



**Agenda  
May 15, 2024**

**Board of Trustees Meeting @ 5:30 p.m.**

<https://us02web.zoom.us/j/82573516479?pwd=MmRJWDdGTjhnTHV2OEN3N24zOVBxZz09>

1. Call to Order
2. Roll Call
3. Welcome Guests
4. Approval of Agenda
5. Public Comment\*\*
6. Approval of April 17, 2024 Board of Trustees Meeting Minutes
7. Chair's Report
8. CFO/Treasurer's Report
  - a. Approval of Tuition and Fees 2024/2025
  - b. Approval of 2024-2025 Operating Budget
9. Student Trustee's Report – Verbal Report will be given
10. County Liaison Reports
  - a. Cortland County
  - b. Tompkins County
11. College Senate Report – Kayla Conway, College Senate Secretary
12. Committee and Affiliate Reports
  - a. TC3 Foundation
  - b. Auxiliary Operations
  - c. Senate Board Report
  - d. New York Community College Association of Presidents (NYCCAP/SUNY)
  - e. New York Community College Trustees (NYCCT)
13. President's Report
  - a. President's Update
  - b. Vice President Reports



#### 14. Consent Agenda

- a. Appointment of Personnel
- b. Approval of Position Description – Associate Vice President of Student Affairs
- c. Resolutions of Appreciation for Retirees
  - i. Sheila Abbey, 17 years
  - ii. Pamela Davis, 10 years
  - iii. Matty Hamel, 44 years
  - iv. Deborah Jarrell, 13 years
  - v. Kelley Poiré, 35 years
  - vi. Cornelia Rea, 21 years
  - vii. Christina Stavenhagen-Helgren, 24 years
  - viii. Heather Stevens, 34 years
  - ix. Brenda Sweeney, 15 years
  - x. Janet Swinnich, 41 years
  - xi. Michael Thornton, 34 years
  - xii. Patricia Van de Bogart, 15 years
  - xiii. Lucy Yang, 29 years
- d. Resolution of 2024 Chancellor's/Trustees Award
  - i. Excellence in Faculty Service – H. Kenneth Whitener
  - ii. Excellence in Professional Service – Don Perkins
  - iii. Excellence in Classified Service – Deborah Fedenko
  - iv. Excellence in Adjunct Teaching – Jackie Thompson
- e. Resolution Helium Leak Detector
- f. Resolution The Huntington National Bank Lease
- g. Prior Learning Assessment Policy and Processes

#### 15. Discussion Items

- a. World Café: Reflections and Finds – Virginia Shank, Assistant Professor and Malvika Talwar, Associate Provost

#### 16. Adjournment

#### 17. Informational Items

- a. Employee Celebration/ Employee Recognition Luncheon – May 20, 2024 – 11:00 a.m. - 1:00 p.m. in the Forum
- b. Nursing Pinning Ceremony – May 21, 2024 2:30 p.m.
- c. Commencement Ceremony – May 21, 2024 6:00 p.m.
- d. Next Board of Trustees Meeting, Thursday, June 20, 2024 (because of Juneteenth)
- e. Board of Trustees Retreat – Friday, August 2, 2024 (calendar invitation sent)

***\*\*Public Comment: Provision is made at this point in the agenda for citizens of the College community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time except at the request of the Chairperson after***



*approval for such recognition by a unanimous vote of the Trustees in attendance. No person, not a member of the Board, shall speak for more than five (5) minutes without specific approval of a majority of the Trustees. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.*



Board of Trustees Regular Meeting  
April 17, 2024  
Open Session @ 5:30 p.m.

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

Excused: Arthur Kuckes, Matt McSherry

County Liaisons: Cathy Bischoff, Mike Lane

Staff: Scot Beekman, Carolyn Boone, Sophia Darling, Sunday Earle, Amy Faben-Wade, Richard Floyd, Amy Kremenek, William Mathy, Renae Moore, Dionysios Panagitsas, Sayre Paradiso, Paul Reifenhiser, Malvika Talwar, Seth Thompson

Guests: Gregg Evans and Tim Hammond from The Bonadio Group (College's Audit Firm)

- **Call to Order:** The meeting was called to order at 5:32 p.m. by Chair Davison.
- **Roll Call:** Ms. Moore called the roll.
- **Welcome Guests:** Chair Davison welcomed everyone in the Board Room and recognized Nancy Murphy, Assistant to the President and Clerk to the Board of Trustees along with Gregg Evans and Tim Hammond from The Bonadio Group.
- **Approval of Agenda:** Chair Davison requested a motion to amend the agenda to add a resolution to the Consent Agenda to appoint Nancy Murphy as Clerk to the Board of Trustees. Ms. Buck moved the Board of Trustees April 17, 2024 amended meeting agenda be approved; seconded by Mr. Corbin, motion approved unanimously.
- **Public Comment:** There were no requests for public comment.
- **Approval of Board of Trustees Meeting Minutes:** Ms. Dale-Hall moved that the minutes from the March 20, 2024 Board of Trustees meeting be approved as submitted; seconded by Ms. Quennell; motion approved unanimously.
- **Chair's Report:**
  - a. Chair Davison noted Trustee Buck's reappointment to a seven-year term through June 30, 2031. Ms. Buck's appointment was unanimously approved by the Tompkins County Legislature. Ms. Buck expressed appreciation to the Legislative Board. Tompkins County Liaison Lane expressed appreciation to President Kremenek for attending the meetings.
  - b. Chair Davison expressed appreciation to Board members who responded to the request of selecting a date for the Board of Trustees Annual Retreat. The retreat will take place Friday, August 2, 2024; additional details will be forthcoming.



- **Auditor's Report:** Ms. Darling introduced Gregg Evans and Tim Hammond from the Bonadio Group, the College's audit firm. Mr. Hammond provided a presentation of audit results (attached to these minutes).

At the conclusion of the audit presentation, Mr. Corbin moved the Board of Trustees enter back into Executive Session; seconded by Ms. Quennell, motion approved unanimously at 6:01 p.m.

The Board of Trustees Meeting went back into open session at 6:21 p.m.

- **CFO/Treasurer's Report:** Ms. Darling and Mr. Panagitsas provided a presentation regarding the 2024-2025 Draft Operating Budget (attached to these minutes). Highlights included strategic recruiting needs, infrastructure investments to mitigate risk, a review of benefit expenses, assumed enrollment increase, flat state and county support and a modest annual compensation adjustment. Ms. Darling noted leadership teams have begun their work on budgets for submission to Vice Presidents and then to the Finance and Administration Department. The final 2024-2025 Operating Budget will be submitted to the Board of Trustees in May for approval followed by a budget presentation to Cortland and Tompkins counties with documents being submitted to SUNY in August.

Mr. Panagitsas discussed enrollment and provided detailed analysis of the enrollment forecast and a tuition comparison noting there is no tuition increase proposed for next year.

Mr. Panagitsas shared contributions the College makes annually to the Foundation and the Faculty Student Association noting that these are three separate entities currently being run in conjunction and need to be evaluated each, independently.

Ms. Bischoff asked if the College pays the Foundation salaries and how much revenue is generated. Mr. Panagitsas confirmed that the College does pay the Foundation salaries and the Foundation is generating revenue for itself with rental revenue, student housing, etc. Ms. Darling noted she will provide Ms. Bischoff with the Foundation financial statements.

Mr. Lane asked what the tuition scholarship offsets are; Mr. Panagitsas noted those are for Concurrent Enrollment and the College does receive monies from charge-backs. Mr. Lane noted he would be interested in a 10-year table and what has been contributed; Mr. Panagitsas will provide Mr. Lane with a 10-year review.

- **Student Trustee's Report:** Ms. Quennell shared the Student Government Association (SGA) is working on Spring Fest and the semi-formal and welcoming new members including a new Student Trustee candidate. Ms. Quennell and Cheyenne Gorton, Director of Student Activities have been discussing Ms. Quennell's commencement speech and faculty recognition of students along with an SGA presentation at a future Board of Trustees meeting.
- **County Liaison Reports:**
  - a. Cortland County – Ms. Bischoff attended the ribbon cutting ceremony for the Cortland County Court House steps honoring past county sheriffs. Bids are currently being collected for improvements to the dome. Sales taxes negotiations are taking place. Grants have been received for homeless housing with 14-unit transitional housing with staff living on-site.



- b. Tompkins County – Mr. Lane noted that the County has adopted green building standards for all new construction and major renovations of County owned buildings. The County is the lead LEED Silver in Tompkins County. County Administrator Lisa Holmes has announced her retirement at the end of the year. The County has hired a new attorney, Maury Josephson. An adjustment to Tier 6 retirement benefits is being considered in the State budget; if this passes, costs will increase for localities. Mr. Lane shared that Tompkins County has the youngest median age in New York State.
- College Senate Report: A written report was provided; Co-chair Amy Faben-Wade noted there are positions open on the College Senate with outreach being done on campus to invite faculty and staff to participate.
- Committee and Affiliate Reports
  - a. TC3 Foundation: A written report was provided; President Kremenek noted that the Executive Director of the Foundation search continues.
  - b. Auxiliary Operations: President Kremenek shared a meeting has taken place with SUNY Cortland regarding the purchase of the Cortland Extension Center for Workforce Development. A lease option is being proposed until final funding is secured with possession expected by July 1<sup>st</sup>. Ms. Darling shared the Foundation's audit was April 9<sup>th</sup>.
  - c. NYCCAP: President Kremenek noted focus continues to be on advocacy.
  - d. New York Community College Trustees (NYCCT): Ms. Buck shared that Senator Rachel May was a speaker at the last meeting with her message focusing on K-12, health care and the community college. SUNY Trustees Chair Dr. Merrly Tisch and Eunice Lewin were also in attendance. Trustee Lewin noted a taskforce is being formed to review and report on assisting those that attend college but don't finish. Johanna Duncan-Poitier is to supply a list of all task forces for community college representatives to consider attending/participating.
- **President's Report:** In the interest of time, President Kremenek provided a written report.
- **Consent Agenda:** Ms. Buck moved the Consent Agenda, including the resolution to appoint Nancy Murphy as Clerk to the Board of Trustees, be approved as submitted; seconded by Mr. Corbin; motion carried unanimously.
  - a. Appointment of Personnel
  - b. Appointment of the Clerk of the Board of Trustees
- **Informational Items**
  - a. Next Board of Trustees Meeting, Wednesday, May 15, 2024.
- **Executive Session:** Ms. Buck moved that the meeting convene into Executive Session with no action to be taken and no further business expected at 7:35 p.m.; seconded by Ms. Dale-Hall, motion carried unanimously. President Kremenek and Sunday Earle were invited to join Executive Session.

