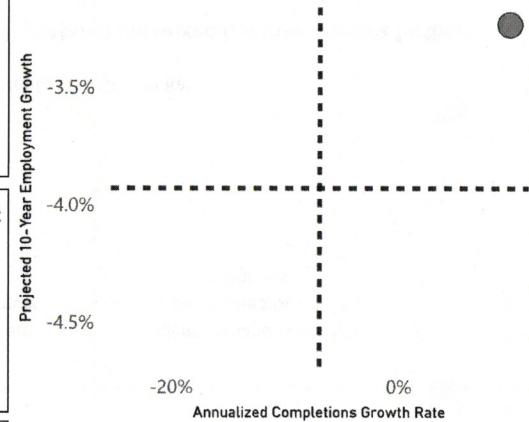


Next Steps

Contact your Hanover Research account team to discuss the prospects for this program. Given mixed student and labor demand trends, Hanover can conduct a custom assessment of this program's potential viability through additional secondary and/or primary research.

Click the icon to the left to navigate to your HR Digital home page.

Demand Matrix



Demand Matrix summarizes key student and labor demand metrics with axes set to average growth rate for all Associate's degree programs (annualized completions growth rate over the past five years) and projected 10-year employment growth rate for all occupations. Student demand reflects all program formats.

Note: Selecting multiple CIPs increases the likelihood of a program's classification as Established or High Growth when compared to completions volume benchmarks.



Vice President Reports

Board of Trustees Update – June 2026
Administration Division

Human Resources

Human Resources finalized recruitment efforts for several positions, with selected candidates progressing through onboarding and transition into new roles over the coming months. The annual performance evaluation cycle is underway, supported by employee and supervisor training conducted in April on Paycor's Performance Management module. The department continues to evaluate and refine processes to improve efficiency, strengthen communication, and enhance service to the College community.

Facilities

Facilities staff supported several major campus initiatives during May, including Commencement preparations, office relocations, and ongoing residence hall evaluations. Environmental Health & Safety completed air quality testing, updated safety policies and procedures, advanced fire protection initiatives, and continued planning for improvements at the Ithaca Extension Center, which was recently approved for sale by the Foundation. Maintenance crews focused on upgrades to Suite 208, HVAC changeovers, preventative maintenance, equipment replacements, plumbing repairs, and infrastructure improvements across campus. Grounds personnel prepared campus and athletic facilities for Commencement and spring sporting events while completing landscaping, equipment maintenance, and campus beautification projects. Custodial staff concentrated on Commencement support, office moves, deep cleaning efforts, and continued assessment of residence hall conditions.

Campus Technology

Campus Technology continued enhancing enterprise systems, network security, and support services. Improvements to myTC3 included new student-facing functionality and ongoing development of a success network card. Final refinements are being made to the software asset management system, while updates are underway to Continuing Education registration processes to meet expanded SUNY reporting requirements. Network infrastructure improvements include the ongoing bandwidth expansion project, firewall modernization, enhanced monitoring for compromised accounts, updated backup and log retention procedures, and planning for incident response exercises. Support Services continues preparing classrooms and technology for the Fall semester, improving HyFlex and captioning systems, implementing a new helpdesk intake process, and developing service level standards to improve responsiveness and reporting.

Campus Police

Campus Police successfully supported Commencement, which welcomed approximately 2,150 attendees and concluded with no safety incidents or medical emergencies. Following Commencement, the department began annual in-service training and completed spring firearms qualifications. The College is currently hosting a Hostage Negotiation School attended by regional law enforcement agencies.

Campus Police will continue supporting major campus events, including BOCES graduation ceremonies, while participating in community events such as the Memorial Day and Dairy Day parades. The department has also initiated recruitment to fill a recent vacancy and anticipates completing the hiring process by the end of June.

Strategic Enrollment Plan (SEP)

The Strategic Enrollment Plan (SEP) Council continues its work to develop the next iteration of the College's Strategic Enrollment Plan. Following the May brainstorming and strategy review session, potential initiatives were refined and consolidated into a streamlined prioritization matrix. Council members have been asked to complete a second-round prioritization survey in advance of the June 11th meeting, where results will be reviewed to identify the highest-priority enrollment strategies for 2026–27 and determine which existing strategies may be ready to sunset. Recommendations from the SEP Council will then be forwarded to the Executive Council for review and approval as part of the development of the third iteration of the Strategic Enrollment Plan for 2026–27.

Enrollment Management & Student Affairs Division Meeting

On June 3rd, the Enrollment Management & Student Affairs Division held its annual division meeting, bringing together staff from across the division to celebrate accomplishments, share priorities, and align around future goals. The meeting began with a poster session highlighting the work, accomplishments, and priorities of each office, and providing an opportunity for staff to learn more about colleagues' roles and strengthen cross-departmental understanding.

This was followed by a keynote address from the Vice President of Enrollment Management & Student Affairs outlining the division's strategic direction and priorities for the coming year, including continued post-merger integration and a focus on a more coordinated, student-centered, and adult learner-focused experience. Staff also received visual presentations highlighting key student success initiatives, including the Student Success Hub powered by Slate, the redesigned Online Orientation, and the Campus Groups engagement platform.

Members of the division were provided a test account to explore the redesigned Online Orientation, which was launched for the Fall 2026 entering class. Additional training opportunities for both the Student Success Hub and Campus Groups will be offered throughout the summer to support implementation and adoption. The meeting reinforced the division's commitment to improving communication, responsiveness, student engagement, retention, and cross-functional collaboration while reducing barriers to student success.

Student Support, Wellness, Residential Life, and Athletics

The College is undertaking a comprehensive review of Health & Wellness services and related student support functions to strengthen coordination, continuity, and alignment with student needs. This work focuses on further integrating services across the student support system while enhancing key supports that promote student health, wellbeing, and success, including access to essential services, compliance requirements, and community partnerships.

In parallel, the College is advancing a redesigned Community Living and Student Support model within apartment-style residential housing, which consists of single-bedroom apartments. This approach emphasizes a holistic, wraparound framework that

integrates wellness, academic support, success coaching, community engagement, and life skills development to improve student persistence and belonging.

Beginning in Fall 2026, TC3 will sponsor four varsity sports: men's baseball, men's lacrosse, women's soccer, and women's softball. This decision follows a comprehensive review of college programming in response to shifting student demographics, including significant growth in adult learners. Men's basketball, men's golf, men's soccer, women's basketball, and women's golf will be paused for the 2026–27 academic year, with continued support for impacted student-athletes as they transition.

Campus Events and Community Engagement

The College continues to serve as a regional hub for athletic, educational, and community events. During June, the college will host a range of activities, including the PBR Youth Baseball Tournament at Panthers Ballpark, FLX United Youth Soccer Club games on the turf field, and graduation ceremonies for both OCM BOCES and TST BOCES in the gymnasium and atrium. These events reflect the College's ongoing role in supporting youth development, educational partnerships, and community engagement while maximizing the use of campus facilities throughout the summer season.

1) Academic Portfolio

In the work to develop new academic programs to serve our community and grow the college's enrollment, the faculty, led by Assistant Professor David Green, have submitted for approval a new program proposal for and A.S. in Cybersecurity. This program builds off our strong computer science programs, building a focused major that had long-term sustainability in the world of AI. Simply, while programming is being outsourced to AI, far fewer institutions will be comfortable handling cyber security through an AI only platform, meaning careers in this area will likely continue in consistently near in the near and long-term future.

The college faculty and provost's office also worked to recommend discontinuation of two additional programs.

The faculty, the provost, and college senate all supported the proposal by Professor Cindy Whitney to discontinue the Criminal Justice certificate program. The program does not provide any meaningful benefit in employability to students who desire to work in the field, and thus the program does not meet a core goal of all TC3 programs. With only one student in the certificate program, and with the A.S. transfer degree, this change will simplify the academic portfolio with no harm to students.

In addition, the faculty, the provost, and college senate all supported the proposal by Professor Patty Tvaroha that the college close the Human Services A.A.S program. The rationale is as follows. This program will not qualify for the federal government's "gainful employment" rules that come into effect July, 1, 2026. To summarize those rules, academic programs are measured against the earnings outcomes of the average student with the degree compared to averages wages of students who hold only a high school diplomas. If the college program does not result in wages that are above the high school average, then, the program no longer qualifies for federal financial aid. This means, students would have no access to federal student loans if they took the program. There are many details in the application of these rules; however, this recommendation from the provost and the faculty will guides our human services students into the transfer A.S. Human services degree, which meets these gainful employment rules. Therefore, we anticipate little to no impact on enrollment in the overall program and simply a shift from the AAS to the AS. In the 25-26 year there were 15 students in the AAS and 39 in AS program.

Finally, Academic Affairs received 17 Academic Program reviews from department chairs and the faculty this year. Thus, my office will review and respond to each, creating a individual "plan" for how to best support each academic program grow, innovate, and perform for our students in the most dynamic ways that they can.

2) Academic Affairs Leadership

The focus for the summer months on Academic Affairs will be onboarding and training academic deans to be ready to lead their schools in the fall. This is an exciting transition that provides much promise in program refinement, connecting to our greater community, and positioning the college to complete its strategic plan goals related to academics.

3) Retention

This year the college has taken major action on its strategic plan goal to build meaningful articulation agreements with four-year partners for our transfer programs. The college has signed with:

<ul style="list-style-type: none">• Syracuse University College of the Professions• Hobart William Smith• Ithaca College• Alfred University	<ul style="list-style-type: none">• Cornell College of Agriculture and Life Sciences• Rochester Institute of Technology• SUNY Cortland
--	--

All agreements include that 100% of students credits transfer and that students have full junior status upon arrival at their chosen 4-yr postsecondary institution. Upcoming agreements are being signed with Hartwick College, SUNY Oswego, and SUNY Cortland. These agreements signify the value of our degree and give our best students reasons to stay as they often unlock critical funding access and the junior status through the agreement when transferring with our completed degree. This is meaningful progress, and we have many more to come.



Consent Agenda

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-54**

Program Approval: Cybersecurity, A.S.

