



Board of Trustees Meeting Agenda

January 15, 2026 at 5:30 p.m.

[Zoom Link](#)

- 1. Call to Order**
- 2. Roll Call**
- 3. Welcome Guests**
- 4. Approval of Agenda**
- 5. Public Comment****
- 6. Approval of December 18, 2025 Board of Trustees Meeting Minutes***
- 7. Presentation:** Annual Emergency Plan Update, Chris Austen, Director of Campus Police
- 8. Chair's Report**
- 9. Treasurer/CFO Report**
 - a. Finance and Budget Update
 - b. 2025 Audit Preparations
 - c. Student Tuition & Fees Analysis, VP of Enrollment Management and Student Affairs, Rob Palmieri
- 10. Student Trustee's Report**
- 11. President's Report**
 - a. Vice President Reports
 - b. Academic Portfolio Review
- 12. Consent Agenda***
 - a. Resolution to Discontinue Biotechnology Certificate
 - b. Resolution to Discontinue Broadcast Production A.A.S.
 - c. Resolution to Discontinue International Business A.S.
 - d. Resolution to Discontinue International Studies A.S.

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

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

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

- e. Resolution to Discontinue Liberal Arts and Sciences: Gender and Sexuality Studies A.S.
- f. Resolution to Discontinue Outdoor Recreation A.S.
- g. Resolution to Discontinue Recreation Leadership A.S.
- h. Resolution to Discontinue Wine Marketing A.A.S.

13. Committee Affiliate Reports

- o New York Community College Trustees (NYCCT)
- o College Senate
- o TC3 Foundation

14. County Liaison Update

- o Cortland County
- o Tompkins County

15. Adjournment**Informational Item**

- NYCCT January 2026 Board Chair Update

Calendar Items

- Students resume classes January 26, 2026
- Board Finance & Audit Committee Meeting, January 28, 2026
- Board of Trustees Meeting, February 19, 2026

***Board action required**

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

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Minutes



Minutes
December 18, 2025
Open Session @ 5:30 p.m.

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

Excused: Frank Kruppa

County Liaisons: Mike Lane Cathy Bischoff – excused

Foundation Liaison: Loren Sparling

Staff: Heather Clifford, Nic Dovi, Regina Holl, Eric Jenes, Amy Kremenek, Nancy Murphy, Joe Orevicz, Rob Palmieri, Dennis Panagitsas, Malvika Talwar, Aaron Tolbert, Susanna Van Sant, Jonathan Walz- Koeppel

1. **Call to Order:** Meeting was called to order at 5:27 p.m. by Chair Davison.
2. **Roll Call:** Ms. Murphy called roll.
3. **Welcome Guests:** Mr. Walz-Koeppel, Executive Director of Campus Technology, announced Matthew Richardson, TC3's Chief Virtual Information Security Officer (VCISO) of Cyberstone Security would be joining virtually.
4. **Approval of Agenda:** Ms. Perfetti moved to approve the agenda, seconded by Ms. Buck; motion approved unanimously.
5. **Public Comment:** Susanna Van Sant, Acquisitions Librarian/Professor, was recognized and addressed the Board regarding the November minutes' interpretation of the Bronson bill.
6. **Approval of November 20, 2025 , Board of Trustees Meeting Minutes.** Ms. Buck moved that the minutes from the November 20, 2025 meeting be approved as submitted; seconded by Ms. Michell-Nunn motion approved unanimously.

7. **Presentation:** Mr. Matt Richardson, VCISO (Cyberstone Security), presented the Annual Cybersecurity Update, covering annual wins, current state, future threats, and the 2026 roadmap. The strategic focus centers on three pillars: Infrastructure Hygiene; Identity & Threat Intelligence Modernization; and Workforce & Resilience.

8. Chair's Report

- **December Graduate Celebration & Nursing Pinning:** Chair Davison noted both ceremonies were well attended and successful, recognizing trustees and staff who participated and organized the events.
- **Friend of the College Nominations:** Criteria for the award and previous awardees were shared. Board members were asked to send nomination names to Ms. Murphy for consideration at the January meeting.
- **NYCCT communications:** NYCCT asked each Board Chair to confirm that all Board members are receiving email communication from NYCCT.
- **Update on NYCCT action/SUNY Chancellor:** George Cushman (NYCCT Chair) provided an update on legal action against the Chancellor; as follows:
 - **Chancellor Interview Requirement:** The proposed mandate that local boards submit three presidential finalists for Chancellor interviews has been eliminated
 - **Contract Review and Approval:** The Chancellor's assertion to review and approve initial presidential contracts and any subsequent amendments or extensions has been removed

9. **Treasurer/CFO Report** Treasurer McSherry reported on the December 3, 2025, Finance and Audit Committee meeting, including updates on cybersecurity and financial audits. Health insurance rate increases (14% last year, 18% this year) are absorbing planned savings and are expected to continue.