Motion to go back into open session at 8:09 p.m. moved by Mr. Corbin; seconded by Ms. Quennell; approved unanimously.



- **Adjournment:** Mr. Corbin moved the meeting be adjourned at 8:09 p.m.; seconded by Ms. Quennell; approved unanimously.

Renae M. Moore  
Deputy Clerk to the Board of Trustees

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**Tompkins Cortland Community College**  
**2023-2024 Appropriations**  
**Year-to-Date through April 30, 2024**

	Modified Budget 2023-24	Expend to Date 2023-24	Unexpended Balance 2023-24	% Expended 2023-24	Total Exp PY 2022-23	YTD Exp PY to Date 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
Forecasted Dept. Appropriations									
Personal Services	16,564,038	11,113,511	5,450,527	67.1%	15,911,648	10,421,853	65.5%	(691,658)	-4.3%
Equipment	130,000	38,801	91,199	29.8%	59,031	10,454	17.7%	(28,348)	-48.0%
Contractual Expenses	5,931,730	3,269,925	2,661,805	55.1%	4,982,142	3,345,318	67.1%	75,392	1.5%
Employee Benefits	8,489,828	6,275,946	2,213,882	73.9%	7,791,947	5,868,724	75.3%	(407,222)	-5.2%
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,115,596</b>	<b>20,698,184</b>	<b>10,417,412</b>	<b>66.5%</b>	<b>28,744,768</b>	<b>19,646,349</b>	<b>68.3%</b>	<b>(1,051,835)</b>	<b>-5.4%</b>
Scholarships & Awards									
Student Services		105,700	(105,700)	0.0%	176,086	176,086	100.0%	70,387	40.0%
Academic Support	3,439,832	3,317,973	121,859	96.5%	3,247,763	3,163,470	97.4%	(154,503)	(4.9%)
Total Scholarships & Awards	3,439,832	3,423,673	16,160	99.5%	3,423,849	3,339,556	97.5%	(84,117)	(2.5%)
<b>Total Forecasted Appropriations<sup>2</sup></b>	<b>34,555,428</b>	<b>24,121,856</b>	<b>10,433,572</b>	<b>69.8%</b>	<b>32,168,617</b>	<b>22,985,904</b>	<b>71.5%</b>	<b>(1,135,952)</b>	<b>-4.9%</b>
Adjustments to Approved Budget									
Personal Services	(233,850)			0.0%			0.0%	0	0.0%
Equipment									
Contractual Expenses	541,414			0.0%			0.0%	0	0.0%
Employee Benefits									
<b>Total Adjustments to Approved Budget<sup>3</sup> Favorable (Unfav)</b>	<b>307,564</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Personnel	16,330,188	11,113,511	5,450,527	68.1%	15,911,648	10,421,853	65.5%	(691,658)	-4.3%
Equipment	130,000	38,801	91,199	29.8%	59,031	10,454	17.7%	(28,348)	-48.0%
Contractual	6,473,144	3,269,925	2,661,805	50.5%	4,982,142	3,345,318	67.1%	75,392	1.5%
Scholarship & Awards Offset	3,439,832	3,423,673	16,160	99.5%	3,423,849	3,339,556	97.5%	(84,117)	-2.5%
Fringe Benefit	8,489,828	6,275,946	2,213,882	73.9%	7,791,947	5,868,724	75.3%	(407,222)	-5.2%
<b>Total Approved Budget Appropriations<sup>4</sup></b>	<b>34,862,992</b>	<b>24,121,856</b>	<b>10,433,572</b>	<b>69.2%</b>	<b>32,168,617</b>	<b>22,985,904</b>	<b>71.5%</b>	<b>(1,135,952)</b>	<b>-4.9%</b>

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

1. *Total Forecasted Departmental Appropriations:* Enables an analysis of departmental operating costs.
2. *Total Forecasted Appropriations:* Forecasts the End-of-Year Appropriations for the College.
3. *Total Adjustments to Approved Budget:* Represents the forecasted adjustments to the 2023-24 Appropriations Budget. If positive, less Fund Balance is required. If negative, more Fund Balance is required.
4. *Total Approved Budget Appropriations:* This represents the Approved Budget.
5. Excludes impacts of GASB 68 (OPEB), GASB 75 (ERS/TRS) & GASB 87 (Lease Liability)



	Modified Budget 2023-24	Expend to Date 2023-24	Unexpended Balance 2023-24	% Expended 2023-24	Total Exp PY 2021-22 <sup>5</sup>	YTD Exp PY to Date 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
Instruction									
Personal Services	6,825,673	5,094,426	1,731,247	74.6%	7,114,891	4,851,021	68.2%	(243,405)	(5.0%)
Equipment			0	0.0%	7,296	787	10.8%	787	100.0%
Contractual Expenses	1,742,232	993,172	749,060	57.0%	1,524,152	945,595	62.0%	(47,578)	(5.0%)
Employee Benefits	3,437,293	2,883,064	554,229	83.9%	3,462,019	2,724,922	78.7%	(158,143)	(5.8%)
Total Instruction	12,005,198	8,970,662	3,034,536	74.7%	12,108,358	8,522,324	70.4%	(448,338)	(5.3%)
Public Service									
Personal Services		0	0	0.0%	94,853	72,311	76.2%	72,311	100.0%
Equipment									
Contractual Expenses			0	0.0%	1,096	1,075	98.1%	1,075	100.0%
Employee Benefits		0	0	0.0%	46,726	40,494	86.7%	40,494	100.0%
Total Public Service	0	0	0	0.0%	142,675	113,879	79.8%	113,879	100.0%
Academic Support									
Personal Services	1,718,221	1,099,841	618,380	64.0%	1,551,654	952,283	61.4%	(147,558)	(15.5%)
Equipment			0	0.0%	34,056		0.0%	0	0.0%
Contractual Expenses	246,590	39,830	206,760	16.2%	192,367	106,792	55.5%	66,962	62.7%
Employee Benefits	713,057	627,380	85,677	88.0%	764,362	536,836	70.2%	(90,543)	(16.9%)
Total Academic Support	2,677,868	1,767,051	910,818	66.0%	2,542,439	1,595,911	62.8%	(171,139)	(10.7%)
Libraries									
Personal Services	578,667	376,247	202,420	65.0%	557,625	365,179	65.5%	(11,068)	(3.0%)
Equipment			0	0.0%	1,612		0.0%	0	0.0%
Contractual Expenses	289,876	109,467	180,409	37.8%	276,218	251,748	91.1%	142,280	56.5%
Employee Benefits	289,759	210,698	79,061	72.7%	274,692	204,002	74.3%	(6,697)	(3.3%)
Total Libraries	1,158,302	696,413	461,889	60.1%	1,110,147	820,929	73.9%	124,516	15.2%
Student Services									
Personal Services	2,491,648	1,508,600	983,048	60.5%	1,991,287	1,277,284	64.1%	(231,315)	(18.1%)
Equipment		1,156	(1,156)	0.0%	550	550	100.0%	(606)	(110.2%)
Contractual Expenses	696,125	388,173	307,952	55.8%	605,411	420,473	69.5%	32,300	7.7%
Employee Benefits	1,069,142	849,593	219,549	79.5%	980,931	744,662	75.9%	(104,932)	(14.1%)
Total Student Services	4,256,915	2,747,522	1,509,393	64.5%	3,578,179	2,442,969	68.3%	(304,553)	(12.5%)
Maintenance and Operations									
Personal Services	1,920,280	1,217,234	703,046	63.4%	1,834,543	1,116,083	60.8%	(101,152)	(9.1%)
Equipment	100,000	7,143	92,857	7.1%	7,586	1,186	15.6%	(5,957)	(502.3%)
Contractual Expenses	890,057	724,239	165,818	81.4%	1,000,137	609,265	60.9%	(114,974)	(18.9%)
Employee Benefits	951,381	703,955	247,426	74.0%	903,717	632,550	70.0%	(71,405)	(11.3%)
Total Maintenance and Operations	3,861,718	2,652,571	1,209,147	68.7%	3,745,982	2,359,083	63.0%	(293,488)	(12.4%)
Institutional Support									
Personal Services	1,712,837	1,066,816	646,021	62.3%	1,539,097	991,851	64.4%	(74,965)	(7.6%)
Equipment									
Contractual Expenses	433,513	256,887	176,626	59.3%	486,571	321,198	66.0%	64,311	20.0%
Employee Benefits	872,808	597,430	275,378	68.4%	758,176	554,461	73.1%	(42,969)	(7.7%)
Total Institutional Support	3,019,158	1,921,133	1,098,025	63.6%	2,783,844	1,867,510	67.1%	(53,623)	(2.9%)
General Institutional Services									
Personal Services	1,316,712	750,348	566,364	57.0%	1,227,698	795,841	64.8%	45,493	5.7%
Equipment	30,000	30,502	(502)	101.7%	7,931	7,931	100.0%	(22,571)	(284.6%)
Contractual Expenses	1,633,337	758,156	875,181	46.4%	896,192	689,172	76.9%	(68,984)	(10.0%)
Employee Benefits	1,156,388	403,826	752,562	34.9%	601,324	430,798	71.6%	26,973	6.3%
Total General Institutional Services	4,136,437	1,942,832	2,193,605	47.0%	2,733,144	1,923,742	70.4%	(19,089)	(1.0%)
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,115,596</b>	<b>20,698,184</b>	<b>10,417,412</b>	<b>66.5%</b>	<b>27,502,873</b>	<b>19,646,349</b>	<b>71.4%</b>	<b>(1,051,835)</b>	<b>-3.8%</b>