WHEREAS, New York State Education Law, Community College Regulations Section 600, regarding the Responsibilities and Duties of the College Trustees requires, based on the recommendation of the President and subject to approval of the State University Trustees, approval of curricula; and

WHEREAS, the College has identified, based upon verified labor market data, a need to address employer need for professionals in Cybersecurity; and

WHEREAS, this field is high-wage, high-demand, requires post-secondary education at the baccalaureate level and offers employment opportunities in the College's service area; and

WHEREAS, an articulation agreement has been established with SUNY Canton, and is eligible for transfer to Syracuse University and SUNY Oswego, for TC3 graduates who complete the requisite curriculum and complied with other identified requirements; and

WHEREAS, the Cybersecurity A.S. program has been reviewed and approved by the Faculty Curriculum Committee, the College Senate and the Provost and Vice President of Academic Affairs; and

WHEREAS, the President recommends approval of the Cybersecurity A.S. to the Board of Trustees; now therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College approves the Cybersecurity Associate of Science degree program; and be it further

RESOLVED, that the Board of Trustees approves the Cybersecurity A.S. submission to the State University of New York and the New York State Education Department for approval, following all required procedures.

STATE OF NEW YORK:	I, NANCY MURPHY, CLERK of the Board of Trustee of Tompkins Cortland Community College,
SS:	
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 18 th day of June 2026 and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of June 2026.

Clerk of the Board of Trustees
Tompkins Cortland Community College

**Resolution to Discontinue Criminal Justice Certificate
Continued**

Community College at a regular meeting of said Board on this 18th day of June 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

**Resolution To Discontinue Human Services A.A.S.
Continued**

Community College at a regular meeting of said Board on this 18th day of June 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-48**

**Resolution to Determine Professional Service
Management Confidential Position Titles**

WHEREAS, the Board of Trustees supports the College’s continued efforts to advance a robust, efficient and clear organizational structure, while preserving flexibility to adapt to changes as they occur and appropriate titles provide a logical and intuitive organizational structure and are important for recruiting and retaining talent; and

WHEREAS, the College Administration requests approval of the following position titles that meet the “professional service” standard as defined in New York State Education Law, to be applied by the President as appropriate:

- Chief Advancement Officer and Executive Director of the Foundation
- Dean of the School of Business, Technology and Science
- Dean of the School of Humanities, Education and Social Sciences
- Dean of the School of Nursing and Allied Health
- Human Resources Generalist
- President
- Vice President of Administration
- Vice President of Finance

WHEREAS, these titles are designated as Management Confidential and no new funding is required and

WHEREAS, the nature and scope of duties and responsibilities, reporting structure and qualifications are currently in place for these positions as defined by the attached position descriptions; be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College determines that the titles listed above be included in the professional service roster, as defined by section 6306 of the New York State Education Law, subject to the approval of the Chancellor of the State University of New York, and be it further

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

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, **NANCY MURPHY, CLERK** of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of 2026, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of 2026.

Clerk of the Board of Trustees
Tompkins Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Chief Advancement Officer and
Executive Director of the Foundation

GRADE

M/C

PAGE

Page 1 of 2

ORGANIZATIONAL UNIT

Executive

REPORT TO

President

APPROVED BY**SUMMARY:**

In direct support of the mission and strategic plan of Tompkins Cortland Community College and under the direction and leadership of the President, the Chief Advancement Officer/Executive Director leads development, alumni relations, and the Foundation, acting as the liaison between the Foundation, the College community, appropriate governing bodies, and the public related to philanthropy.

The Chief Advancement Officer/Executive Director collaborates to provide long-range strategic planning, leadership, and day-to-day administration of the Foundation, serves as the College's principal fund raiser, and is responsible for fostering positive relationships with all constituents of the college and external community to secure financial support for college priorities. This position advises the President on development and alumni relations matters and supports government relations at all levels.

As a collaborative member of the President's staff, the Chief Advancement Officer/Executive Director participates in strategic discussions, formulates policy recommendations related to the position's area of responsibility, supports planning and advocacy with public funders, and fully engages in the college's annual budget, planning, and evaluation. As an exempt employee, the Chief Advancement Officer/Executive Director participates in policy, planning, and personnel discussions and maintains the confidentiality required for this role.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Work closely with staff and the Foundation Board of Directors to plan, organize and execute a systematic annual giving program, a comprehensive planned giving program, special fund-raising events and activities, gift solicitation from individuals, and capital campaigns. Maintain the development and monitoring of an organized, comprehensive alumni relations function within the college for the purposes of communication, relationship building, and fundraising. Work in collaboration with the College's grants writer to create applications in support of college initiatives. Support planning and advocacy related to public funding.
2. In collaboration with direct reports, develops, monitors, and recommends annual plans and budgets to support the College's mission and strategic plan.
3. Models behavior supportive of the College's core values, managing and leading all aspects of employment for personnel within areas of responsibility including hiring, professional development, performance management, and evaluations.
4. Supports the President and represents the College, where appropriate, in interactions with local, state, and federal representatives relative to College business.
5. Ensures compliance with relevant College, Board of Trustees, SUNY, and state and federal education policies.
6. Researches and shares best practices in areas of responsibility and utilizes available data to inform strategic decisions.
7. Oversees the planning, coordination, and implementation of a comprehensive fundraising program including annual giving, special events, capital campaigns, major gifts, planned giving, and public relations.
8. Compiles statistical data and generates internal and external reports.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Chief Advancement Officer and Executive Director of the Foundation	M/C	Page 2 of 2
<u>ORGANIZATIONAL UNIT</u>	<u>REPORT TO</u>	<u>APPROVED BY</u>
Executive	President	

9. Establishes and oversees alumni and volunteer programs.
10. Initiates and establishes philanthropic partnerships with businesses, community members, organizations, and prospective donors.
11. Monitors, evaluates, and revises development and advancement programs to ensure optimal program effectiveness.
12. Works with the Foundation Board of Directors on all matters, including facilitating strategic planning, implementation, and assessment
13. Prepares the agenda and all supporting documentation for regular and special meetings of the Board of Directors and its committees.
14. Prepares the Foundation's Annual Report and all Foundation correspondence.
15. Other duties as assigned by the President.

MINIMUM QUALIFICATIONS:

Master's degree with at least five (5) years of professional experience with a record of demonstrated achievement in fundraising and development in a higher education setting. Excellent oral and written communication and presentation skills and close attention to detail. Ability to interact effectively with diverse constituencies. Proficiency in software applications and computer skills. Supervisory experience.

DESIRED QUALIFICATIONS:

Master's degree in a related field and/or CFRE (Certified Fund Raising Executive) certification. Experience in fundraising, development, and endowments in a higher education setting. Demonstrated experience in grant writing and grant administration, volunteer recruitment, selection and training. Working knowledge of Quickbooks, BANNER and/or Raiser's Edge.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u> Dean of the School of Business, Technology, and Science	<u>GRADE</u> Management Confidential	<u>PAGE</u> Page 1 of 1
<u>ORGANIZATIONAL UNIT</u> Academic Affairs	<u>REPORT TO</u> Provost & Vice President of Academic Affairs	<u>APPROVED BY</u>

SUMMARY:

The Dean provides strategic leadership, administrative oversight, and academic vision for assigned instructional divisions within the community college. This role ensures high-quality teaching and learning, supports faculty and staff development, and advances student success through data-informed decision making, collaborative planning, and innovative academic programming. The Academic Dean reports directly to the Provost and Vice President of Academic Affairs and works closely with college leadership and faculty to uphold academic standards, strengthen pathways, and foster an inclusive environment that reflects the mission of the institution. The college is specifically interested in candidates who bring experience and expertise in building adaptive advisory boards, building internships for students with companies, and developing workforce development to credit-bearing programs.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Academic Leadership & Planning

- Provide strategic leadership for instructional programs, ensuring alignment with the college's mission, accreditation standards, and student success goals.
- Facilitate curriculum development, program review, assessment, and continuous improvement initiatives.
- Evaluate emerging workforce, transfer, and community needs to inform program development and revitalization.
- Oversee scheduling, instructional load planning, room scheduling, and all necessary academic operations to support enrollment, retention, and completion.

Faculty & Staff Support

- Recruit, supervise, and evaluate full-time and adjunct faculty within assigned division/community.
- Promote a culture of teaching excellence, innovation, inclusivity, and professional growth.
- Facilitate workshops, mentorship opportunities, and training initiatives that support faculty success.
- Address faculty concerns, guide personnel processes, and manage conflict resolution as needed.

Student Success & Academic Quality

- Champion equitable access, persistence, and completion across programs and student groups.
- Collaborate with student services to remove barriers and ensure seamless pathways.
- Ensure academic integrity, high-quality instruction, and compliance with accreditation and state regulatory requirements.
- Monitor and use student learning outcomes and institutional data to drive continuous improvement.

Budgeting & Resource Management

- Manage budgets for assigned academic units, ensuring responsible stewardship of resources.
- Advocate for program needs, including staffing, technology, equipment, and facilities.
- Pursue grants, partnerships, and external funding opportunities that strengthen academic programs.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Dean of the School of Business, Technology,
and Science

GRADE

Management Confidential

PAGE

Page 2 of 2

ORGANIZATIONAL UNIT

Academic Affairs

REPORT TO

Provost & Vice President
of Academic Affairs

APPROVED BY**Collaboration & Community Engagement**

- Work collaboratively with other academic leaders and college councils to advance institutional priorities.
- Build partnerships with K12 districts, universities, businesses, and community organizations.
- Represent the college in regional workforce initiatives, advisory boards, and professional associations.