- Audit Preparation: Auditors are actively engaging with the Finance team.
- Surplus Report: Reviewed by Mr. Panagitsas.

10. **Student Trustee's Report:** Ms. Piotti reported finals completion and recent student activities events. Preparations are underway for January orientation. She shared upcoming study-abroad plans to Ireland.

11. **President's Report:** President Kremenek highlighted updated Fast Facts materials, attendance at the Middle States Conference, and engagement with the Middle States team chair. Dr. Margaret McMenamin, President of Union College of Union County, NJ., will serve as our team chair. President Kremenek also

recognized local sponsors for support of the College's 5% requested operating aid increase. Key additional updates included:

- ATD Capacity Café scheduled for January 21.
- SUNY verbal confirmation of \$1.8–\$2M in Digital Transformation funding to replace the ERP system.
- Strategic Plan Dashboard: Dr. Talwar presented the dashboard; aligned with Achieving the Dream, SUNY, and institutional metrics, with launch planned for spring 2026

12. Consent Agenda: Mr. McSherry moved the Consent Agenda be approved as submitted; seconded by Ms. Perfetti; motion carried unanimously.

- Resolution on Title IX Policy
- Resolution to Update Board of Trustees Bylaws
- Resolution on Bid Award for TC3 Fieldhouse Wall Repair Project Bid
- Resolution on the TC3 Facilities Master Plan
- Resolution Honoring Tompkins County Liaison Michael Lane

13. Committee and Affiliate Reports

- New York Community College Trustees (NYCCT): Ms. Buck thanked Trustees for advocacy related to the Chancellor's actions; budget advocacy efforts will soon begin.
- College Senate: College Senate Co-chair Eric Jenes reported on a budget presentation, discussion of discontinuing eight academic programs (update in January), open nominations for Chancellor's Awards, and Senate vacancies.
- TC3 Foundation: Mr. Sparling reported Giving Tuesday met the \$25,000 goal with Board match; receipt of a \$20,000 SUNY Emergency Grant; revised bylaws and leadership slate for January; Executive Director interviews upcoming; proposed potential sale of Ithaca Extension Center; America Flatbread to present on Coltivare lease.

14. County Liaison Update

- Cortland County: Ms. Bischoff was excused.
- Tompkins County: Mr. Lane reported on new legislators and two new seats, with TC3 liaison pending. He provided a Code Blue shelter update and expressed appreciation for the College's leadership, fiscal stewardship, and community impact.

15. Adjournment: Mr. McSherry moved that the meeting be adjourned at 7:02 p.m.; seconded by Ms. Michell-Nunn motion carried unanimously.

Informational Item

- Middle States RFI response

Calendar Items

- Board of Trustees Meeting, January 15, 2026
- Board Finance & Audit Committee Meeting, January 28, 2026

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



Financial and Budget Update

January 2026 Financial Report

Operating Expenses

As of the end of November, operating expenses are approximately 27%, compared to the expected benchmark of around 25%. This deviation is primarily due to a third payroll occurring in November. This discrepancy is expected to normalize in the coming months. Overall, expenditures remain within budget. We will continue to monitor expenses closely as we enter the second quarter of the year.

Revenues

Revenue trends are positive compared to last year. Fall enrollment was 4% above budget, and we anticipate similarly strong enrollment for Spring 2026.

2024–25 Audit

The auditors are currently reviewing the financial information we provided. They will continue fieldwork for the first three weeks of January. The auditors will attend the January 28 Finance Committee meeting to provide an update with the full audit presentation scheduled for the March Board meeting.

2026–27 Budget Development

TC3 divisions are currently preparing their budget requests, which are due to Finance on January 15th. We are also reviewing enrollment and revenue projections to support the revenue side of the budget. According to the established timeline, a draft budget will be ready for Board review at the March 2026 meeting.