**2023-2024 Appropriations**  
**Schedule of Employee Benefits**  
**as of April 30, 2024**

	2023-24	2023-24	2023-24	2023-24	2022-23	2022-23	2022-23	Variance	% Variance
	Mod Bud	Actual	Unexpended	%	Total Exp	PY to Date	PY %	CY to PY	CY to PY
			Balance	Unexpended	PY		Expended	Fav(Unfav)	Fav(Unfav)
Retirement Incentive Costs	179,068	267,048	(87,980)	149.1%	134,625	114,787	85.3%	(152,261)	(132.6%)
HRA Retiree Benefits	83,119	73,599	9,520	88.5%	90,191	53,282	59.1%	(20,317)	(38.1%)
State Employee's Retirement	1,095,738	852,651	243,087	77.8%	1,040,994	677,549	65.1%	(175,101)	(25.8%)
State Teacher's Retirement	182,355	121,114	61,241	66.4%	170,268	116,793	68.6%	(4,321)	(3.7%)
Optional Retirement Fund	792,864	445,519	347,345	56.2%	754,334	497,997	66.0%	52,478	10.5%
Social Security	1,270,482	852,116	418,366	67.1%	1,205,875	793,166	65.8%	(58,950)	(7.4%)
Worker's Compensation	94,558	(1,154)	95,712	(1.2%)	119,181	58,664	49.2%	59,819	102.0%
Executive Benefits	37,000		37,000	0.0%	4,131	4,131	100.0%	4,131	100.0%
Disability Insurance	8,418	3,830	4,588	45.5%	8,782	5,396	61.4%	1,566	29.0%
Hospital and Medical Insurance	2,957,372	1,847,594	1,109,778	62.5%	2,672,308	1,789,200	67.0%	(58,394)	(3.3%)
Post Retirement Health Insurance	1,540,800	960,000	580,800	62.3%	1,440,000	960,000	66.7%	0	0.0%
Employee Tuition Benefits	128,104	90,460	37,644	70.6%	87,830	82,118	93.5%	(8,342)	(10.2%)
Life Insurance	7,513	5,229	2,284	69.6%	7,907	4,816	60.9%	(413)	(8.6%)
Vacation Benefits	93,600	60,000	33,600	64.1%	189,896	60,000	31.6%	0	0.0%
Miscellaneous	3,237	1,770	1,467	54.7%	3,475	2,075	59.7%	305	14.7%
Unemployment Insurance	15,600		15,600	0.0%	0		0.0%	0	0.0%
Total Employee Benefits	8,489,828	5,579,776	2,910,052	65.7%	7,929,797	5,219,975	65.8%	(359,801)	(6.9%)

Tompkins Cortland Community College  
YTD Revenues 2023-2024  
April 30, 2024

	Modified Budget 2023-24	Revenues to Date 2023-24	Unrealized Balance 2023-24	% Realized 2023-24	Total Rev PY 2022-23	YTD Rev PY 2022-23	PY % Realized 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
Student Revenue									
Core Tuition									
Fall	3,883,694	3,894,342	(10,648)	100.3%	3,198,920	3,503,665	109.5%	390,677	11.2%
Spring	3,368,684	3,434,848	(66,164)	102.0%	2,818,898	3,103,650	110.1%	331,198	10.7%
Winter	127,690	160,356	(32,666)	125.6%	125,281	138,120	110.2%	22,236	16.1%
Summer	614,585	343,523	271,062	55.9%	468,997	284,284	60.6%	59,239	20.8%
Nonresident Tuition	508,938	833,946	(325,008)	163.9%	746,555	801,835	107.4%	32,111	4.0%
Student Fee Revenue	1,012,926	982,736	30,190	97.0%	931,574	898,655	96.5%	84,081	9.4%
Bad Debt Reserve			0	0.0%	0	(376,000)	0.0%	376,000	-100.0%
Total Core Student Revenue	9,516,517	9,649,752	(133,235)	101.4%	8,290,227	8,354,209	100.8%	1,295,542	15.5%
Concurrent Enrollment Tuition	3,222,850	3,345,895	(123,045)	103.8%	3,247,690	3,204,635	98.7%	141,260	4.4%
Total Student Revenue	12,739,367	12,995,647	(256,280)	102.0%	11,537,917	11,558,844	100.2%	1,436,802	12.4%
Government Appropriations									
New York State	9,763,019	7,322,100	2,440,919	75.0%	9,750,020	7,312,515	75.0%	9,585	0.1%
Local Sponsors	4,882,882	1,684,609	3,198,273	34.5%	4,882,882	927,748	19.0%	756,862	81.6%
Appropriated Cash Surplus	1,003,562	1,003,562	0	100.0%	600,000	600,000	100.0%	403,562	67.3%
Charges to Other Counties	5,891,772	5,485,738	406,034	93.1%	5,649,776	5,490,630	97.2%	(4,892)	-0.1%
Federal Aid			0	0.0%	88,753		0.0%	0	0.0%
Board Designated Reserves			0	0.0%	932,518	932,518	100.0%	(932,518)	-100.0%
Total Govt Appropriations	21,541,235	15,496,009	6,045,226	71.9%	21,903,949	15,263,411	69.7%	232,598	1.5%
Other Revenues									
Service Fees	121,340	81,212	40,128	66.9%	96,446	81,615	84.6%	(403)	-0.5%
Interest Earnings		9,409	(9,409)	0.0%	9,007	4,280	47.5%	5,129	119.8%
Rental of Real Property	10,000	200	9,800	2.0%	11,035	5,575	50.5%	(5,375)	-96.4%
Contract Courses	100,000	65,777	34,223	65.8%	(25,031)	81,289	-324.8%	(15,512)	-19.1%
Noncredit Tuition	100,000	70,455	29,545	70.5%	174,870	127,219	72.8%	(56,764)	-44.6%
Grant Offsets	205,000	61,332	143,668	29.9%	180,373	109,169	60.5%	(47,837)	-43.8%
Unclassified Revenues	46,050	54,306	(8,256)	117.9%	45,476	32,445	71.3%	21,861	67.4%
Total Other Revenues	582,390	342,691	239,699	58.8%	492,177	441,592	89.7%	(98,900)	-22.4%
TOTAL REVENUES	34,862,992	28,834,347	6,028,645	82.7%	33,934,042	27,263,847	80.3%	1,570,501	5.8%
Student Revenue	13,060,707	13,213,091	(152,384)	101.2%	11,784,201	11,848,968	100.5%	1,364,123	11.5%
State Revenue	9,763,019	7,322,100	2,440,919	75.0%	9,750,020	7,312,515	75.0%	9,585	0.1%
Local Revenue	10,774,654	7,170,347	3,604,307	66.5%	10,532,658	6,418,378	60.9%	751,969	11.7%
Federal Revenue	0	0	0	0.0%	88,753	0	0.0%	0	0.0%
Use of Fund Balance	1,003,562	1,003,562	0	100.0%	1,532,518	1,532,518	100.0%	(528,956)	-34.5%
Other	261,050	125,247	135,803	48.0%	245,892	151,468	61.6%	(26,221)	-17.3%
Total	34,862,992	28,834,347	6,028,645	82.7%	33,934,042	27,263,847	80.3%	1,570,501	5.8%

**To:** TC Board of Trustees

**From:** College Senate / Sayre Paradiso and Amy Faben-Wade (co-chairs) and Kayla Conway (secretary)

College Senate Report May 3, 2024

- Positions remain open
  - Follow up call for nominations put out
    - New senators invited to join may meeting
    - Call for next semester sent out
    - Will need 1 new co-chair
- Last meeting of the semester scheduled for May 10<sup>th</sup> during College Hour
  - Voting on Fall '24 semesters meetings
  - Moving to appoint Liaison to Policy Review process
- Executive team forming plans for work to continue over summer
  - Looking at election process
  - Refining Chancellors Award process
  - Passing the torch



To: Board of Trustees  
From: Sheila Abbey, Administrative Assistant  
Date: May 6, 2024

### **Foundation Board and Committees**

The Board of Directors met on April 9. Carolyn Boone, Chief Policy and Compliance Officer was introduced to the Board. The 2022-2023 audit was presented by The Bonadio Group; an unmodified opinion was received. February's financial income statements were shared. The 2024-2025 campus housing room rates were approved; which reflects a one percent increase, returning students that apply prior to the deadlines will receive a discount of \$500 and new students will be offered a discount of \$250 for each semester. Doug Bentley, alumni committee chair announced the two 2024 Distinguished Alumni Award recipients: Thomas Jay Pendell, II '03, Engineering Science AS and Andrew W. Pierce '93, Recreation Leadership AS.

The board development committee met on April 30. Discussion took place regarding the steps for this year's Board member recruitment and an approach for retreat planning, committee development and Board evaluations.

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

### **Upcoming Meetings**

Property Management Committee, May 13  
Finance/Audit/Investment Committee, May 20  
Finance/Audit/Investment Committee, June 16  
Board Development Committee, June 24  
Executive Committee, June 25  
Board, July 9

### **Philanthropy**

2023-2024 (09/01/2023-08/31/2024) revenue raised to date: \$1,307,076/89 gifts

Donor Activity	Face-to-Face	Calls	Emails	Other
April 8 – May 6	0	1	8	0
Fiscal Year Total	12	24	156	5

## **Events**

### **Spring 2024**

- A Distinguished Alumni Reception, will be held prior to Commencement on May 21, hosted by the TC3 Foundation Board. Graduates, faculty and staff, family and friends will be able to visit the photo booth after Commencement for photos.
- Retiree event

## **Communications**

- An email will be sent to all constituents announcing this year's Distinguished Alumni recipients.

## **Foundation Board Members**

Regina Grantham, chair (Cortland County)  
Kansas Underwood, vice chair (Tompkins County), alum  
Clint Books, secretary/treasurer (Cortland County)  
Doug Bentley, alum (Cortland County), alum  
Amanda Bisson, Faculty Liaison  
Rich Cunningham (Cortland County)  
Dale Davis, alum (Cortland County), alum  
Bob Haight (Cortland County)  
Amy Kremenek, College President  
Amy Lanzilotta (Tompkins County), alum  
Adam Long (Tompkins County)  
Mike McMahon (Cortland County)  
Matt McSherry, Board of Trustees Liaison  
Janet Morgan (Tompkins County)  
Greg Richards (Cortland County)  
Gary Stewart (Tompkins County)  
Mary Stoe (Tompkins County)  
Brian Tobin (Cortland County)  
Jennifer Turck (Cortland County)  
Baruch Whitehead (Tompkins County)  
Paula Younger (Tompkins County)

**To:** TC Board of Trustees

**From:** College Senate / Sayre Paradiso and Amy Faben-Wade (co-chairs) and Kayla Conway (secretary)

College Senate Report May 3, 2024

- Positions remain open
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    - New senators invited to join may meeting
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  - Looking at election process
  - Refining Chancellors Award process
  - Passing the torch

VP of Finance & Administrations Report:

## **April 2024 Close**

### **Budget and Finance**

We are working to recruit two crucial positions for the TC3 Foundation, while also reorganizing the Budget and Finance Department. Recently, the college's Associate Budget and Finance Director accepted another opportunity. We are working to realign duties relevant to FSA accounting and also grants accounting.