SUPERVISION

Types Supervised (check each category):

_____ Classified Staff
 _____ Administrative
 X Faculty
 X Adjunct Faculty
 _____ Students

Indicate the number in each category:

_____ # of Classified Staff
 _____ # of Administrative
 15 # of Faculty
 40 # of Adjunct Faculty
 _____ # of Students

MINIMUM QUALIFICATIONS:

- Master's degree from an accredited institution in Business, STEM field or a field related to the programs overseen, and a minimum of 5 years of classroom teaching experience in Higher Education
- Progressive leadership experience in higher education, preferably in a community college setting
- Demonstrated knowledge of curriculum development, instructional assessment, and program evaluation
- Familiarity with guided pathways, competency-based education, or other innovative academic models
- Experience developing new academic programs, including workforce, technical, or transfer programs
- Proven success using data to inform decisions and drive academic improvements

DESIRED QUALIFICATIONS:

- Doctoral degree in a relevant discipline and 3 years of higher education leadership
- Experience with collective bargaining environments
- Experience leading faculty and/or academic staff professional development
- Experience working in a community college
- Experience building internship programs
- Experience building high-functioning advisory boards

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u> Dean of the School of Humanities, Education, and Social Sciences	<u>GRADE</u> Management Confidential	<u>PAGE</u> Page 1 of 2
<u>ORGANIZATIONAL UNIT</u> Academic Affairs	<u>REPORT TO</u> Provost & Vice President of Academic Affairs	<u>APPROVED BY</u>

SUMMARY:

The Dean provides strategic leadership, administrative oversight, and academic vision for assigned instructional divisions within the community college. This role ensures high-quality teaching and learning, supports faculty and staff development, and advances student success through data-informed decision making, collaborative planning, and innovative academic programming. The Academic Dean reports directly to the Provost and Vice President of Academic Affairs and works closely with college leadership and faculty to uphold academic standards, strengthen pathways, and foster an inclusive environment that reflects the mission of the institution. The college is specifically interested in candidates who bring experience and expertise in building transfer agreements, overseeing general education curricula, and working with the college in the high school populations.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Academic Leadership & Planning

- Provide strategic leadership for instructional programs, ensuring alignment with the college's mission, accreditation standards, and student success goals.
- Facilitate curriculum development, program review, assessment, and continuous improvement initiatives.
- Evaluate emerging workforce, transfer, and community needs to inform program development and revitalization.
- Oversee scheduling, instructional load planning, room scheduling, and all necessary academic operations to support enrollment, retention, and completion.

Faculty & Staff Support

- Recruit, supervise, and evaluate full-time and adjunct faculty within assigned division/community.
- Promote a culture of teaching excellence, innovation, inclusivity, and professional growth.
- Facilitate workshops, mentorship opportunities, and training initiatives that support faculty success.
- Address faculty concerns, guide personnel processes, and manage conflict resolution as needed.

Student Success & Academic Quality

- Champion equitable access, persistence, and completion across programs and student groups.
- Collaborate with student services to remove barriers and ensure seamless pathways.
- Ensure academic integrity, high-quality instruction, and compliance with accreditation and state regulatory requirements.
- Monitor and use student learning outcomes and institutional data to drive continuous improvement.

Budgeting & Resource Management

- Manage budgets for assigned academic units, ensuring responsible stewardship of resources.
- Advocate for program needs, including staffing, technology, equipment, and facilities.
- Pursue grants, partnerships, and external funding opportunities that strengthen academic programs.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Dean of the School of Humanities, Education,
and Social Sciences

GRADE

Management Confidential

PAGE

Page 2 of 2

ORGANIZATIONAL UNIT

Academic Affairs

REPORT TO

Provost & Vice President
of Academic Affairs

APPROVED BY**Collaboration & Community Engagement**

- Work collaboratively with other academic leaders and college councils to advance institutional priorities.
- Build partnerships with K12 districts, universities, businesses, and community organizations.
- Represent the college in regional workforce initiatives, advisory boards, and professional associations.

SUPERVISION

Types Supervised (check each category):

_____ Classified Staff
 _____ Administrative
 x Faculty
 x Adjunct Faculty
 _____ Students

Indicate the number in each category:

_____ # of Classified Staff
 _____ # of Administrative
 17 # of Faculty
 35 # of Adjunct Faculty
 _____ # of Students

MINIMUM QUALIFICATIONS:

- Master's degree from an accredited institution in English, Communications, Education, or Psychology, or a related field to the programs overseen, and a minimum of 5 years of classroom teaching experience in higher education.
- Progressive leadership experience in higher education, preferably in a community college setting
- Demonstrated knowledge of curriculum development, instructional assessment, and program evaluation
- Familiarity with guided pathways, competency-based education, or other innovative academic models
- Experience developing new academic programs, including workforce or transfer programs
- Proven success using data to inform decisions and drive academic improvements

DESIRED QUALIFICATIONS:

- Doctoral degree in a relevant discipline and 3 years of higher education leadership
- Experience with collective bargaining environments
- Experience leading faculty and/or academic staff professional development
- Experience working in a community college
- Experience building transfer and articulation agreements
- Experience working with PTK
- Experience working with college in high school programs

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u> Dean of the School of Nursing and Allied Health	<u>GRADE</u> Management Confidential	<u>PAGE</u> Page 1 of 2
<u>ORGANIZATIONAL UNIT</u> Academic Affairs	<u>REPORT TO</u> Provost & Vice President of Academic Affairs	<u>APPROVED BY</u>

SUMMARY:

The Dean provides strategic leadership, administrative oversight, and academic vision for assigned instructional divisions within the community college. This role ensures high-quality teaching and learning, supports faculty and staff development, and advances student success through data-informed decision making, collaborative planning, and innovative academic programming. The Academic Dean reports directly to the Provost and Vice President of Academic Affairs and works closely with college leadership and faculty to uphold academic standards, strengthen pathways, and foster an inclusive environment that reflects the mission of the institution. The college is specifically interested in candidates who bring experience and expertise in building transfer agreements, overseeing general education curricula, and working with college in the high school populations.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Academic Leadership & Planning

- Provide strategic leadership for instructional programs, ensuring alignment with the college's mission, accreditation standards, and student success goals.
- Facilitate curriculum development, program review, assessment, and continuous improvement initiatives.
- Evaluate emerging workforce, transfer, and community needs to inform program development and revitalization.
- Oversee scheduling, instructional load planning, room scheduling, and all necessary academic operations to support enrollment, retention, and completion.

Faculty & Staff Support

- Recruit, supervise, and evaluate full-time and adjunct faculty within assigned division/community.
- Promote a culture of teaching excellence, innovation, inclusivity, and professional growth.
- Facilitate workshops, mentorship opportunities, and training initiatives that support faculty success.
- Address faculty concerns, guide personnel processes, and manage conflict resolution as needed.

Student Success & Academic Quality

- Champion equitable access, persistence, and completion across programs and student groups.
- Collaborate with student services to remove barriers and ensure seamless pathways.
- Ensure academic integrity, high-quality instruction, and compliance with accreditation and state regulatory requirements.
- Monitor and use student learning outcomes and institutional data to drive continuous improvement.

Budgeting & Resource Management

- Manage budgets for assigned academic units, ensuring responsible stewardship of resources.
- Advocate for program needs, including staffing, technology, equipment, and facilities.
- Pursue grants, partnerships, and external funding opportunities that strengthen academic programs.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Dean of the School of Nursing and Allied Health	Management Confidential	Page 2 of 2
<u>ORGANIZATIONAL UNIT</u>	<u>REPORT TO</u>	<u>APPROVED BY</u>
Academic Affairs	Provost & Vice President of Academic Affairs	

Collaboration & Community Engagement

- Work collaboratively with other academic leaders and college councils to advance institutional priorities.
- Build partnerships with K12 districts, universities, businesses, and community organizations.
- Represent the college in regional workforce initiatives, advisory boards, and professional associations.

SUPERVISION

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct Faculty
 Students

Indicate the number in each category:

of Classified Staff
 # of Administrative
 11 # of Faculty
 15 # of Adjunct Faculty
 # of Students

MINIMUM QUALIFICATIONS:

- Master's degree from an accredited institution in Nursing or a field related to the programs overseen, and a minimum of 5 years of classroom teaching in higher education.
- Progressive leadership experience in higher education, preferably in a community college setting
- Demonstrated knowledge of curriculum development, instructional assessment, and program evaluation
- Familiarity with guided pathways, competency-based education, or other innovative academic models
- Experience developing new academic programs, including workforce or transfer programs
- Proven success using data to inform decisions and drive academic improvements

DESIRED QUALIFICATIONS:

- Doctoral degree in a relevant discipline and 3 years of higher education leadership
- Experience with collective bargaining environments
- Experience leading faculty and/or academic staff professional development
- Experience working in a community college
- Experience writing successful grants tied to academic program outcomes
- Experience building advisory boards for health-related programs
- Experience working with ACEN, OASAS, and other health program accreditors

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Human Resources Generalist

GRADE

Management Confidential

PAGE

Page 1 of 1

ORGANIZATIONAL UNIT

Human Resources

REPORT TO

Director of Human Resources

APPROVED BY**SUMMARY:**

The Human Resources (HR) Generalist is responsible for providing professional support to the day-to-day operations of the HR department, including administering HR policies, procedures, and programs. The role encompasses a broad range of HR functions, including recruitment, onboarding, employee and labor relations, performance management, benefits administration, compliance, and training. The HR Generalist supports management and staff in ensuring a productive, compliant, and positive workplace culture for the College and its related entities.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Responsibility for administering Human Resources and College policies and procedures to ensure compliance with federal, state, and local employment laws.
- Support the recruitment and hiring of faculty and staff for the College and the related organizations. Responsible for announcements of open positions, placements of advertisements, support and guidance to the screening committees, and processing of new hires through the onboarding process.
- Responsible for the administering and the coordination of benefit programs, including retirement, health, dental, vision, and life insurance, employee assistance, worker's compensation, and unemployment programs for the College and its related organizations.
- Reviews and reconciles departmental invoices and ensures accuracy in billing, benefit enrollment, payroll deductions, and state and federal compliance.
- Responsible for providing employees and managers with guidance and the processing of leave requests, including Family Medical Leave Act (FMLA) and Paid Family Leave (PFL), paid and unpaid leaves.
- Assist with safety and compliance programs, including assigning and tracking training courses in the learning management software.
- Acts as the point of contact between the Human Resources Office and other departments, employees, and external partners. Provides customer service and triages customer issues for all walk-ins, phone calls, and emails.
- Maintain employee records in the Human Capital Management (HCM) system, ensuring data accuracy and confidentiality.
- Assist in the development and implementation of Human Resources initiatives and systems.
- Researches and completes requests for loan verifications, Social Services Income Verifications, TC3 and SUNY Tuition Waiver forms, and Public Service Loan Forgiveness forms.
- Support performance management and employee evaluation processes by tracking due dates, communications to employees and supervisors, and assigning performance evaluation in the performance management software.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Human Resources Generalist

GRADE

Management Confidential

PAGE

Page 2 of 2

ORGANIZATIONAL UNIT

Human Resources

REPORT TO

Director of Human Resources

APPROVED BY

- Assists the department with the preparation of Collective Bargaining; maintains, researches, and provides data and information to support decisions made during policy development and the Collective Bargaining process.
- Treats all matters in Human Resources as confidential.
- Serves on various College committees and performs other related tasks as assigned.