Tompkins Cortland Community College
2025-2026 Appropriations
Year-to-Date through Nov 30th 2025

	Modified Budget 2025-26	Expend to Date 2025-26	Unexpended Balance 2025-26	% Expended 2025-26	Total Exp PY 2024-25	YTD Exp PY to Date 2024-25	PY % Expended 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
Forecasted Dept. Appropriations									
Personal Services	16,858,695	4,673,420	12,185,275	27.7%	17,657,648	4,649,186	26.3%	(24,234)	-0.1%
Equipment	100,000	14,387	85,613	14.4%	133,201	6,250	4.7%	(5,997)	-4.5%
Contractual Expenses	5,989,459	1,487,183	4,502,276	24.8%	6,310,447	1,465,202	23.2%	(21,981)	-0.3%
Employee Benefits	8,267,390	2,344,125	5,923,265	28.4%	9,626,809	2,371,361	24.6%	27,236	0.3%
Total Forecasted Departmental Appropriations¹	31,215,544	8,519,115	22,696,429	27.3%	33,728,105	8,491,999	25.2%	(24,976)	-0.3%
Scholarships &Awards									
Student Services		161,700	(161,700)	0.0%	267,906	143,281	53.5%	(18,419)	(12.9%)
Academic Support	3,200,000	1,268,661	1,931,339	39.6%	3,699,845	1,261,314	34.1%	(7,347)	(0.6%)
Total Scholarships & Awards	3,200,000	1,430,361	1,769,639	44.7%	3,967,751	1,404,595	35.4%	(25,766)	(1.8%)
Total Forecasted Appropriations²	34,415,544	9,949,476	794,794	28.9%	32,846,916	32,849,831	100.0%	(1,540,650)	(4.7%)
Adjustments to Approved Budget									
Personal Services				0.0%			0.0%	0	0.0%
Equipment				0.0%			0.0%	0	0.0%
Contractual Expenses				0.0%			0.0%	0	0.0%
Employee Benefits				0.0%			0.0%	0	0.0%
Total Adjustments to Approved Budget³ Favorable (Unfav)	0	0	0	0.0%	0	0	0.0%	0	0.0%
Personnel	16,858,695	4,673,420	12,185,275	27.7%	17,657,648	4,649,186	26.3%	(24,234)	-0.1%
Equipment	100,000	14,387	85,613	14.4%	133,201	6,250	4.7%	(5,997)	-4.5%
Contractual	5,989,459	1,487,183	4,502,276	24.8%	6,310,447	1,465,202	23.2%	(21,981)	-0.3%
Scholarship & Awards Offset	3,200,000	1,430,361	1,769,639	44.7%	3,967,751	1,404,595	35.4%	(25,766)	-0.6%
Fringe Benefit	8,267,390	2,344,125	5,923,265	28.4%	9,626,809	2,371,361	24.6%	27,236	0.3%
Total Approved Budget Appropriations⁴	34,415,544	9,949,476	24,466,068	28.9%	37,695,855	9,896,594	26.3%	(50,742)	-0.5%

Explanation of Sub-Totals and Totals:

1. **Total Forecasted Departmental Appropriations:** Enables an analysis of departmental operating costs.
2. **Total Forecasted Appropriations:** Forecasts the End-of-Year Appropriations for the College.
3. **Total 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 2025-26	Expend to Date 2025-26	Unexpended Balance 2025-26	% Expended 2025-26	Total Exp PY 2023-2024	YTD Exp PY to Date 2024-25	PY % Expended 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
Instruction									
Personal Services	6,488,035	2,186,599	4,301,436	33.7%	7,292,941	2,105,691	28.9%	(80,908)	(3.8%)
Equipment			0	0.0%	3,248		0.0%	0	0.0%
Contractual Expenses	529,525	127,103	402,422	24.0%	1,292,545	416,388	32.2%	289,285	69.5%
Employee Benefits	3,420,434	1,115,166	2,305,268	32.6%	4,105,284	1,085,846	26.4%	(29,320)	(2.7%)
Total Instruction	10,437,994	3,428,868	7,009,126	32.8%	12,694,017	3,607,926	28.4%	179,058	5.0%
Public Service									
Personal Services		0	0	0.0%					
Equipment			0	0.0%					
Contractual Expenses		0	0	0.0%					
Employee Benefits		0	0	0.0%					
Total Public Service	0	0	0	0.0%					
Academic Support									
Personal Services	1,515,620	426,992	1,088,628	28.2%	1,685,234	428,953	25.5%	1,961	0.5%
Equipment			0	0.0%	13,883		0.0%	0	0.0%
Contractual Expenses	208,538	39,730	168,808	19.1%	202,485	26,484	13.1%	(13,246)	(50.0%)
Employee Benefits	855,743	210,190	645,554	24.6%	889,505	215,395	24.2%	5,206	2.4%
Total Academic Support	2,579,901	676,912	1,902,989	26.2%	2,791,108	670,832	24.0%	(6,080)	(0.9%)
Libraries									
Personal Services	576,249	139,016	437,233	24.1%	642,573	147,553	23.0%	8,537	5.8%
Equipment			0	0.0%	1,612	1,612	100.0%	1,612	100.0%
Contractual Expenses	283,200	92,853	190,347	32.8%	228,658	56,894	24.9%	(35,959)	(63.2%)
Employee Benefits	289,183	68,988	220,195	23.9%	301,751	73,777	24.4%	4,789	6.5%
Total Libraries	1,148,632	300,856	847,776	26.2%	1,172,981	278,223	23.7%	(22,633)	(8.1%)
Student Services									
Personal Services	2,499,274	600,829	1,898,445	24.0%	2,455,240	636,294	25.9%	35,464	5.6%
Equipment			0	0.0%	9,535		0.0%	0	0.0%
Contractual Expenses	744,176	168,321	575,855	22.6%	644,943	149,895	23.2%	(18,427)	(12.3%)
Employee Benefits	1,245,305	300,021	945,284	24.1%	1,413,453	327,036	23.1%	27,015	8.3%
Total Student Services	4,488,755	1,069,172	3,419,583	23.8%	4,523,171	1,113,224	24.6%	44,053	4.0%
Maintenance and Operations									
Personal Services	2,132,633	506,627	1,626,006	23.8%	2,112,065	497,876	23.6%	(8,751)	(1.8%)
Equipment	70,000	5,872	64,128	8.4%	30,659	4,638	15.1%	(1,234)	(26.6%)
Contractual Expenses	1,144,975	285,826	859,149	25.0%	1,190,442	143,796	12.1%	(142,031)	(98.8%)
Employee Benefits	952,264	253,897	698,367	26.7%	1,180,001	247,233	21.0%	(6,664)	(2.7%)
Total Maintenance and Operations	4,299,872	1,052,222	3,247,650	24.5%	4,513,166	893,542	19.8%	(158,680)	(17.8%)
Institutional Support									
Personal Services	2,043,901	388,233	1,655,668	19.0%	1,829,585	423,570	23.2%	35,337	8.3%
Equipment			0	0.0%	11,729	2,140	18.2%	2,140	100.0%
Contractual Expenses	707,600	165,649	541,951	23.4%	601,255	169,597	28.2%	3,948	2.3%
Employee Benefits	853,324	194,283	659,041	22.8%	973,683	221,231	22.7%	26,948	12.2%
Total Institutional Support	3,604,825	748,165	2,856,659	20.8%	3,416,253	816,538	23.9%	68,373	8.4%
General Institutional Services									
Personal Services	1,602,983	425,124	1,177,859	26.5%	1,640,011	409,248	25.0%	(15,875)	(3.9%)
Equipment	30,000	8,515	21,485	28.4%	74,265		0.0%	(8,515)	0.0%
Contractual Expenses	2,371,445	607,700	1,763,745	25.6%	2,150,118	502,148	23.4%	(105,552)	(21.0%)
Employee Benefits	651,137	201,581	449,556	31.0%	763,132	200,844	26.3%	(737)	(0.4%)
Total General Institutional Services	4,655,565	1,242,920	3,412,646	26.7%	4,627,526	1,112,240	24.0%	(130,679)	(11.7%)
Total Forecasted Departmental Appropriations¹	31,215,544	8,519,115	22,696,429	27.3%	33,738,222	8,492,527	25.2%	(26,588)	-0.1%