Revenues and expenses are trending favorably as compared to last year. It is anticipated that we will end the year aligned with budget.

### **Financial Aid**

The financial aid office is accessing the student FAFSA information for the 2024-2025 year and continuing to review this information for accuracy. The Department of Education has identified several issues that will require FAFSA data to be reprocessed. The Department has begun reprocessing these records and is sharing the updated records with financial aid offices.

We are sending financial aid offers to students enrolled in summer 2024 programs and incorporating anticipated aid to the student's summer bill.

Students are now able to make corrections to their FAFSA as necessary, and we have provided outreach to students to assist them in making corrections as needed. We are also sending missing information letters to students who have submitted a FAFSA where additional information is needed. The goal is to begin sending financial aid award offers for the rest of the 2024-2025 cohort of students beginning the week of May 13<sup>th</sup>.

Also, the financial aid office is downloading a report daily of students who have registered for the Fall '24 semester and evaluating to determine if a FAFSA is on file. If a FAFSA is not on file, we are contacting the student encouraging them to file the form. In this communication, we inform the students that they may be eligible for grants given the new FAFSA rules to calculate grant eligibility, as well as the need for the FAFSA to be submitted to determine institutional scholarships.

The financial aid office continues to adapt to all of the changes and delays that are being encountered while keeping our students and staff updated accordingly.

### **Registration and Billing**

R&B has had some changes recently with Patty Van de Bogart transitioning to a new role in Campus Technology. We have an interim director, Steve Schissler, who brings many years of student accounts and One Stop Shop experience with him. Sophia and Patty are continuing to meet with Steve regularly along with several other key staff members in enrollment services, while transitioning the position.

Registration and Billing is continuing their work to prepare for the Fall Enrollment Cycle to begin. While continuing to focus on spring receivables.

With summer registration open, we are working on summer Certificates of Residence and summer receivables. Recently the office has prepared a summer billing to go to students with a deadline for payment of May 15<sup>th</sup>.

We were able to participate and have a table at open house and staff enjoyed interacting with potential students and parents. We were able to provide information on how to obtain certificates of residence and discuss different options for paying a student's bill.



# **Report to Board of Trustees Campus Technology May 2024**

## **2023-2024 Goals**

- Complete Power Campus/Slate Integration via Constituo by 9/1/2024 (in concert with Richard Floyd)
  - Progress report – With additional staffing changes on the Admissions end, we need to regroup on this with the new staff and with Constituo and Slate. I have a call scheduled with Constituo for 5/9.
- Implement NYSERNET Internet connection by 2/28/2024.
  - We are currently looking at alternatives to the 10G NYSErNet offering that will meet the campus needs at a reduced investment. These options include an additional EPL Connection via FirstLight or Dryden Fiber in order to separate and securely route traffic to our cloud hosted applications.
- Procure and migrate to updated datacenter equipment using an appropriate mix of cloud and on-premises resources by 4/1/2024.
  - Campus Technology is moving forward with the required technical prerequisites and planning required to migrate our first server to the ITEC cloud hosted environment.
- Replace 12 remaining end of life campus fiber optic connections by 9/1/2024.
  - Currently waiting for the vendor to schedule the installation.
- Complete the 2024 – 2027 Technology Strategic Plan by 11/30/2023.
  - Delayed due to resource constraints, but progress is being made and plans are becoming clearer and more focused. I should have more cycles to devote to this effort now that additional staff have been hired and have started in the department.
- Upgrade Power Campus Admin, Power Campus Self Service, and MyTC3 by 4/1/2024.
  - Our second attempt at this was also unsuccessful. We are escalating support tickets and conducting further testing, with the hope to attempt the upgrade again 5/31 – 6/2.

## **Enrollment Management Board Report May 2024**

On April 19 and 20 the College held two Spring Open Houses, TC3's showcase opportunities to host accepted and prospective students. 104 total students attended, and approximately 50% of the attendees were accepted students. Marybeth Ortlieb, SGA President, welcomed everyone and introduced a video of President Kremenek, after which a current student panel provided their perspectives on being a student at TC3. The admissions team introduced a new academic programs format, suggested by the faculty, instead of single presentations that limited attendees to one academic area. On both dates, the College held an academic fair where all academic areas were represented and prospective students could explore as many interest areas as they desired. Feedback from the faculty was positive. The program format also provided priority registration for any attendees from the CollegeNow program.

The strategic marketing team is in the midst of their busiest time of year with event support, marketing outreach, and Commencement planning. The team is doing their due diligence to ensure that students are getting recognized and celebrated in a meaningful way. Meanwhile, they are also moving forward with strategic initiatives. The website survey is winding down, and the team's web captain is working with the College's new web services vendor to review the website sitemap vision. The department has been working with a new photographer to do micro-shoots of specific programs and to coordinate a large photoshoot for campus life shots. The strategic marketing team has added hundreds of assets over the last several months and are looking forward to adding more in the fall. Program-specific digital ads have launched and are already generating above-average results. The partnership with the College's new video agency has begun, and planning for five major video shoots this year is underway. Finally, strategic marketing is taking an increased role in campus communications via the Slate enrollment system, auditing current campaigns and mapping out new ones.

The workforce development team rolled out its first community pre-apprenticeship program. As a result, five students enrolled and they are exploring careers as Certified Nurse Assistants. They will receive a \$500 stipend from SUNY upon their completion of the program. All five students have also applied to the College's summer three-week intensive Certified Nurse Assistant program. The workforce development team is working with local employers to hold a mini job fair after the program's completion. Recruitment for this program is the main focus of the related marketing efforts.

The College was awarded NSF funding through a Penn State Subaward in partnership with Cornell Nanoscale Facility. TC3 is one of six partnerships nationwide to have received a subaward to offer the Penn State Microelectronics and Nanomanufacturing Certificate program for veterans and their dependents. The College has rolled out a marketing campaign and recruitment has started for the fall program cohort.

The College hosted several advanced manufacturing companies on campus to learn more about TC3's electrical engineering classes, which are offered as part of the Applied Science and

Technology program. Assistant Professor Alex Chernyakov provided an overview of the classes she teaches, the projects students complete, and gave a tour of the College's new electrical engineering lab. Employers were very engaged and Assistant Professor Chernyakov will be conducting site visits to learn more about the College's workforce partners.

For the CollegeNow program, it's a busy time for high school seniors! The assistant director for the program met with the program's 97 Early Degree graduates to provide them with TC3 caps and gowns, and to make sure they are set with their coursework and transcript requests. At the College's Open Houses, the concurrent enrollment team provided CollegeNow seniors lanyards with a card that said "Panther Proud," while thanking them for being a part of the campus community and continuing their education with TC3. Throughout April, including at the Open Houses, CollegeNow seniors were able to meet with Student Success advisors to schedule their Fall courses. P-TECH seniors have begun the process of being formally accepted into their degree programs and registering for Fall courses. There are 14 seniors who will matriculate here, most staying within a P-TECH pathway and a couple switching into other degrees. New this fall is the addition of Computer Science, Engineering, and Business Administration as P-TECH pathways to complement Computer Information Systems, Computer Support Specialist, and Applied Science & Technology.

The College's enrollment team is making connections between TC3 and the wider community as well. For example, TC3's Early Childhood and Childhood Education programs were connected to the Ithaca Sciencenter; ideas for the partnership include class field trips, "professional development" for the Education students (modeled on what's done for Head Start teachers), and free admission for Education students to the Sciencenter to help strengthen their STEM teaching skills. Already, BIOL125 visited the Sciencenter in April. The College hosted a meeting for the Tompkins Youth Employment Resource Council (YERT) on campus to familiarize attendees with the ways that TC3 supports students in entering and succeeding within their chosen path, including advisement, career services, access and equity, health and wellness, child care, and EOP. YERT members work with both in-school and out-of-school (including GED) youth aged 14-24, most of whom face barriers to accessing education. Attendees were very appreciative of the opportunity to learn more about all the College offers, including how TC3 is leading the way in many areas (such as with microcredentials, the pantry, recovery space, integrated mental health services, and the social justice model for access and equity).

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**Human Resources Updates - Status of Open Positions**

as of May 4, 2024

**UNCLASSIFIED STAFF**

<b>POSITION</b>	<b>DESIRED EMPLOYMENT DATE</b>	<b>ADVERTISED</b>	<b>APPLICATION REVIEW BEGINS</b>	<b>CURRENT STATUS</b>
Academic Affairs Operations Manager	ASAP	October 17, 2023	November 17, 2023	Concluded Not to Fill
Access Coordinator & Academic Coach	June 2024	March 4, 2024	April 4, 2024	Concluded Not to Fill
Assistant Director of Student Success: Advising, Career & Transfer Services	June 2024	April 26, 2024	May 10, 2024	Internal Only Posting – Accepting Applications
Assistant to the President	April 2024	January 21, 2024	February 23, 2024	Hired: Nancy Murphy (04/15/24)
Associate Vice President of Student Affairs	June 2024	April 26, 2024	May 10, 2024	Internal Only Posting – Accepting Applications
Career Navigator	April 2024	February 2, 2024	March 1, 2024	Hired: Courtney Owens (05/28/24)
Coordinator of Access & Equity Services	April 2024	February 19, 2024	March 19, 2024	Conducting On-Campus Interviews
Coordinator of Information Delivery Services	April 2024	February 29, 2024	March 19, 2024	Concluded Not to Fill
Coordinator of Testing Center & Assistive Technology	ASAP	February 2, 2024	March 1, 2024	Hired: Ashley Ahola (04/22/24)
Director of Auxiliary Operations	ASAP	January 30, 2024	February 29, 2024	Hired: Regina Holl (05/28/24)
Director of Facilities	ASAP	April 11, 2024	May 13, 2024	Accepting Applications
Director of Public Safety	May 25, 2024	March 13, 2024	April 13, 2024	Conducting On-Campus Interviews
Executive Director of the Foundation	ASAP	March 13, 2024	April 15, 2024	Conducting Zoom Interviews
Faculty – Accounting	August 2024	March 4, 2024	April 4, 2024	Conducting On-Campus Interviews
Faculty – Sociology & Anthropology	August 2024	March 4, 2024	April 4, 2024	Concluded Not to Fill
Faculty – Psychology	August 2024	March 4, 2024	April 4, 2024	On-Campus Interviews Concluded
Student Success Advisor	June 2024	April 22, 2024	May 6, 2024	Internal Only Posting – Accepting Applications
Technology Support Associate	April 2024	December 21, 2023	January 22, 2024	Concluded Not to Fill
Vice President for Enrollment Management	ASAP	March 1, 2024	April 1, 2024	Conducting On-Campus Interviews