SUPERVISION

Types Supervised (check each category):

_____ Classified Staff
 _____ Administrative
 _____ Faculty
 _____ Adjunct Faculty
 _____ Students

Indicate the number in each category:

_____ # of Classified Staff
 _____ # of Administrative
 _____ # of Faculty
 _____ # of Adjunct Faculty
 _____ # of Students

MINIMUM QUALIFICATIONS:

- Bachelor's degree in business administration, Human Resources, or a related field and 3 years of human resources or related field of experience, or Associate's degree in business or related field and 5 years of human resources or related field of experience.
- Must have excellent interpersonal skills with the ability to manage sensitive and confidential situations with tact and professionalism.
- General knowledge of employment laws and practices
- Effective written and verbal communication skills
- Ability to work in a fast-pass office with a variety of responsibilities

DESIRED QUALIFICATIONS:

- Experience with Human Capital Management (HCM) software
- Experience in a unionized environment
- Experience working in higher education

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

President

GRADE

Management Confidential

PAGE

1 of 3

ORGANIZATIONAL UNIT

Tompkins Cortland Community
College

REPORTS TO

Board of Trustees

APPROVED BY

SUMMARY

The President serves as the chief executive and administrative head of the college, exercising overall authority, subject to the direction of the Board of Trustees.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Implement, execute and administer all policies of the college trustees and the State University trustees;
2. Formulate and present to the college trustees, for their action, recommendations on:
 - a. Curriculum;
 - b. Budgets;
 - c. Organizational structure;
 - d. Planning and management of facilities; and
 - e. Granting of degrees or certificates;
3. Administration of collective bargaining agreements;
4. Salary and employee benefits schedules;
5. Submission of annual report on the operation of the college to the college trustees, and preparation of such other reports as the college trustees or State University of New York may require.
6. Exercise full delegated authority for all personnel appointments and actions necessary for the administration of the College. This includes, but is not limited to:
 - a. Appointment, promotion, and reassignment of faculty, staff, and administrators;
 - b. Evaluation and oversight of personnel performance;
 - c. Decisions regarding tenure and renewal of appointments;
 - d. Disciplinary actions, including suspension and dismissal;
 - e. Termination of employment and separation from service;
 - f. Execution of employment contracts and personnel documents.
7. Ensure preparation of the requirements of the faculty handbook and documents needed for orientation and guidance of students attending the college.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
President	Management Confidential	2 of 3

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Tompkins Cortland Community College	Board of Trustees	

RELATED RESPONSIBILITIES

Setting a strategic direction for the institution, maintaining fiscal integrity, marketing the institution, building strong and lasting relationships with institutional constituents, business and community leaders, state and local political entities, SUNY, alumni and friends, and raising funds to meet the needs of the institution.

The President is expected to be a leader within the community, working cooperatively and collaboratively to achieve the broad objectives of public education in the context of the College. A key role of the President is to promote and represent the College to all internal and external audiences, including elected and appointed government officials, professional and educational associations, state, local, federal, SUNY and international agencies, and the public at large. A significant portion of the College's non-tuition revenue is provided by Tompkins and Cortland counties and the President must advocate and negotiate approval of the counties' support of the College's budget.

The President must be committed to diversity and inclusion and will lead the effort to maintain a campus climate that: encourages the development and retention of exceptional talent; embraces student involvement, access, interaction and success; fosters high levels of morale and engagement; promotes effective working relationships; prioritizes a high quality service culture; and cultivates an environment that encourages academic excellence and success.

QUALIFICATIONS

- Integrity, intellectual agility, creativity and vision, a high level of energy, passion and enthusiasm.
- Ten years executive management background with experience in a leadership role in an organization comparable to the College.
- Evidence of a distinguished record of senior leadership experience and professional achievement in higher education, or equivalent level of functional responsibility in a related setting such as business, government, philanthropy or nonprofit enterprises, is essential.
- A strong academic background including doctoral or professional degree is preferred.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
President	Management Confidential	3 of 3

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Tompkins Cortland Community College	Board of Trustees	

- Experienced in building and mentoring a supportive staff; good judgment in recognizing talent; a successful track record of recruiting and retaining a talented team committed to excellence.
- Goal-oriented management style that is also flexible and collaborative with a proven ability to influence others.
- Demonstrated commitment to and appreciation of shared governance and collective bargaining experience as fundamental parts of the culture of academic institutions and necessary for upholding academic values.
- Exceptional communications skills, including experience in mass media and public speaking.
- Ability to relate well to leaders in an academic environment as well as with business, community and political leaders, and to work effectively with a variety of internal and external stakeholders.
- Demonstrated fundraising success preferred.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u> Vice President of Administration	<u>GRADE</u> M/C	<u>PAGE</u>
<u>ORGANIZATIONAL UNIT</u> Administration	<u>REPORTS TO</u> President	<u>APPROVED BY</u> Board of Trustees XXXXXX

SUMMARY

The Vice President of Administration serves as a senior executive of Tompkins Cortland Community College, providing strategic leadership, operational direction, and institutional oversight for the College's administrative and operational functions. The Vice President ensures that human resources, facilities, campus safety, and technology services are aligned with the College's mission, strategic priorities, and commitment to student success.

The Vice President of Administration is responsible for advancing an integrated operational framework that promotes organizational effectiveness, regulatory compliance, responsible stewardship of resources, and a safe, inclusive, and technologically supported learning environment. This role serves as a member of the President's senior leadership team and contributes to institutional planning, policy development, and operational decision-making.

Major functional areas of responsibility for the Vice President include Human Resources, Facilities, Campus Police, and Campus Technology.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Provides leadership and vision for the College's administrative and operational services, ensuring that human resources, facilities, public safety, and campus technology functions operate in a coordinated and strategic manner that supports institutional effectiveness and student success.
2. Leads the development and implementation of operational strategies, policies, and long-range plans that align administrative services with the College's mission, strategic plan, and external environment.
3. Ensures the effective stewardship of institutional resources by guiding operational planning, assessing service needs, and directing the allocation of personnel, facilities, and technology resources to support institutional priorities.
4. Oversees the development, implementation, and evaluation of programs and services that promote a safe, secure, well-maintained, and technologically supported campus environment.

5. Provides leadership of College and affiliate workforce strategy, organizational development, labor relations, and personnel administration to support a respectful, equitable, and legally compliant workplace.
6. Ensures that facilities planning, maintenance, and capital initiatives support the long-term sustainability, accessibility, and functionality of the campus physical environment.
7. Provides leadership and oversight to campus public safety operations to promote preparedness, emergency response capability, compliance, and collaboration with external agencies.
8. Guides the strategic advancement of institutional technology infrastructure, systems, and services to ensure reliability, security, accessibility, and alignment with academic and administrative needs.
9. Participates in institutional risk management, compliance monitoring, and policy development to ensure adherence to applicable federal, state, and local laws, accreditation standards, and system requirements.
10. Collaborates with the President and senior leadership on operational implications of institutional initiatives, resource decisions, and external regulatory or environmental changes.
11. Assures the efficient use of material resources through assessment of operational needs, development of budget recommendations, and management of divisional resources within College budgetary constraints.
12. Directs divisional leadership staff and ensures effective supervision, performance development, and organizational accountability across administrative units. Conducts all personnel matters in accordance with applicable laws, regulations, and collective bargaining agreements.
13. Supports institutional planning and continuous improvement through data-informed decision making, evaluation of operational effectiveness, and implementation of improvements that strengthen institutional performance.
14. Serves on the Executive Council, President's Cabinet, and other College committees as assigned, and performs other related responsibilities consistent with the scope of the position.

MINIMUM QUALIFICATIONS

Master's degree in public administration, business administration, higher education leadership, human resources, organizational leadership, or a closely related field, and a minimum of eight (8) years of progressively responsible administrative leadership experience, including supervision of professional staff and oversight of multiple operational functions;

OR

Bachelor's degree with ten (10) years of progressive leadership experience resulting in senior-level responsibility for institutional operations or administrative services.

Demonstrated experience in organizational leadership, labor relations, operational planning, policy development, and managing complex administrative functions in a public, educational, or similarly regulated environment.

Strong understanding of regulatory compliance, organizational risk management, and institutional governance.

PREFERRED QUALIFICATIONS

Senior administrative leadership experience in higher education or another complex public sector environment.

Experience overseeing multiple operational domains such as human resources, facilities, public safety, or information technology.

Demonstrated ability to lead organizational change, foster cross-department collaboration, and implement strategic initiatives.

Record of advancing inclusive practices and promoting a respectful, equitable workplace culture.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Vice President of Finance	M/C	1 of 4

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Finance	President	Board of Trustees March 16, 2023

SUMMARY

Serves as Chief Financial Officer, providing leadership and vision for the finance and administrative functions of the College, the Faculty Student Association (FSA) and the Foundation. Manages and directs a budget of approximately 33 million dollars, with a current surplus. Aligns the financials with business model(s) and assesses how changes in strengths, weakness opportunities and threats can affect those models in the future. Directs the planning, management, and evaluation of finance and current administrative functions to enhance student learning and success. Establishes and maintains internal controls to safeguard the assets of the College and its related organizations.