**CLASSIFIED STAFF**

<b>POSITION</b>	<b>DEPARTMENT</b>	<b>DESIRED EMPLOYMENT DATE</b>	<b>CURRENT STATUS</b>
Cleaning Supervisor (1.0 FTE)	Buildings & Grounds	ASAP	Accepting Applications via Tompkins County Department of Human Resources
Senior Cleaner (1.0 FTE)	Buildings & Grounds	ASAP	Applications received via Tompkins County Department of Human Resources
Enrollment Services Specialist (1.0 FTE)	Financial Aid	ASAP	Conducting On-Campus Interviews

## FACULTY STUDENT ASSOCIATION

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Assistant Teacher	Childcare	ASAP	Accepting Applications Hired: Denise Ryan (04/29/24)
Substitute Teacher	Childcare	July 2023	Continuous Recruitment
Teacher Aide	Childcare	ASAP	Accepting Applications
Lifeguard	Athletics & Recreation	July 2023	Continuous Recruitment Hired: Ryan Rose (04/17/24)
Resident Director	Residence Life	April 2024	On-Campus Interviews Scheduled

## BISTRO

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Banquet Bartender	TC3 Bistro	July 2023	Accepting Applications
Banquet Server	TC3 Bistro	July 2023	Accepting Applications
Banquet Supervisor	TC3 Bistro	July 2023	Accepting Applications
Bartender	TC3 Bistro	July 2023	Accepting Applications
Busser/Food Runner	TC3 Bistro	July 2023	Accepting Applications
Dishwasher	TC3 Bistro	July 2023	Accepting Applications
Host/Hostess	TC3 Bistro	July 2023	Accepting Applications
Line Cook	TC3 Bistro	July 2023	Accepting Applications
Server	TC3 Bistro	July 2023	Accepting Applications
Sous Chef	TC3 Bistro	ASAP	Accepting Applications Hired: Andrew Dillon (04/16/24)
Event Coordinator	TC3 Bistro	ASAP	Accepting Applications

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates  
Status of Grievances  
as of May 6, 2024

**COMPLAINANT/SUBJECT**

**DISPOSITION**

**CSEA**

None.

**FACULTY ASSOCIATION**

Alleged violation of Articles 5, 8 and 19

College is in the proposed hearing dates phase; Arbitrators have provided dates to both parties between August and October.

**PROFESSIONAL ADMINISTRATORS ASSOCIATION**

Alleged violation of Articles 29.2, 41.2,  
49.2.4.1, 49.2.4.2 and 52.3

Held in abeyance; working towards an amicable resolution.

**TC3 ADJUNCT ASSOCIATION**

None.

## **Provost Report May 2024**

**Faculty Meeting:** We held a [faculty meeting on April 25](#). Topics discussed were as follows:

*World Café:* Christina Stavenhagen-Helgren and Virginia Shank gave a presentation, which was followed by discussion about possible action-steps to take in the future.

*Online Teaching Policy:* Eric Jenes and Breton Bienvenue presented on a draft of our Online Teaching Policy, which is designed to note core expectations for fully asynchronous classes. Anndrea Mathers is spearheading this work for the Provost's Office, and she is currently soliciting feedback on the policy, with a goal of having it up for a vote at our May meeting.

*Early Concern Flags, Academic Reporting, Interventions:* 1) Michelle Nightingale provided information on our early alert interventions, which we have been performing for the past two years. 2) The Provost presented his findings from the recent American Association of Community Colleges Conference, which had multiple sessions around early alert reporting. Some highlights included the following: Students seem to respond well to polls; leveraging a chat bot is a key strategy; other schools are more intentionally connecting early alert flags to tutoring; other schools do not require concern flags at a specific time (note: we require faculty to report flags in the early weeks of the semester); other schools employ more specific flags than we do; other schools had designated staff who responded to all flags. 3) The Provost presented the following recommendations: IR should continue to review relevant data from our flags; the College should review how we respond to early alerts; The College should review flag reporting frequency/requirements; the College should review our entire calendar of reporting; the College should create an ad hoc committee to review the data, best practices, and strategies around reporting and make changes for Fall 2024. 4) We closed with faculty wide discussion around these topics.

**Ad Hoc Committee On Advising Expectations:** This committee finalized its work this semester and recommended the following for Faculty to consider: 1) Review of Faculty support guides ([like the one on our website](#)); 2) The creation of an advising syllabus document template; 3) Review of Reporting (Early Concern Flags, Mid-Semester, Progress Reports, etc.) [note; see above under Faculty Meeting]; 4) Creation an Advisor Handbook, and determining its role in connection to other advisor resources; 5) Discussion around creating a group to review advising practices/models, resources, support, and assessment. This could be a standing committee, another ad hoc group, advisory board, etc.

**Broadcast Production AAS:** The Provost's Office has paused new enrollment in this program, as we plan to bring it through the shared governance/program discontinuation process in the Fall. The College has three related communication and media programs (one AAS and two AS). The Provost's Office believes we should consolidate them down to two with a focus on transfer degrees, as our labor market review showed that employers are hiring those with Bachelor's degrees more readily in this field. We are currently working with two key SUNY partners to review and better align our transfer programs with their degrees, while still leveraging the media infrastructure we have on campus. The Broadcast AAS degree has had waning enrollments, and it was costly to run. We are encouraging students interested in the AAS degree to pursue one of our transfer programs at this time.

**THE BOARD OF TRUSTEES REPORT**  
**VP of Student Affairs and Senior Diversity Officer**  
**May 2024**

**Athletics and Recreation**

Panthers coaching staff continue to host, visit, call, email and text prospects for the 2024-25 seasons. While commitments are coming in slowly, we have seen an increase in responses over the past few weeks and have signed eighteen more student-athletes to NJCAA Letters of Intent since the last report.

**Baseball** <https://www.tcpantthers.com/sports/bsb/index>  
**Golf** <https://www.tcpantthers.com/sports/mgolf/index>  
**Lacrosse** <https://www.tcpantthers.com/sports/mlax/index>  
**Softball** <https://www.tcpantthers.com/sports/sball/index>

**Campus Police**

Campus Police administration attended Assessing Risk: The Averted Paw Paw High School and South Haven Pier Shooting in Michigan. This webinar was promoted by the NY Department of Homeland Security and Emergency Services and focused on understanding behavioral risk indicators associated with targeted violence. Campus Police sponsored a pizza party watch event for the NCAA men's basketball championships in Cascadilla Hall on April 8th. The event received a positive response from Residence Life students with approximately 50-60 students turning out for pizza and the game. Events like these provide a great opportunity for students and Campus Police staff to interact on a social level and build a positive rapport. On April 10th, Officer Michael Howard spoke to Professor Amy Faben-Wade's Health 208 class about police protocols in standardized field sobriety testing. Lastly, Campus Police assisted Dryden High and Middle School with a successful evacuation drill of their entire campus on April 26th.

**Child Care**

The Child Care Center is still looking to hire aides for the center. Child Care does not have Aides to cover morning and afternoon ratio breaks. Alternatively, the Child Care Center has employed work-study students and piecing it together. Child Care is hopeful to have three students willing to stay and work with us over the summer. Given that, the Child Care Center is still currently seeking 5 Teacher Aides and two Teacher Assistants.

**Health and Wellness Services**

Health and Wellness Services (HWS) is hosting the second annual Best Life Lap 5K is scheduled for May 11th with a 10 am start to promote Mental Health Awareness Month and support the Active Minds Club. Nurse Angie Mc Comb submitted immunization data and an NYSIIS survey for the TC3 Child Care Centers. Students presented with typical illness and injury during April. Seasonal allergies are common for many. Students attended 71 counseling sessions in April. HWS is administering the National College Health Assessment. More than 220 students have completed the survey to date. Finally, the Cross-Community LGBTQIA+ Advocacy Alliance hosted a grant-funded SafeZone train the trainer. 16 trainees from Tompkins and Cortland Counties attended.



## **Office of Diversity Education and Support Services**

ODESS has help note April as Arab American Heritage month with compelling displays, featuring prominent individuals on the campus television screens. This initiative is part of ODESS's broader commitment to embrace and celebrate the rich diversity that constitutes our campus community. The EOP team has been actively engaged in recruiting efforts for the next academic cycle. By tapping into the local high school network, ODESS has taken a direct approach to introduce students to the program. Our strategy involved interactions with students during lunch periods, which has yielded positive outcomes. ODESS is proud to announce that these efforts have attracted approximately 10 potential students to consider EOP at TC3.

## **Residence Life**

The staff selection process for Fall 2024 Resident Assistants is underway. Students can submit application materials through Campus Groups. The Resident Director search has moved to the on-campus interview stage and the search committee will host two candidates during the week of May 6. Also, construction on Tioga and Cayuga Lake Halls is ongoing and on track to be completed by move-in. New flooring and paint have been completed on the first floor of Tioga Hall. New furniture is arriving in June, heating systems are being overhauled in Tompkins and Cortland Halls, and work on roofs and sealing buildings will begin soon.

## **Student Conduct, CARE Team & Title IX**

For April, there were 8 conduct incidents involving 9 students. There was one removal from student housing so far. One case is for a physical altercation between 2 students; the conduct board has been scheduled. There were 4 new referrals to CARE team in April. The new 2024 Title IX regulations dropped on April 21. The Title IX team will be working to update procedures and implement them for the August 1 deadline.

## **Student Activities**

SGA continues to have well-attended general and executive board meetings. The Student Involvement Committee hosted a tie dying event to promote Spring Fest. Spring Semi-Formal has over 100 students registered and will take place in the Student Center on Friday, May 3rd. SGA will be hosting carnival games, face painting, and giveaways at Spring Fest on May 9th. Applications for SGA President and VP of Finance closed and elections have begun, with results announced May 8th. Also, planning for Commencement has kicked off and will continue over the next several weeks. Commencement will be held Tuesday, May 21st 2024. Post cards and e-mails have been sent to students eligible to walk at Commencement. Faculty and staff received an invitation to participate either by walking in the ceremony or volunteering.

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

During the bustling month of April, 656 advising appointments were scheduled, and the SSACT team interacted with over 300 students during class visits, campus programs, and tabling activities. We continued priority concurrent enrollment senior registration and registration for college now seniors at Open House. Additionally, our first week of new student advising appointments in the new onboarding model have been well attended. As of April 30, 455 continuing students have enrolled, 53 new students 18 transfer students, and 15 reinstated students for a net gain of 11.2% by headcount and almost 8.7% by FTE over this time last year.

# Consent Agenda

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-36**

**APPOINTMENT OF PERSONNEL**

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

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

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

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

**STATE OF NEW YORK:**

**SS:**

**COUNTY OF TOMPKINS:**

**I, 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 15<sup>th</sup> day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15<sup>th</sup> day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**Appointment of Personnel**  
**Monday, April 29, 2024**  
**Presented to the Board of Trustees**

Employee	Department	Title/Rank	Salary	Employment Dates
<b>January</b>				
Archer, Pam	CollegeNow Faculty Liaison	Adjunct	\$3,585.30	1/22/2024 To 4/10/2024
Wright, Jocelin	FITN130 M11, FITN230 M21	Adjunct	\$1,539.00	1/22/2024 To 4/10/2024
<b>February</b>				
Kurcoba, Kevin	FITN130 M14, FITN230 M24	Adjunct	\$1,539.00	2/12/2024 To 5/17/2024
Cruz-Miazga, Libby	HLTH111MO1	Adjunct	\$5,386.50	2/29/2024 To 5/17/2024
Iacobucci, Christine	ANTH202 M03	Adjunct	\$3,651.00	2/29/2024 To 5/17/2024
Okaru, Alfie	FITN101, 120, 216 INDP	Adjunct	\$2,496.00	2/29/2024 To 5/17/2024
<b>March</b>				
Delisle, Jake	Laboratory Technician - BIOL/CHEM - Amended	Adjunct	\$4,609.28	3/12/2024 To 5/17/2024
Del Prete, April	Provide supervision while administering medications	Adjunct	\$2,198.25	3/13/2024 To 5/17/2024
<b>April</b>				
Falk, Laura	Winery Boot Camp - biz	Adjunct	\$1,600.00	4/1/2024 To 4/16/2024
Murphy, Nancy	President's Office - Assistant to the President and Clerk to the Board of Trustees	MC	\$70,000.00 *	4/15/2024
Paddock, John	Temporary Director of Facilities (0.6 FTE)	Grade 6	\$2,769.00/bi-weekly	4/17/2024
Ahola, Ashley	Academic Affairs - Coordinator of Testing Center & Assistive Technology	Grade 2	\$60,000.00 *	4/22/2024
<b>May</b>				
Owens, Courtney	Enrollment Management - Career Navigator	Grade 2	\$62,750.00 *	5/28/2024
Holl, Regina	Finance & Administration - Director of Auxiliary Operations	Grade 5	\$100,000.00 *	5/28/2024

TOMPKINS CORTLAND COMMUNITY COLLEGE

Presented to the Board of Trustees

May 15, 2024

Resignations/Retirements/Separations

NAME	TITLE	DEPARTMENT	EFFECTIVE	REASON
Sheila Abbey	Administrative Assistant	Alumni and Development	July 6, 2024	Retirement
Christine Ibert	Enrollment Service Specialist	Enrollment Services	May 21, 2024	Resignation
Joshua Relyea	Cleaning Supervisor	Buildings & Grounds	May 31, 2024	Resignation
Michael Thornton	Supervising Campus Peace Officer	Public Safety	June 26, 2024	Retirement
Patricia Van de Bogart	Special Projects	Campus Technology	February 28, 2025	Retirement

FACULTY STUDENT ASSOCIATION

Makenzie (Zie) Sutton	Teacher Aide	Child Care Center	04/15/24	Resignation
Nicholas Sharpsteen	Maintenance Helper	Bldgs. & Grounds	04/29/24	Resignation
Amanda Jo Hill	Teacher Aide	Child Care Center	04/30/24	Resignation

BISTRO

Joshuah Garretson	Line Cook	TC3 Bistro	04/24/24	Separation
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**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-35**

**APPROVAL OF POSITION DESCRIPTION  
ASSOCIATE VICE PRESIDENT OF STUDENT AFFAIRS**

**WHEREAS**, the College has determined, based on a review and analysis of the Student Affairs office, that there is a need to create an Associate Vice President of Student Affairs position description, and

**WHEREAS**, the attached Associate Vice President of Student Affairs position description is classified as a Management Confidential position, and is recommended by the President, be it therefore

**RESOLVED**, that the Associate Vice President of Student Affairs position description be approved in accordance with the position description attached to this resolution, and be it further

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

**STATE OF NEW YORK:**

**SS:**

**COUNTY OF TOMPKINS:**

**I, 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 15<sup>th</sup> day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15<sup>th</sup> day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

## TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Associate Vice President  
of Student Affairs

**GRADE**

MC

**PAGE**

1 of 3

**ORGANIZATIONAL UNIT**

Student Affairs

**REPORTS TO**

VP of Student Affairs &  
Senior Diversity Officer

**APPROVED BY****SUMMARY**

The Associate Vice President of Student Affairs (AVPSA) provides leadership and oversight of the functions for Student Rights and Responsibilities, student Title IX administration/, Residence Life, Health and Wellness Services, Child Care Center, and the Behavioral Intervention Team. The AVPSA, in collaboration with the VP of Student Affairs & Senior Diversity Officer, leads and oversees the planning, coordination, and assessment of services and programming by and among the assigned student affairs areas, and The AVPSA leads initiatives that support retention. This position will ensure innovative and quality support services and programs consistent with the institutional mission, division plans, and the college's Strategic Plans. The AVPSA manages assigned direct reports to determine the most appropriate and effective means for meeting new or changing student needs and exercises decision-making to adapt programs to maximize the benefit for all students. Additionally, the AVPSA serves as a resource for students, families, and the college community on various student affairs questions or concerns.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Formulates policy recommendations to the Executive Leadership Team concerning strategic and operational planning, utilization of college facilities, cooperative ventures, communication, allocation of resources, personnel considerations, oversees implementation, etc.
2. Responsible for the strategic planning, overall direction, and effectiveness of Programming supported by Health and Wellness Services, including coordinating the College's Behavioral Intervention Team.
3. Provides leadership and collaborates with the Department of Residence Life staff to provide student housing with a quality living-learning environment.
4. Provides leadership and works collaboratively with Child Care staff on programming development, administration, and effectiveness.
5. Assists the Vice President of Student Affairs in the selection, orientation, and evaluation of Student Affairs staff for the appointment, promotion, and retention of staff.
6. Assists the Vice President of Student Affairs in the development and implementation of data-informed strategies to improve programs and processes focused on increasing retention, persistence, and graduation rates.

## TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Associate Vice President  
of Student Affairs

**GRADE**

MC

**PAGE**

2 of 3

**ORGANIZATIONAL UNIT**

Student Affairs

**REPORTS TO**

VP of Student Affairs &  
Senior Diversity Officer

**APPROVED BY**

7. Implements, interprets, and applies the Student Code of Conduct and Student Bill of Rights policies equitably, including maintaining compliance for student discrimination, harassment, and state legal directives, including managing software to maintain student conduct records, compliance training, and Student Conduct Institute compliance across campus.
8. Serves as a Senior Title IX Coordinator for the College
9. Prepares and presents reports and proposals regarding programs and services
10. Serves as a resource for students in addressing their concerns during crisis and conflict.
11. Represents the Vice President of Student Affairs/ President of the Faculty Student Association, both internally and externally, when so delegated.
12. Maintains current knowledge of local, state, and federal laws, regulations, and trends in education related to Student Affairs, harassment, and other anti-discriminatory standards
13. 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.
14. Conducts all personnel matters in accordance with federal, state, and local Equal Employment/Affirmative Action Laws, other applicable laws, regulations, and collective bargaining agreements.
15. Assures the efficient use of material resources by assessing department needs, developing budget recommendations, and managing the department(s) within the budgetary constraints imposed by the College.

**SUPERVISION**

Types Supervised (check each category):

  X   Classified Staff  
  X   Administrative  
  
  X   Faculty  
  X   Adjunct faculty/**students**, etc.

Indicate the number of direct reports in each category:

  1   FTE # of Classified Staff  
  1   FTE # of Administrative  
  2   FTE # of FSA  
      of Faculty  
  1   # of Adj. faculty/**students**, etc.



## TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Associate Vice President  
of Student Affairs

**GRADE**

MC

**PAGE**

3 of 3

**ORGANIZATIONAL UNIT**

Student Affairs

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VP of Student Affairs &  
Senior Diversity Officer

**APPROVED BY**

**MINIMUM QUALIFICATIONS:** Master's Degree in Student Affairs or related field with five years of leadership experience in Student Affairs, administering student conduct, Title VI, VII, and IX in a college environment. Demonstrated experience in student affairs leadership with measurable impact on student retention and success.

**DESIRED QUALIFICATIONS:** Specific coursework in student development, organizational development, cross-cultural communication, group dynamics, assessment and evaluation, and administrative/managerial experience, such as budget and grant management experience. Community college experience.