Maintain currency with institutional compliance requirements within scope of responsibilities. Recommend new policies and updates to existing policies to ensure compliance within scope of responsibilities. Ensure divisional communication and compliance with approved policies of the college and auxiliary units.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Ensures the development and administration of an effective budget and finance program that includes comprehensive assessment of resource needs, allocation of available resources in alignment with College-wide goals, the proper safeguarding of assets, and compliance with relevant financial recording and reporting requirements.
2. Provides leadership and direction for all budget and finance functions including: purchasing, accounts payable, payroll, cash receipts, student accounts, restricted fund accounting, capital project accounting, budgeting, and general ledger for the College and its related organizations.
3. Develops and Administers College operating, Faculty Student Association Budget, Foundation operating and capital budgets: advises budget managers on the development and implementation of departmental budgets, advises College executive staff with the budget development process and resource allocation, and monitors departmental budgets and the use of financial resources.
4. Oversees the creation and implementation of annual operational plans for the division of the College, Faculty Student Association and Foundation. Guides the activities of the Administration and Finance leadership and assists key administrators in achieving priority institutional objectives, evaluates progress and goals as part of the annual report.
5. Serves as the primary contact for SUNY, supporting county legislators, state and federal agencies in matters pertaining to College fiscal operations.
6. Responsible for contract administration, insurance, audits, and policy matters for the College, Faculty Student Association and Foundation, along with its related entities regarding business transactions.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Vice President of Finance	M/C	2 of 4

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Finance	President	Board of Trustees March 16, 2023

7. Responsible for grant administration; coordinates and collaborates with appropriate program delivery personnel and the senior leadership. Ensures efficient use of material resources for finance and administration by assessment needs, development of budget recommendations, and management of resources within the budgetary constraints imposed by the College.
8. Designs and implements a variety of financial analyses to support College operational decisions: current-year ongoing financial forecasting, long-term financial forecasting and budgeting, historical analysis of financial performance for the College as well as individual programs and initiatives, and other analyses as requested by internal or external sources.
9. Responsible for compliance with applicable laws and regulations, including the conduct of the College, College Foundation, and Faculty Student Association annual independent audits.
10. Maintains the expertise necessary to ensure that all financial accounting and reporting is conducted in compliance with FASB, GASB, and SUNY requirements through research and continuing professional education.
11. Manages cash flow for the College, FSA, and Foundation by managing the timing of purchasing, slowing accounts payable when necessary, negotiating favorable payment terms with vendors, increasing collection rates and negotiating prepayments with the sponsoring counties and/or State. Enhance the budgeting process and financial reporting by including cash flow projections.
12. Directs the staff and managers of Budget and Finance. Ensures effective use of human resources by recommending hiring, disciplinary, and other administrative actions together with the training, motivating, evaluating, and counseling assigned personnel. Conducts all personnel matters in accordance with federal, state, and local Equal Employment /Affirmative Action Law, other applicable laws, regulations, and collective bargaining agreements.
13. Assures the efficient use of material resources by assessment of department needs, development of budget recommendations, and management of the department within the budgetary constraints imposed by the College.
14. Represents the College in matters of finance and administration, interacting with local, state, and federal agencies. Reviews contracts for both internal and external services.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Vice President of Finance	M/C	3 of 4

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Finance	President	Board of Trustees March 16, 2023

15. Leads the development and implementation of operational strategies, policies, and long-range plans that align administrative services with the College's mission, strategic plan, and external environment.
16. Assists the President with college-wide planning and resource allocation. Maintains enrollment projection model in collaboration with members of the senior leadership team.
17. Serves as one of the negotiators for the College during contract negotiations. Participates with the V.P. for Human Resources and other Administrative Council representatives in regular labor-management committee discussions in collaboration with union representatives.
18. Serves on Executive Leadership Team, President's Cabinet, and other College committees. Performs other related tasks as assigned.
19. Manages the Foundation Endowments.
20. Occasional travel required.

SUPERVISION

Types Supervised (check each category):

- Classified Staff
- Administrative
- Faculty
- Adjunct faculty, students, etc.
- FSA Staff

Indicate number in each category:

- 7 # of Classified Staff
- 1 # of Administrative
- ___ # of Faculty
- ___ # of Adj. faculty, students, etc.
- ___ # of FSA Staff

MINIMUM QUALIFICATIONS

Master's degree in Business Administration or related field plus ten years of progressively responsible administrative/supervisory experience with a staff greater than five. Management of a budget in excess of \$20M.

Experience in an institution of higher education OR familiarity with GASB & Fund Accounting

Ability to manage in a changing educational environment.

High ethical standards with a commitment to excellence and integrity

Excellent written and oral communication skills

Demonstrated ability to work successfully with persons from diverse backgrounds, and commitment to diversity and inclusive initiatives.

TOMPKINS CORTLAND COMMUNITY COLLEGE**POSITION TITLE**

Vice President of Finance

GRADE

M/C

PAGE

4 of 4

ORGANIZATIONAL UNIT

Finance

REPORTS TO

President

APPROVED BY

Board of Trustees

March 16, 2023

PREFERRED OUALIFICATIONS

- CPA
- Experience in an institution of higher education
- Familiarity with GASB & Fund Accounting

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-49**

**Resolution to Determine Professional Service
Professional Administrator Position Titles**

WHEREAS, the Board of Trustees supports the College’s continued efforts to advance a robust, efficient and clear organizational structure, while preserving flexibility to adapt to changes as they occur and appropriate titles provide a logical and intuitive organizational structure and are important for recruiting and retaining talent; and

WHEREAS, the College Administration requests approval of the following position titles that meet the “professional service” standard as defined in New York State Education Law for inclusion into the roster of positions listed in Article 7.1 of the Professional Administrator’s Association Collective Bargaining Agreement, to be applied by the President as appropriate:

- Director of Adult Student Enrollment and SUNY ReConnect
- Director of Advancing Success in Associate Pathways
- Director of Athletics
- Director of Grants and Compliance
- Director of Student Success Services
- Executive Director for Community Engagement and Campus Partnerships
- Executive Director of Campus Technology
- Financial Aid Counselor

WHEREAS, no new funding is required for these positions and the nature and scope of duties and responsibilities, reporting structure and qualifications are currently in place for these positions as defined by the attached position descriptions; be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College determines that the titles listed above be included in the professional service roster, as defined by section 6303 of the New York State Education Law, subject to the approval of the Chancellor of the State University of New York, and be it further

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

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, **NANCY MURPHY, CLERK** of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 18th day of 2026, and the same is a complete copy of the whole of such resolution.

**Resolution to Determine Professional Service
Professional Administrator Position Titles
Continued**

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 18th day of 2026.

Clerk of the Board of Trustees
Tompkins Cortland Community College

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u> Director of Adult Student Enrollment and SUNY Reconnect (Grant Funded)	<u>GRADE</u> 4	<u>PAGE</u> Page 1 of 3
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<u>ORGANIZATIONAL UNIT</u> Enrollment Management/Admissions	<u>REPORT TO</u> Dean of Admissions & Recruitment	<u>APPROVED BY</u>
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SUMMARY:

Provides strategic leadership for the recruitment, enrollment, and success of post-traditional adult students, as well as for the State University of New York (SUNY) Reconnect Program. Ensures clear, accessible pathways for adult learners and integrates SUNY Reconnect students into the College's broader enrollment management and student support infrastructure.

Leads, recruitment, onboarding, and ongoing support for all post-traditional adult students, including those eligible for and participating in the SUNY Reconnect Program. Serving as the primary liaison between the College and SUNY Administration, and adult learners. Coordinates cross-departmental collaboration across enrollment management, student services, academic affairs, and financial support to advance enrollment goals and ensure a seamless, student-centered experience. Represents post-traditional adult students and SUNY Reconnect on internal and external committees to strengthen program and service visibility, alignment, and sustainability.

Oversee all administrative and operational aspects of the SUNY Reconnect Program, ensuring compliance with SUNY requirements and evaluating outcomes through data collection, analysis, and reporting using Customer Relations Manager systems and student information systems. Responsibilities include supervision of staff, day-to-day management of the Adult Learner Support Hub, on-campus programming, and recruitment-related travel.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Manage day-to-day operations of the Adult Student Support Hub to ensure effective student services, programming, and operational efficiency.
2. Supervise professional administrators in the Adult Student Support Hub, including hiring, training, performance evaluation, and professional development.
3. Responsible for leading the SUNY Reconnect Implementation and Tracking Workgroup to ensure seamless student progression from admission through graduation.
4. Provide leadership and coordination for onboarding and enrollment efforts, ensuring post-traditional adult students are fully integrated into orientation, academic planning, and engagement activities.
5. Lead outreach, recruitment, and entry-level enrollment strategies to connect post-traditional adult students with SUNY Reconnect and the College.
6. Design, implement, and assess strategies to meet enrollment, persistence, and completion goals for post-traditional adult learners, including summer bridge programs.
7. Oversee post-traditional adult students' progression through admissions, prior-learning assessment (PLA), SUNY Reconnect program selection, and financial processes, ensuring clear guidance and navigation of college systems and policies.
8. Ensure post-traditional adult students are fully supported through advising, registration, and retention activities, and provide leadership for student engagement initiatives, including workshops, mentoring, coaching, and peer programs.
9. Research, develop, and recommend enhancements to the adult student experience, including leading an Adult Student Advisory Committee of students and faculty.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLEDirector of Adult Student Enrollment
and SUNY Reconnect (Grant Funded)**GRADE**

4

PAGE

Page 2 of 3

ORGANIZATIONAL UNIT

Enrollment Management/Admissions

REPORT TO

Dean of Admissions & Recruitment

APPROVED BY

10. Build and sustain collaborative relationships with internal departments and external partners to support adult student success, as well as with the TC3 Foundation on various scholarship opportunities.
11. Monitor program performance metrics and use data to inform decision-making, continuous improvement, and alignment with the College and SUNY objectives.
12. Develop, implement, and maintain operational practices, policies, and procedures aligned with the mission and goals of Adult Student Admissions and Adult Student Success.
13. Prepare required reports, maintain compliance and budget documentation, stay current on SUNY Reconnect policy and best practices, serve on relevant committees, and perform other duties as assigned.

SUPERVISION

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct Faculty
 Students

Indicate the number in each category:

of Classified Staff
 2 # of Administrative
 # of Faculty
 # of Adjunct Faculty
 # of Students

MINIMUM QUALIFICATIONS:

Bachelor's degree and four (4) years of experience in case management, college admissions, enrollment management, student affairs, or a closely related field.

- Supervisory responsibility, including team development
- Budget management
- Experience using data management and/or student information systems, or equivalent technologies
- Ability to meet the travel requirements of the position, including overnight travel, as well as evening and weekend hours in support of recruitment and special events

DESIRED QUALIFICATIONS:

Master's degree in Adult Education, Higher Education Administration, Higher Education Leadership, Enrollment Management, Admissions, Counseling, or closely related, and five (5) years of experience in academic/student affairs experience in a community college setting.