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-37**

**IN APPRECIATION OF Sheila Abbey**

**WHEREAS**, Sheila Abbey was hired on January 22, 2007 in a full-time position at the College, and

**WHEREAS**, Sheila Abbey elected to retire from her position as Administrative Assistant effective July 6, 2024, and

**WHEREAS**, Sheila Abbey is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Sheila Abbey for over 17 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Sheila Abbey 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-38**

**IN APPRECIATION OF Pamela Davis**

**WHEREAS**, Pamela Davis was hired on July 22, 2014 at the College, and

**WHEREAS**, Pamela Davis elected to retire from her position as Secretary effective September 9, 2024, and

**WHEREAS**, Pamela Davis is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Pamela Davis for over 10 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Pamela Davis future endeavors.

<b>STATE OF NEW YORK:</b>	<b>I, Nancy Murphy, CLERK</b> of the Board of
<b>SS:</b>	Trustees of Tompkins Cortland Community College,
<b>COUNTY OF TOMPKINS:</b>	<b>DO HEREBY CERTIFY</b> 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 15th day of May 2024, and the same is a complete copy of the whole of
	such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-39**

**IN APPRECIATION OF Matty Hamel**

**WHEREAS**, Matty Hamel was hired on September 1, 1980 in a full-time position at the College, and

**WHEREAS**, Matty Hamel elected to retire from his position as Professor of Psychology effective August 31, 2024, and

**WHEREAS**, Matty Hamel is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Matty Hamel for over 44 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of his Matty Hamel 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-40**

**IN APPRECIATION OF Deborah Jarrell**

**WHEREAS**, Deborah Jarrell was hired on July 6, 2010 in a full-time position at the College, and

**WHEREAS**, Deborah Jarrell elected to retire from her position as Enrollment Service Specialist effective September 28, 2024, and

**WHEREAS**, Deborah Jarrell is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Deborah Jarrell for over 13 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Deborah Jarrell 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-41**

**IN APPRECIATION OF Kelley Poire**

**WHEREAS**, Kelley Poire was hired on January 23, 1989 in a full-time position at the College, and

**WHEREAS**, Kelley Poire elected to retire from her position as Enrollment Service Specialist effective September 27, 2024, and

**WHEREAS**, Kelley Poire is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Kelley Poire for over 35 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Kelley Poire 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-42**

**IN APPRECIATION OF Cornelia Rea**

**WHEREAS**, Cornelia Rea was hired on August 22, 2002 in a full-time position at the College, and

**WHEREAS**, Cornelia Rea elected to retire from her position as Professor of Psychology effective June 15, 2024, and

**WHEREAS**, Cornelia Rea is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Cornelia Rea for over 21 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Cornelia Rea 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

## IN APPRECIATION OF Christina Stavenhagen-Helgren

Clerk of the Board of Trustees  
Tompkins Cortland Community College



**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-44**

**IN APPRECIATION OF Heather Stevens**

**WHEREAS**, Heather Stevens was hired on October 10, 1989 at the College,  
and

**WHEREAS**, Heather Stevens elected to retire from her position as Coordinator  
of Transfer Services effective August 31, 2024, and

**WHEREAS**, Heather Stevens is an outstanding individual and professional  
and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community  
College expresses thanks to Heather Stevens for over 34 years of dedicated service,  
and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her  
Heather Stevens 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 15th day of May 2024, and the same is a complete copy of the whole of  
such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my  
hand and caused the official seal of Tompkins  
Cortland Community College to be hereunto affixed  
this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-45**

**IN APPRECIATION OF Brenda Sweeney**

**WHEREAS**, Brenda Sweeney was hired on August 8, 2008 in a full-time position at the College, and

**WHEREAS**, Brenda Sweeney elected to retire from her position as Enrollment Service Specialist effective April 3, 2024, and

**WHEREAS**, Brenda Sweeney is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Brenda Sweeney for over 15 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Brenda Sweeney 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-46**

**IN APPRECIATION OF Janet Swinnich**

**WHEREAS**, Janet Swinnich was hired on August 23, 1983 in a full-time position at the College, and

**WHEREAS**, Janet Swinnich elected to retire from her position as Professor of Electrical Technology effective August 31, 2024, and

**WHEREAS**, Janet Swinnich is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Janet Swinnich for over 41 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Janet Swinnich 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024- 47**

**IN APPRECIATION OF Michael Thornton**

**WHEREAS**, Michael Thornton was hired on December 15, 1989 in a full-time position at the College, and

**WHEREAS**, Michael Thornton elected to retire from his position as Supervising Campus Peace Officer effective June 26, 2024, and

**WHEREAS**, Michael Thornton is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Michael Thornton for over 34 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of his Michael Thornton 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-48**

**IN APPRECIATION OF Patricia Van de Bogart**

**WHEREAS**, Patricia Van de Bogart was hired on January 21, 2010 in a full-time position at the College, and

**WHEREAS**, Patricia Van de Bogart elected to retire from her position as Special Projects – Campus Technology effective February 28, 2025, and

**WHEREAS**, Patricia Van de Bogart is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Patricia Van de Bogart for over 15 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Patricia Van de Bogart 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023 - 2024-49**

**IN APPRECIATION OF Lucy Yang**

**WHEREAS**, Lucy Yang was hired on October 3, 1994 in a full-time position at the College, and

**WHEREAS**, Lucy Yang elected to retire from her position as Coordinator of Information Delivery Services effective February 24, 2024, and

**WHEREAS**, Lucy Yang is an outstanding individual and professional and will be greatly missed at Tompkins Cortland Community College, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College expresses thanks to Lucy Yang for over 29 years of dedicated service, and be it further

**RESOLVED**, that the Board of Trustees extends best wishes to in all of her Lucy Yang 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 15th day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024- 50**

**2024 CHANCELLOR’S/TRUSTEES’ AWARD  
FOR EXCELLENCE IN FACULTY SERVICE  
H. Kenneth Whitener**

**WHEREAS**, the Chancellor of the State University of New York and the Board of Trustees of Tompkins Cortland Community College annually present an Award for Excellence in Faculty Service to an individual who, through continued and exceptional service, represents the highest level of commitment to the mission and goals of the College, and

**WHEREAS**, Professor H. Kenneth Whitener has been named by the Chancellor and by the selection committee appointed by the Board of Trustees as an individual who performs superbly in fulfilling his responsibilities with evidenced excellence in faculty service in numerous areas, and who has exceeded standards in a creative and innovative fashion, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College hereby presents the 2024 Chancellor’s/Trustees’ Award for Excellence in Faculty Service to Professor H. Kenneth Whitener.

**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 18<sup>th</sup> day of May 2023, 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 15<sup>th</sup> day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-51**

**2024 CHANCELLOR'S/TRUSTEES' AWARD  
FOR EXCELLENCE IN PROFESSIONAL SERVICE  
Don Perkins**

**WHEREAS**, the Chancellor of the State University of New York and the Board of Trustees of Tompkins Cortland Community College annually present an Award for Excellence in Professional Service to an individual who, through continued and exceptional service, represents the highest level of commitment to the mission and goals of the College, and

**WHEREAS**, Mr. Don Perkins has been named by the Chancellor and by the selection committee appointed by the Board of Trustees as an individual who performs superbly in fulfilling his responsibilities with evidenced excellence in professional service in numerous areas, and who has exceeded standards in a creative and innovative fashion, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College hereby presents the 2024 Chancellor's/Trustees' Award for Excellence in Professional Service to Mr. Don Perkins.

**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 18<sup>th</sup> day of May 2023, 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 15<sup>th</sup> day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College



**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024- 52**

**2024 CHANCELLOR'S/TRUSTEES' AWARD  
FOR EXCELLENCE IN CLASSIFIED SERVICE  
Deborah Fedenko**

**WHEREAS**, the Chancellor of the State University of New York and the Board of Trustees of Tompkins Cortland Community College annually present an Award for Excellence in Classified Service to an individual who, through continued and exceptional service, represents the highest level of commitment to the mission and goals of the College, and

**WHEREAS**, Ms. Deborah Fedenko has been named by the Chancellor and by the selection committee appointed by the Board of Trustees as an individual who performs superbly in fulfilling her responsibilities with evidenced excellence in classified service, and who has exceeded standards in a creative and innovative fashion, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College hereby presents the 2024 Chancellor's/Trustees' Award for Excellence in Classified Service to Ms. Deborah Fedenko.

**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 18<sup>th</sup> day of May 2023, 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 15<sup>th</sup> day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024- 53**

**2024 CHANCELLOR’S/TRUSTEES’ AWARD  
FOR EXCELLENCE IN ADJUNCT TEACHING  
Jacqueline Thompson**

**WHEREAS**, the Chancellor of the State University of New York and the Board of Trustees of Tompkins Cortland Community College annually present an Award for Excellence in Adjunct Teaching to an individual who, through continued and exceptional service, represents the highest level of commitment to the mission and goals of the College (.5 FTE or less), and

**WHEREAS**, Jacqueline Thompson has been named by the Chancellor and by the selection committee appointed by the Board of Trustees as an individual who performs superbly in fulfilling her responsibilities with evidenced excellence in adjunct teaching in numerous areas, and who has exceeded standards in a creative and innovative fashion, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College hereby presents the 2024 Chancellor’s/Trustees’ Award for Excellence in Adjunct Teaching to Jacqueline Thompson.

<b>STATE OF NEW YORK:</b>	<b>I, NANCY MURPHY, CLERK</b> of the Board of
<b>SS:</b>	Trustees of Tompkins Cortland Community College,
<b>COUNTY OF TOMPKINS:</b>	<b>DO HEREBY CERTIFY</b> 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 18 <sup>th</sup> day of May 2023, 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 15<sup>th</sup> day of May 2024.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-54  
Helium Leak Detector**

**WHEREAS**, there is a need for a **Helium Leak Detector** for instruction at TC3, and

**WHEREAS**, the College has complied with New York General Municipal Law Section 103, and solicited sealed bids for a Helium Leak Detector, and

**WHEREAS**, Kurt Lesker Company of Jefferson Hills, Pennsylvania, has provided the sole responsible bid meeting specifications that were distributed to all bidders, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College awards the bid for the Helium Leak Detector to Kurt Lesker Company per their bid of \$27,014.25. The award is subject to the fulfillment of all necessary and appropriate contingencies, including but not limited to verifications by the Provost and Faculty that the required specifications have been met, approval of all governmental agencies having jurisdiction, the furnishing by contract of required insurance, and acceptable recommendation, be it further

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

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

**I, NANCY MURPHY, CLERK** of the Board of Trustee of Tompkins Cortland Community College,  
**DO HEREBY CERTIFY** that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 15th day of May 2024 and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees

### **Recommendation of Bid Award for Helium Leak Detector**

Tompkins Cortland Community College seeks to purchase equipment for Micro-Nanotechnology Fabrication and Safety curriculum to expand existing programming. Funding has been secured by a SUNY Transformations grant and will be used to purchase equipment and update the college facilities. The equipment for these credentials will also be an important enhancement for interdisciplinary undergraduate research projects for students in the biology, environmental science, and chemistry departments.