- Experience coordinating and providing enrollment support (e.g., admissions, onboarding, programming, advisement services)
- Strong analytic and problem-solving skills
- Excellent written, oral, and interpersonal communication skills
- Strong project management and organizational skills, with the ability to manage multiple priorities effectively
- A demonstrated sensitivity and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of post-traditional college students

PHYSICAL SKILLS AND ABILITIES:

This position requires some evening and weekend work in support of special projects and events, which includes tabling off campus and standing for long periods of time will be required, as well as occasional travel.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Advancing Success in Associate Pathways (ASAP)	4	1 of 2

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Management	Dean of Enrollment Operations	

SUMMARY

Reporting to the Dean of Enrollment Operations & Welcome Center Services, the Director of Advancing Success in Associate Pathways (ASAP) will oversee the implementation and management of the ASAP program at Tompkins Cortland Community College. This program is designed to support students in completing their degrees on time by providing comprehensive academic, financial, and personal support. The director will represent the College's ASAP programs on all relevant committees, within and outside the College, developing and maintaining relationships that create buy-in and allow the program to operate successfully as part of the College. The Director will implement SUNY ASAP policy and develop local program policies and processes to meet the program's mission, as well as develop the local strategy to meet program enrollment/recruitment targets each semester. The Director will manage all aspects of the program, ensure fidelity to the established model, and collaborate with SUNY and various college departments to achieve program goals and ensure student success. Proficiency in data management and reporting tools including demonstrated experience using a CRM, student information system, or equivalent technologies.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Lead the implementation and coordination of the ASAP program, ensuring alignment with SUNY guidelines, policies, and objectives.
2. Assure effective use of human resources by recommending hiring, disciplinary, and other human resources actions and training, motivating, evaluating, and counseling assigned personnel. Conduct all personnel matters in accordance with federal, state, and local Equal Opportunity/Affirmative Action Laws, other applicable regulations, and collective bargaining agreements.
3. Manage the program budget, ensuring effective allocation of resources and compliance with funding requirements.
4. Sustain the efficient use of material resources by assessing program needs, developing budget recommendations, and managing the program within budgetary constraints.
5. Carefully monitor program metrics and utilize data to inform decision-making and program management.
6. Prepare reports and maintain program records as required by the College and SUNY in a timely and professional manner, including budget management and control.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Advancing Success in Associate Pathways (ASAP)	4	1 of 2

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Management	Dean of Enrollment Operations	

7. Establish and maintain relationships with internal departments and external partners to enhance program effectiveness and student success.
8. Formulate and implement local program policies and processes that align with the overarching mission of ASAP.
9. Develop strategies to meet enrollment targets and support student retention through comprehensive services.
10. Establish relationships within the Division of Enrollment Management & Student Affairs and the college with those integral to programming including, but not limited to Admissions, Registrar, Student Success, Educational Opportunity Program, and Financial Aid.
11. Maintain best practices regarding student enrollment, student development theory, academic program requirements, financial aid eligibility requirements, academic standards, college and community resources, and college policies and procedures.
12. Serve on various college committees related to enrollment and student success initiatives and perform other related tasks as assigned.
13. Assist with campus-wide initial advisement and onboarding initiatives, ensuring ASAP students are fully integrated into orientation, academic planning, and early engagement activities.
14. Other duties as assigned.

SUPERVISION

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct Faculty
 Students

Indicate the number in each category:

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

MINIMUM QUALIFICATIONS

Bachelor's degree and at least four years of student and/or employee development. Related work experience including supervisory roles, developing effective teams, and budget oversight. Strong project management and organizational skills, with the ability to manage

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Advancing Success in Associate Pathways (ASAP)	4	1 of 2
<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Management	Dean of Enrollment Operations	

multiple priorities simultaneously. Must demonstrate the ability to meet the travel requirements of the position. Periodic travel and some evenings and weekends in support of special projects and events will be required.

DESIRED QUALIFICATIONS

Master's degree in Higher Education Administration or Higher Education Leadership, Counseling, or fields related to this position; four years or more of academic/student affairs experience in a college setting; Experience coordinating and providing academic support (e.g., programming, advisement services); Strong analytic and problem-solving skills; Excellent written, oral, and interpersonal communication skills; A demonstrated sensitivity to and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of college students.

PHYSICAL SKILLS AND ABILITIES

This position requires some evening and weekend work in support of special projects and events will be required, as well as occasional travel.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Athletics	4	Page 1 of 1

<u>ORGANIZATIONAL UNIT</u>	<u>REPORT TO</u>	<u>APPROVED BY</u>
Enrollment Management & Student Affairs	Executive Director of Community Engagement & Campus Partnerships	

SUMMARY:

Provides vision, leadership, and strategic management for the College's National Junior College Athletic Association (NJCAA) intercollegiate athletic program. This role is responsible for program development as well as supervision of coaching staff and the Athletic Trainer, and promotion of student-athlete academic and athletic success. Responsible for ensuring regulatory compliance, operational oversight, budget management, fundraising, and collaboration across the College to support recruitment, retention, and student achievement.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Provide vision, leadership, and strategic direction for the NJCAA intercollegiate athletic program in alignment with the College's mission, values, and institutional priorities, including short- and long-term program planning to strengthen competitiveness and student-athlete success.
2. Supervise, hire, mentor, and evaluate coaching staff and the Athletic Trainer, including performance management, professional development, and ensuring all staff maintain required certifications.
3. Promote recruitment, retention, and holistic success of student-athletes, supporting academic achievement, personal development, behavioral accountability, and athletic growth in collaboration with Admissions, Academic Affairs, Student Success, and faculty.
4. Ensure institutional compliance with NJCAA regulations, Title IX, student-athlete eligibility requirements, and all federal, state, and College policies, including maintaining accurate records, rosters, and reporting.
5. Manage athletic program budgets, resources, facilities, and equipment, ensuring operational planning, safety standards, lifecycle management, and effective utilization in coordination with Finance and Financial Aid.
6. Oversee all intercollegiate athletic events, including scheduling, transportation, officials, game security, and game-time management, ensuring high-quality, student-centered experiences.
7. Develop, implement, and assess strategies to maintain roster stability, full and sustainable team sizes, program sustainability, and competitive success using institutional systems such as Slate, Customer Relations, Management, and assessment data.
8. Utilize data and assessment outcomes to evaluate program effectiveness, guide improvements, manage rosters, allocate resources, and monitor student-athlete academic progress, retention, and eligibility.
9. Foster a culture of professionalism, sportsmanship, equity, and student-centered service across all athletic activities.
10. Represent the College to NJCAA, regional athletic associations, conferences, and partner institutions, advocating for the College's programs and participating in collaborative initiatives.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Director of Athletics

GRADE

4

PAGE

Page 2 of 2

ORGANIZATIONAL UNIT

Enrollment Management & Student Affairs

REPORT TOExecutive Director of
Community Engagement &
Campus Partnerships**APPROVED BY**

11. Coordinate and lead fundraising initiatives, including team campaigns, camps, clinics, and special events, in partnership with institutional offices to support program and student-athlete needs.
12. Oversee risk management practices, including safety protocols, emergency action plans, and injury prevention, collaborating with Athletic Trainer and other relevant staff.
13. Collaborate across the College to integrate Athletics with student recruitment, enrollment strategies, and retention initiatives, enhancing institutional priorities and student success.
14. Perform other duties as assigned consistent with the scope of the position, including service on College committees and participation in institutional activities.

SUPERVISION

Types Supervised (check each category):

- Classified Staff
 Administrative
 Faculty
 Adjunct Faculty
 Students

Indicate the number in each category:

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

Supervises full-time and part-time staff, including coaching personnel and the Athletic Trainer.

MINIMUM QUALIFICATIONS:

Master's degree in Sports Management, Business Administration, or a closely related field and two (2) years of experience in collegiate athletic administration OR Bachelor's degree in Sports Management, Business Administration, or a closely related field, and four (4) years of collegiate athletics administration

- Demonstrated knowledge of compliance regulations, student-athlete eligibility standards, athletic program operations, and budget management.
- Must possess and maintain certifications in First Aid, CPR/AED for the Professional Rescuer, and Bloodborne Pathogen training.

DESIRED QUALIFICATIONS:

Demonstrated experience in athletic program administration, staff supervision, recruitment strategy, budget oversight, and fundraising. Strong leadership, communication, organizational, and relationship-building skills. Demonstrated success supporting student-athlete academic achievement, retention, and program development.

PHYSICAL SKILLS AND ABILITIES:

Frequent evening and weekend work required. Ability to travel as required for competitions, meetings, and recruitment activities. Ability to perform duties associated with athletic events, including extended periods of standing and walking.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Grants and Compliance	4	Page 1 of 2

<u>ORGANIZATIONAL UNIT</u>	<u>REPORT TO</u>	<u>APPROVED BY</u>
Institutional Effectiveness	Vice President of Institutional Effectiveness	

SUMMARY:

Provides leadership, coordination, and oversight for the full lifecycle of externally funded grants. This includes federal, state, local, and private (non-philanthropic) grants supporting academic programs, workforce initiatives, student support services, and institutional priorities.

Ensures all grant operations comply with Office of Management and Budget Uniform Guidance (2 CFR 200), State University of New York and New York State requirements, sponsor regulations, and the College's policies. The position serves as the College's central resource on grant compliance and works closely with Academic Affairs, Student Enrollment and Student Affairs, the Business Office, and project PIs and directors to support development, implementation, monitoring, and close-out of funded projects. Responsible for overseeing expected outcomes and ensuring all required reports and documentation are completed and submitted.

Supports institutional improvement efforts, including assessment, accreditation, planning, and data-informed decision-making. Occasionally, the Director may serve as interim Principal Investigator (PI) or project manager to maintain continuity and ensure project success.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Oversee all post-award operations for the College's grant portfolio, including monitoring deliverables, assessing performance indicators, reviewing expenditures, and ensuring compliance with sponsor and institutional requirements of relevant policies and procedures.
- Support the launch and implementation of newly awarded grants, including staffing coordination, procurement, equipment acquisition, partner communication, and required documentation.
- Prepare monthly and quarterly summaries for leadership, highlighting achievements, risks, budget considerations, and recommended adjustments.
- Review project data, evaluate grant performance against expected outcomes, and ensure all required reports and documentation are completed with accuracy and submitted on time.
- Partner with various departments on campus to identify and pursue grant opportunities aligned with the College's mission, strategic priorities, workforce needs, and student success initiatives.
- Collaborate with faculty, staff, and administrators to develop viable grant concepts and ensure proposed projects align with the College's capacity and sustainability considerations.
- Build and maintain relationships with community agencies, regional employers, educational institutions, and government bodies to support collaborative grant development and implementation.
- Contribute to the development, refinement, and implementation of grants policies and procedures related to development, compliance, and reporting.
- Support PIs and project directors throughout the grant lifecycle by offering guidance on implementation planning, fiscal compliance, reporting timelines, documentation standards, and allowable costs.
- Serve as interim PI or project manager during staffing transitions to maintain continuity of operations and project compliance.
- Provide accurate and timely information, analysis, and strategic recommendations to division and campus leadership regarding grant opportunities and performance.
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TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Grants and Compliance	4	Page 2 of 2

<u>ORGANIZATIONAL UNIT</u>	<u>REPORT TO</u>	<u>APPROVED BY</u>
Institutional Effectiveness	Vice President of Institutional Effectiveness	

- Collaborate with proposal writers, consultants, and internal teams to prepare required proposal documents, including budgets, narratives, justifications, forms, and data summaries.
- Develop and facilitate training sessions for faculty, staff, supervisors, and administrators on grant compliance, project management, and reporting expectations.
- Use the train-the-trainer model to enhance project management capacity at the College.
- Partner with the Financial Office and grant accounting staff to ensure accurate fiscal management, documentation, and budget monitoring for grant-funded projects.
- Support the development, issuance, and amendment of subrecipient agreements; coordinate subrecipient monitoring reviews.
- Serve as the primary liaison to external partners on issues related to grant compliance, reporting, and fiscal accountability.
- Maintain internal workflows and documentation systems to support compliance with procurement, eligibility verification, equipment inventory, and close-out procedures.
- Troubleshoot and resolve compliance or operational challenges promptly and collaboratively.
- Participate in College committees, task forces, and collaborative initiatives related to planning, assessment, compliance, or grant strategy.
- Support the broader work of Institutional Effectiveness by participating in strategically important initiatives.
- Provide recommendations for improving grant-related workflows, tracking systems, templates, and institutional processes.

SUPERVISION:

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct Faculty
 Students

Indicate the number in each category:

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

MINIMUM QUALIFICATIONS:

- Master's Degree
- At least two years of supervisory or project leadership experience.
- Experience developing or contributing to grant proposals.
- Experience with interpreting federal or state regulations relevant to high education.

DESIRED QUALIFICATIONS:

- Experience working in higher education, particularly within a community college setting.
- At least three years of experience managing grant-funded projects, including interpreting federal and state regulations, and managing program budgets.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Student Success Services	5	1 of 3
<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Operations & Welcome Center Services	Dean of Enrollment Operations & Welcome Center Services	

SUMMARY

Provides strategic leadership for the design, implementation, and continuous improvement of institution-wide student success initiatives that advance persistence, progression, and completion. Leads proactive, data-informed strategies emphasizing early identification of risk, timely intervention, and the expansion of success coaching grounded in learning-centered, strengths-based student development. Collaborates across academic, financial, and student support functions, including the Panther Welcome Center one-stop, to ensure student success services are aligned, coordinated, and responsive to student needs. Leverages multiple technology tools and platforms to support student appointments, early alert, tracking, and coordinated interventions, and works in partnership with Academic Affairs to support and lead advisement initiatives across the campus.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Provides vision and leadership for a coordinated student success framework that promotes student engagement, academic progress, and equitable outcomes, ensuring alignment with institutional goals and priorities.
2. Leads the design, implementation, and continuous refinement of a comprehensive success coaching model that addresses transitional, behavioral, and non-academic barriers while complementing academic guidance and advising structures.
3. Oversee the development, implementation, and ongoing improvement of early alert and intervention systems, utilizing multiple student success and administrative tools to provide timely support to students demonstrating risk factors.
4. Provides oversight of entering student advisement, placement, registration, and transition-related processes, including services offered through the Panther Welcome Center one-stop, ensuring students experience a smooth entry and are effectively connected to ongoing success resources.
5. Partners with Academic Affairs to support and lead campus-wide advisement initiatives, fostering a coordinated approach to academic guidance, referrals, and student progress tracking.
6. Designs and implements proactive success initiatives, including credit-threshold interventions and targeted strategies to assist Faculty Advisors and other student support personnel in guiding students toward timely completion.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Student Success Services	5	2 of 3

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Operations & Welcome Center Services	Dean of Enrollment Operations & Welcome Center Services	

7. Monitors and reviews early momentum and performance metrics, including gateway course completion, credit accumulation, and retention indicators, to provide leadership, inform strategy, and guide institutional interventions.
8. Develops and oversees training, tools, and resources for advisors, success coaches, staff, and students, promoting consistent practices, shared understanding of processes, and effective referral pathways.
9. Responsible for ensuring student success initiatives are inclusive and equitable, addressing the needs of diverse, underserved, and at-risk student populations to promote access, persistence, and completion.
10. Collaborates across the institution, including academic, financial, and student support functions, to embed student success priorities into institutional policies, programs, and services, ensuring alignment with the College's strategic plan.
11. Advocates for and implements technology solutions that enhance early alert, student appointments, tracking, communication, and coordinated support, ensuring tools are effectively used to improve student outcomes.
12. Provides oversight and coordination of student-facing services in one-stop contexts, ensuring staff deliver high-quality advisement, coaching, and intervention, modeling best practices, supporting professional development, and using insights to inform continuous improvement of services.
13. Leads the Student Success team, including hiring, supervision, evaluation, and professional development, ensuring efficient use of human resources and fostering a culture of excellence.
14. Oversees budget and resource management, ensuring effective allocation of fiscal and material resources to support student success priorities and operational needs.
15. Engages with internal and external stakeholders, including college and community committees, professional networks, and higher education organizations, to advance student success initiatives, share best practices, and foster collaborative partnerships.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Student Success Services	5	3 of 3

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Operations & Welcome Center Services	Dean of Enrollment Operations & Welcome Center Services	

SUPERVISION

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct faculty, students, etc.

Indicate number of direct reports in each category:

 1 # of Classified Staff
 # of Administrative
 4.0 # of Faculty
 20-25 # of Adj. faculty, students, etc.
 (seasonal faculty advisors)

MINIMUM QUALIFICATIONS

Master's degree in Student Affairs, Higher Education, Education, or a closely related field with a minimum of two (2) years of management or supervisory experience in a student-facing functional area or a Bachelor's degree in a related field with a minimum of five (5) years of progressively responsible experience in student development, academic advising, or student success.

DESIRED QUALIFICATIONS

- Preferred qualifications include experience with student success initiatives such as advising, retention, and targeted interventions
- Use of student success technologies, early alert systems, and data-informed decision-making
- Experience leading organizational or systems-level change in student success, advising, or retention.
- A demonstrated commitment to equity, inclusion, and supporting diverse student populations including traditional and post-traditional (adult) learners is desired,
- Strong collaboration, communication, and leadership skills, community college experience
- Understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of college students.

PHYSICAL SKILLS AND ABILITIES

This position requires some evening and weekend work in support of special projects and events will be required, as well as occasional travel.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Executive Director for Community
Engagement & Campus Partnerships

GRADE

5

PAGE

1 of 3

ORGANIZATIONAL UNIT

Student Affairs

REPORTS TO

Associate Vice President
of Student Affairs

APPROVED BY**SUMMARY**

Provides executive leadership for Athletics and drives the development of strategic community partnerships, signature events, and revenue-generating initiatives that advance student success, enhance institutional visibility, and expand the College's regional presence.

Leverages the College's athletic, wellness, and campus assets, including the fieldhouse, pool, fitness and wellness centers, childcare facilities, conference rooms, and outdoor spaces, to create innovative programming, collaborative initiatives, and sustainable revenue streams. Provides strategic oversight of the Athletics program, ensuring that student-athletes thrive academically and personally, that programs align with institutional priorities, and that Athletics serves as a visible platform for community engagement and regional partnerships.

Coordinates and promotes campus facility rentals for community, educational, and cultural events, ensuring efficient use of space and alignment with institutional priorities. This position also provides leadership in aligning event planning across campus, streamlining processes, and improving efficiency and consistency of programs. Serves on the Enrollment Management and Student Affairs Division Executive Committee, contributing to strategic planning, division-level decision-making, and cross-functional initiatives that support institutional priorities and student success.

NATURE AND SCOPE

1. Lead and supervise the Director of Athletics to ensure alignment of Athletics programs with student success, retention, and co-curricular engagement goals.
2. Provide strategic guidance for the development of Athletics programs, events, and initiatives that enhance institutional visibility and strengthen community engagement.
3. Develop and maintain collaborative partnerships with community, regional, and public service organizations that enhance student experiences, expand programming opportunities, and strengthen institutional visibility.
4. Represent the College in community, nonprofit, civic, and business networks to build relationships and promote institutional reputation.
5. Design, coordinate, and implement high-impact athletic events, tournaments, camps, clinics, and signature programs that generate revenue, increase institutional visibility, and support student engagement.
6. Actively promote and coordinate campus facility rentals, including athletic and wellness spaces, conference rooms, and outdoor areas, for community, educational, and cultural events.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Executive Director for Community Engagement & Campus Partnerships	5	2 of 3

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Student Affairs	Associate Vice President of Student Affairs	

7. Provide leadership in aligning event planning across campus, streamlining processes, and enhancing the efficiency, consistency, and impact of College events.
8. Strategically leverage campus assets for Athletics, partnerships, signature events, and community programming that align with institutional priorities and generate net revenue.
9. Partner with internal offices, including Workforce and Continuing Education, to expand programming opportunities for regional partners and the community.
10. Collaborate with the College Foundation to align sponsorships, fundraising efforts, and donor engagement with institutional priorities.
11. Collect, track, and analyze data on Athletics and program outcomes, partnerships, facility rentals, and event efficiency to guide decision-making and inform continuous improvement.
12. Contribute to long-term planning for Athletics, community engagement, external partnerships, and strategic use of campus facilities to support student success, institutional priorities, and revenue sustainability.
13. Serve as a member of the Enrollment Management and Student Affairs Division Executive Committee, providing leadership and strategic input on division-wide priorities, initiatives, and cross-functional projects.
14. Promote innovation and strategic communication by developing new programs, partnerships, and initiatives that enhance community engagement, event activity, and institutional impact.

SUPERVISION

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct faculty, students, etc.