In consultation with the Provost and Faculty, we are recommending the award of the bid for a **Helium Leak Detector**, to Kurt Lesker Company of Jefferson Hills, Pennsylvania for the bid amount of \$27,014.25. A sealed bid process was conducted per the requirements of New York State General Municipal Law 103. A summary of the bids received is listed below.

The bid was advertised in The Ithaca Journal and The Cortland Standard. Bid requests were sent to 3 qualified vendors for this specific equipment. Kurt Lesker was the only bid received. The bid amount is below the anticipated estimated amount allocated for this equipment.

Kevin Caveney  
Purchasing

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-55  
The Huntington National Bank Lease**

**WHEREAS**, there is a need for a specialized Groundmaster Mower for grounds maintenance at Tompkins Cortland Community College and a lease procured through **The Huntington National Bank** , and

**WHEREAS**, Lessee has determined that it is in the best interest to acquire by lease Groundmaster Mover (the "Equipment"); and

**WHEREAS**, Lessee has requested that **The Huntington National Bank**, a Minnesota corporation ("Lessor"), lease the Equipment to it; and

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College determines it is in the best interest to lease the equipment from The Huntington National Bank.

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

**I, NANCY MURPHY, CLERK** of the Board of Trustee of Tompkins Cortland Community College,  
**DO HEREBY CERTIFY** that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 15th day of May 2024 and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15th day of May 2024.

Clerk of the Board of Trustees

### **Approval for Groundmaster 4700 Mower**

In January 2023, Bill Talbot, former VP of Finance & Administration committed to a \$110K Toro Groundmaster Mower. This equipment was purchased via terms and discounted pricing of a New York State contract. This was specialized equipment requiring build out. We recently received the lease documents from the leasing agency and they were seeking an opinion of our legal counsel. Upon review with Carolyn Boone and outside counsel (Seth G.), it was determined that this should have had board approval, or authorization from the President (as an authorized signor designated by the board) to proceed.

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-56**

**Prior Learning  
Assessment Policy**

**WHEREAS**, the College has identified need for a Prior Learning Assessment Process as required by the SUNY BOT Resolution 2023-8

**WHEREAS**, the College has tasked the office of the Provost to review, outline, and recommend best practices, and

**WHEREAS**, this policy has been reviewed by the Chief Policy and Compliance Officer and is recommended by the President, be it therefore

**RESOLVED**, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the administration of the College to execute the Prior Learning Assessment Policy on Campus Policy.

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

**I, NANCY MURPHY, DEPUTY 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 15<sup>th</sup> day of May 2024, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15<sup>th</sup> day of May 2024.

Deputy Clerk of the Board of Trustees  
Tompkins Cortland Community  
College



# Prior Learning Assessment Policy

## Purpose and Scope

Prior Learning Assessment (PLA) awards college credit for verifiable learning experiences obtained by students attending Tompkins Cortland Community College consistent with SUNY Policy.

## Policy

The College will evaluate and assess prior learning so that it may provide students with significant cost savings, advanced standing towards educational goals, and higher degree completion rates. The award of credit through Prior Learning Assessment is at the discretion of the Provost's Office, after consultation with appropriate faculty and staff.

## References

[SUNY Resolution 2023-8](#); Memorandum to Presidents Vol. 24, [No. 1 – Policy and Guidance: Award of Academic Credit by Evaluation](#);

## Resolution

2024-##-##

## History

Approved Curriculum Committee 2/12/24; Approved Faculty 3/21/24; Approved College Senate 3/22/24

## Review Cycle

March 2025; then every 3 Years thereafter

## Responsible Executive

Provost and Vice President of Academic Affairs



# Prior Learning Assessment Processes

## Policy Statement (Expanded)

Prior Learning Assessment (PLA) awards college credit for verifiable learning experiences obtained by students attending Tompkins Cortland Community College. When made available, the evaluation and assessment of prior learning may provide students with significant cost savings, advanced standing towards educational goals, and higher degree completion rates. Experiences assessed and certified to award credit for existing academic courses may include, but are not limited to, the following:

- military education, training, and experience identified on the Joint Services Transcript (JST)
- performance on standardized published exams such as AP and CLEP
- professional and industry certifications, licenses, or other credentials
- non-credit and continuing education studies
- on-the-job training/education including apprenticeships
- prior work experience (portfolio review)

All College faculty and staff involved in management, coordination, evaluation, or oversight of Prior Learning Assessment are responsible for implementation of activities through the development of procedures consistent with this policy and process. The award of credit through Prior Learning Assessment is at the discretion of the Provost's Office, after consultation with appropriate faculty and staff.

## Processes

1. The Provost's Office and the Academic Records Office will work with faculty/staff to ensure that all Prior Learning Assessment is aligned with the College's curriculum, to ensure that all student learning outcomes in a specific course are met whenever PLA credit is to be awarded, to catalog the available PLA opportunities, and to note when PLA may not be used to fulfill program requirements.
2. The Provost's Office and the Academic Records Office will publish Prior Learning Assessment policies and procedures on the College website, and they will work with staff in Enrollment Management to include PLA information in the College Catalog, enrollment materials, and other venues as appropriate. This will include providing all campus advisors/faculty information about Prior Learning Assessment and providing training as needed.
3. The College will ensure that information about Prior Learning Assessment – where applicable – is embedded into the new/transfer/returning student onboarding process. Annual assessment of the onboarding process will include a review of approaches to



ensure that students, especially low income and under-represented minority students, have access to Prior Learning Assessments.

4. The College will periodically review the Prior Learning Assessment process, including an assessment of the tool for portfolio review, best practices for converting non-credit coursework to credit-bearing, appropriate and available standardized tests, collaborations with federal/state agencies and partner schools working with Prior Learning Assessments, and other applicable practices. This review will include ensuring that practices are equitable and are communicated clearly to faculty, staff, and students.
5. Credits earned through Prior Learning Assessment do not count towards the Tompkins Cortland Residency Requirement.
6. The College Administration will recommend appropriate fees for Prior Learning Assessment, consistent with costs incurred for review and evaluation, to the College Board of Trustees. Such costs would include, but not be limited to, supervision of the evaluation activities; assessment preparation or purchase; administration of the assessments, including correction, evaluation, recording, notification of participants; and other costs incurred in providing support services. Such fees will not be charged per credit. Fees will be reviewed annually.
7. Credits awarded through Prior Learning Assessment will be posted on student transcripts.
8. The College will establish data tracking and reporting for Prior Learning Assessment consistent with SUNY standards.
9. The College will provide students a reasonable explanation about how work for which students seek credit is or is not comparable with curricula and standards to meet degree requirements.
10. The College will provide students who are denied credits through this policy the opportunity to appeal.

# Discussion Items

# World Cafés on Student Retention & Belonging

## Spring 2024 Executive Summary

While TC3 is committed to student success, and our retention rates—only 44% from 2018-19, with 14% completing/transferring, earning us the bottom rank of SUNY community colleges—have seen some growth, they do not yet reflect that commitment.

To understand drivers of student retention and belonging, we conducted multiple World Cafe sessions: a methodology using broad questions and small group conversation for information-gathering and idea-generation. Over 200 participants—160 employees on 10/10/23, 10 students via Teams 11/15/23, and 48 students on 2/1/24—shared insights.

A work group analyzed the 1054 comments recorded between all sessions and developed an extensive report. The summary below presents emergent themes, A. strengths, B. areas for growth, and C. questions for further investigation. The full text of the report can be found on [Sharepoint](#)

### Themes

#### 1. Entry

- A. Both employees and students perceive TC3 to be a student-centered institution
- B. Processes need greater clarity and collaboration to streamline the student experience
- C. How does TC3 document & maintain entry processes, and how do stakeholders access them?

#### 2. Student Progress / Advising

- A. When students receive one-to-one guidance, they tend to feel connected & make good progress
- B. Not all students felt advising was clear or readily available
- C. What tools do advisors and students use to access advising information? How often do students and advisors connect & by what means? How can we increase opportunities for one-to-one connection?

#### 3. Student Support Initiatives

- A. Multi-use spaces like the Best Life Lounge recognized by students as excellent space to connect
- B. Students seek increased hours and access to support services

- C. Where and how do students seek support and how can we increase access to, and knowledge of, the services we offer?

#### 4. Curriculum / Scheduling

- A. TC3 has used guided pathways to effectively shift from developmental courses to co-requisite support models
- B. Students' experiences of individual classes are not always consistent with Master Course Syllabi
- C. Who provides guidance to faculty on effective best practices, and what oversight/mentorship opportunities are offered?

#### 5. Communication

- A. Face-to-face activities and communications increase sense of connection (i.e. job fairs, RA activities, conversations with faculty)
- B. All stakeholders find means of communication and technologies too diverse and confusing
- C. What methods of communication prove most effective? What information should be available for passive access and what should be directly communicated?

#### 6. Campus Environment

- A. Students enjoy communal spaces where they can interact with diverse identity groups (i.e. Best Life Lounge)
- B. Communal, classroom, and residential spaces require upgrades; dining and transportation need increased options
- C. How can we best prioritize upgrades to encourage the most retention?

#### 7. Student Engagement and Belonging

- A. Events like job fair allow for greater connection
- B. Students need more help meeting basic needs and learning about events
- C. How do students learn about events and their value? How can we track which events are most impactful?

### Key Takeaways & Next Steps

TC3's best resource is its people—employees and students. Every effort should be made to leverage our other resources to enhance communication and connection in our community.

These findings will inform 1. the strategic enrollment process, 2. the college strategic plan, and 3. the Institutional Effectiveness Committee, which will oversee the coordination of

campus leadership groups to utilize the report and its findings, conduct further investigations, develop specific action items, and implement changes.