Indicate number of direct reports in each category:

of Classified Staff
 # of Administrative
 # of Faculty

(seasonal faculty advisors)

MINIMUM QUALIFICATIONS

Master's degree in Higher Education Administration, Business Administration, Public Administration, Sports Management, or a closely related field and (5) five years of progressive leadership experience in higher education, community partnerships, Athletics administration, or revenue-generating initiatives and a minimum of two (2) years of management or supervisory experience in a student-facing functional area; or a Bachelor's degree in Business

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Executive Director for Community
Engagement & Campus Partnerships

GRADE

5

PAGE

3 of 3

ORGANIZATIONAL UNIT

Student Affairs

REPORTS TO

Associate Vice President
of Student Affairs

APPROVED BY

Administration, Public Administration, Sports Management or closely related and of seven (7) progressive leadership experience in higher education, community partnerships, Athletics administration, or revenue-generating initiatives and a minimum of two (2) years of management or supervisory experience in a student-facing functional area;

- Demonstrated ability to develop and sustain strategic partnerships with external organizations and vendors.
- Experience generating revenue through facility rentals, events, or collaborative initiatives.
- Experience overseeing student-focused services or Athletics programs.
- Strong communication, relationship-building, and negotiation skills.
- Ability to represent the College effectively in community and regional settings.

DESIRED QUALIFICATIONS

The ideal candidate will have progressive leadership experience, a track record of building and sustaining strategic partnerships, and the ability to oversee student-focused programs and campus-based initiatives that enhance engagement, revenue, and institutional impact.

- Five (5) or more years of leadership in higher education, community partnerships, Athletics administration, or revenue-generating initiatives.
- Demonstrated success developing and maintaining external partnerships and facility collaborations.
- Experience generating revenue through events, facility rentals, or collaborative initiatives.
- Proven ability to coordinate and align campus programs and events for efficiency and impact.
- Strong communication, relationship-building, and negotiation skills.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Executive Director of
Campus Technology

GRADE

6

PAGE

1 of 2

ORGANIZATIONAL UNIT

Campus Technology

REPORTS TO

Vice President
of Administration

APPROVED BY

Board of Trustees
DATE

SUMMARY:

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

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Executive Director of Campus Technology	6	2 of 2

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Campus Technology	Vice President of Administration	Board of Trustees DATE

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

SUPERVISION

Types Supervised (check each category):

Classified Staff
 Administrative
 Faculty
 Adjunct faculty, students, etc.

Indicate number in each category:

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

MINIMUM QUALIFICATIONS

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

DESIRED QUALIFICATIONS

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

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u> Financial Aid Counselor	<u>GRADE</u> 2	<u>PAGE</u> 1 of 2
<u>ORGANIZATIONAL UNIT</u> Enrollment Operations & Welcome Center Services	<u>REPORTS TO</u> Director of Financial Aid	<u>APPROVED BY</u>

SUMMARY

The Financial Aid Counselor provides high-quality counseling and support to students and families throughout the financial aid process, ensuring access to higher education. This role administers federal, state, and institutional financial aid programs while maintaining compliance with all applicable regulations. The Financial Aid Counselor also engages in proactive outreach, financial literacy education, and customer service activities designed to support student enrollment and persistence. This position may require periodic evening or weekend hours during peak enrollment periods and occasional travel for training or outreach.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Provide high-quality financial aid counseling to students and families regarding eligibility, application processes, award packages, and financing options; respond to inquiries and resolve difficult situations with professionalism and empathy.
2. Assist students with Free Application for Federal Student Aid, Tuition Assistance Program, and other financial aid applications and documentation, including proactive outreach and support to complete requirements.
3. Review financial aid applications, determine eligibility, and prepare award packages using federal, state, and institutional aid programs; monitor and adjust awards based on changes in enrollment, finances, or academic performance.
4. Administer Title IV federal and state financial aid programs, including disbursement coordination and compliance with regulations and institutional policies.
5. Complete verification and other required processes for selected student files; perform regular quality assurance and data integrity checks to ensure accuracy and compliance.
6. Serve in a designated special assignment aligned with institutional student success and equity initiatives, providing targeted financial aid counseling, outreach, and coordination for specific programs or student populations. Special assignments may include, but are not limited to:
 - a. Basic needs support (e.g., food insecurity, wellness resources, emergency or loan programs)
 - b. Financial literacy initiatives
 - c. Housing or residential students
 - d. First-generation students
 - e. SUNY ReConnect, Educational Opportunity Program (EOP), SUNY Advancing Success in Associate Programs (ASAP), student-athletes, or other emerging student success priorities
 - f. Special assignments are reviewed periodically and may change based on institutional needs.

TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Financial Aid Counselor	2	2 of 2
<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
Enrollment Operations & Welcome Center Services	Director of Financial Aid	

7. Assist with professional judgment reviews, appeals, and monitoring of student eligibility and Satisfactory Academic Progress (SAP).
8. Provide financial aid information and support at campus events, open houses, and community outreach activities; contribute to office customer engagement goals and continuous service improvement.
9. Maintain regular office hours to assist students with outstanding financial aid requirements, including periodic evening and weekend hours during peak enrollment periods.
10. Collaborate with campus partners to support student success and participate in college initiatives and committee work as assigned.
11. Stay current on federal, state, and institutional financial aid regulations through training, professional development, and participation in relevant associations; assist with audits and program reviews.

MINIMUM QUALIFICATIONS:

Bachelor's degree and one (1) year of experience working in a financial aid office, social services, human services, community-based organizations, or another closely related field supporting individuals with financial, educational, or basic-needs challenges or Associate's degree and 2 years of experience working in a financial aid office, social services, human services, community-based organizations, or a closely related field supporting individuals with financial, educational, or basic-needs challenges, and

- Experience in customer service or student support roles, with strong communication and organizational skills.
- Demonstrated ability to work accurately with confidential information and meet deadlines in a fast-paced environment.

DESIRED QUALIFICATIONS:

Experience working in a higher education institution, particularly in financial aid, enrollment services, student success, or a related student support area.

- Knowledge of Banner Financial Aid or similar student information systems.
- Experience with FAFSA, TAP, Title IV, verification, and state aid processes, with demonstrated problem-solving skills and the ability to navigate complex student situations.
- Commitment to student-centered service, equity, and supporting students with financial, academic, and personal barriers to access and persistence.

Year-End Report from President Kremenek

- College Senate heard a presentation from President Kremenek to wrap up AY25-26, detailing our work on Middle States accreditation, shared governance, and progress on the strategic plan, shared governance, Achieving the Dream initiatives, and policy development.
- President Kremenek reported that the college audit was nearly complete, work is underway to update the Foundation operating agreement with the college, and the AY26-27 budget is being finalized. She stressed the challenging financial context, including ongoing flat state funding and rising health insurance costs.
- President Kremenek finished with goals for the upcoming year, including Middle States accreditation, support for the Faculty Senate, and greater alignment of planning efforts around student success.

Middle States Report from VP Malvika Talwar

- VP Malvika Talwar gave an update following the recent visit from team chair Dr. McMenamin. She noted that no new compliance gaps were identified; only previously known issues remain, and plans are in place to address them.
- She reported the focus is now on demonstrating compliance, making evidence more visible, and revisions to the Standard 7 chapter on governance.

Academic Integrity Policy from Associate Dean Merryn Clay

- Merryn Clay provided an overview of the new academic integrity policy, recently passed by the faculty.
- She highlighted the extensive consultation that went into shaping the policy, addressing issues of inconsistency and clarity, and distinguishing violations from learning-related issues.

Curriculum Committee Votes

New Program: Cybersecurity A.S.

- Assistant Professor David Green proposed and presented the new program, noting that it was designed for flexibility and could be used for transfer or immediate workforce entry.

- **Passed College Senate: 11 aye, 0 nay**

Program Discontinuation: Human Services A.A.S.

- Discontinuation is due to changes in federal financial aid. Professor Patty Tvaroha adjusted the Human Services A.S. to accommodate students who are interested in going directly into the workforce.
- **Passed College Senate: 11 aye, 0 nay**

Program Discontinuation: Criminal Justice Certificate

- Determined to have limited value for employment or academy preparation
- **Passed College Senate: 11 aye, 0 nay**

Resolution Supporting Collaborative Governance During the Provisional Faculty Senate Year

The Senate reviewed and passed a resolution supporting the Faculty Senate and committing to collaborative governance:

- Recognizes Faculty Senate's role in academic policy and faculty governance
- Affirms continued role of College Senate in college-wide communication and planning
- **Passed College Senate: 11 aye, 0 nay**

Resolution Supporting Collaborative Governance During the Provisional Faculty Senate Year

Whereas, shared governance is a foundational principle of the State University of New York system and of Tompkins Cortland Community College, supporting meaningful participation of faculty, staff, students, and administration in institutional decision-making; and

Whereas, the College Senate serves as a representative governance body for the broader college community and plays a central role in promoting communication, transparency, and collaboration across constituencies; and

Whereas, the faculty have adopted, on a provisional basis, bylaws establishing a Faculty Senate for a one-year trial period to strengthen faculty representation and engagement in governance;

Whereas, the provisional establishment of a Faculty Senate provides an opportunity to build effective structures, relationships, and processes that enhance shared governance across the College;

Now, therefore, be it resolved that:

Recognition and Support

The College Senate formally recognizes and supports the one-year provisional establishment of the Faculty Senate and affirms its commitment to the principles and goals outlined in that resolution.

Commitment to Collaboration

During the provisional year, the College Senate shall actively collaborate with the Faculty Senate to advance shared governance, including but not limited to:

- a. **Governance Coordination.** Working jointly to clarify roles, responsibilities, and relationships between shared governance bodies;
- b. **Communication and Alignment.** Establishing regular channels of communication and consultation to ensure alignment of priorities, transparency in decision-making, and mutual awareness of initiatives;
- c. **Committee and Council Relationships.** Coordinating with standing committees and councils to ensure effective integration of Senate structures and avoid duplication of effort;

d. **Collaboration with Administration.** Partnering with the Faculty Senate in developing and strengthening constructive working relationships with College administration in support of shared governance;

e. **College-Wide Governance Framework.** Working jointly with the Faculty Senate, Student Government Association, and Board of Trustees toward the development of a comprehensive, college-wide shared governance constitution.

Assessment and Reflection

The College Senate shall participate in the assessment of the provisional year by:

- Contributing feedback on the effectiveness of collaboration between governance bodies;
- Identifying opportunities for improvement in governance structures and processes;
- Reviewing recommendations emerging from the Faculty Senate's end-of-year report.

Future Consideration

Following the provisional year, the College Senate shall work with relevant governance bodies to consider the permanent establishment of the Faculty Senate and any necessary revisions to governance structures.

Be it further resolved

That the College Senate affirms its commitment to a thoughtful, inclusive, and collaborative approach to strengthening shared governance at Tompkins Cortland Community College throughout the provisional year and beyond.