2025-2026 Appropriations
Schedule of Employee Benefits
as of Nov 30th, 2025

	2025-26	2025-26	2025-26	2025-26	2024-25	2024-25	Variance	% Variance	
	BUDGET	Actual	Uexpended	%	Total Exp	PY to Date	PY %	CY to PY	
			Balance	Unexpended	PY		Expended	Fav(Unfav)	
Retirement Incentive Costs	185,167	57,076	128,091	30.8%	213,760	99,079	46.4%	42,004	42.4%
HRA Retiree Benefits	85,169	11,379	73,790	13.4%	105,539	18,130	17.2%	6,751	37.2%
State Employee's Retirement	1,127,884	436,269	691,615	38.7%	1,609,336	351,772	21.9%	(84,497)	(24.0%)
State Teacher's Retirement	182,296		182,296	0.0%	65,764	51,404	78.2%	51,404	100.0%
Optional Retirement Fund	817,894	282,198	535,696	34.5%	1,077,422	157,088	14.6%	(125,110)	(79.6%)
Social Security	1,299,274	369,490	929,784	28.4%	1,286,604	348,680	27.1%	(20,810)	(6.0%)
Worker's Compensation	95,339	21,993	73,346	23.1%	55,291	49,078	88.8%	27,085	55.2%
Disability Insurance	8,553	917	7,636	10.7%	9,007	1,955	21.7%	1,038	53.1%
Hospital and Medical Insurance	3,042,386	703,000	2,339,386	23.1%	3,168,399	699,542	22.1%	(3,458)	(0.5%)
Post Retirement Health Insurance	1,565,580	360,000	1,205,580	23.0%	1,502,093	360,000	24.0%	0	0.0%
Employee Tuition Benefits	129,602	59,327	70,275	45.8%	96,606	44,455	46.0%	(14,872)	(33.5%)
Life Insurance	7,717	2,276	5,441	29.5%	9,403	2,099	22.3%	(177)	(8.4%)
Vacation Benefits	94,871		94,871	0.0%	419,914		0.0%	0	0.0%
Miscellaneous	3,323	425	2,898	12.8%	3,794	700	18.5%	275	39.3%
Unemployment Insurance	16,466	5,161	11,305	31.3%	25,671	15,003	58.4%	9,841	65.6%
Total Employee Benefits	8,661,521	2,309,511	6,352,010	26.7%	9,648,603	2,198,984	22.8%	(110,526)	(5.0%)

Tompkins Cortland Community College
YTD Revenues 2025-2026
Nov 30th, 2025

	Modified Budget 2025-26	Revenues to Date 2025-26	Unrealized Balance 2025-26	% Realized 2025-26	Total Rev PY 2024-25	YTD Rev PY 2024-25	PY % Realized 2024-25	Fav Var (Unfav Var) to PY	% Variance to PY
Student Revenue									
Core Tuition									
Fall	3,963,712	4,239,484	(275,772)	107.0%	3,764,362	3,735,942	99.2%	503,542	13.5%
Spring	3,511,304	2,370,588	1,140,716	67.5%	3,335,085	1,861,204	55.8%	509,384	27.4%
Winter	143,032	132,160	10,872	92.4%	157,803	133,536	84.6%	(1,376)	-1.0%
Summer	625,420	(416)	625,836	-0.1%	595,942		0.0%	(416)	0.0%
Nonresident Tuition	813,600	1,271,702	(458,102)	156.3%	891,023	957,061	107.4%	314,642	32.9%
Student Fee Revenue	982,033	804,172	177,861	81.9%	997,888	716,743	71.8%	87,429	12.2%
Total Core Student Revenue	10,039,101	8,817,690	1,221,411	87.8%	9,742,104	7,404,486	76.0%	1,413,205	19.1%
Concurrent Enrollment Tuition	3,200,000	1,289,280	1,910,720	40.3%	3,698,543	1,276,561	34.5%	12,719	1.0%
Total Student Revenue	13,239,101	10,106,970	3,132,131	76.3%	13,440,647	8,681,047	64.6%	1,425,924	16.4%
Government Appropriations									
New York State	9,384,444	2,455,983	6,928,461	26.2%	9,787,799	2,446,950	25.0%	9,033	0.4%
Local Sponsors	4,882,882	0	4,882,882	0.0%	4,882,882	0	0.0%	0	0.0%
Appropriated Cash Surplus	28,515	28,515	0	100.0%	1,127,425	1,127,425	100.0%	(1,098,910)	-97.5%
Charges to Other Counties	5,800,000	2,208,307	3,591,693	38.1%	5,825,323	2,394,960	41.1%	(186,653)	-7.8%
Total Govt Appropriations	20,095,841	4,692,805	15,403,036	23.4%	21,623,429	5,969,335	27.6%	(1,276,530)	-21.4%
Other Revenues									
Service Fees	96,040	103,601	(7,561)	107.9%	87,051	46,556	53.5%	57,045	122.5%
Interest Earnings	9,007	2,865	6,142	31.8%	10,044	2,786	27.7%	79	2.8%
Rental of Real Property	11,035	225	10,810	2.0%	1,425		0.0%	225	0.0%
Contract Courses	25,031	2,495	22,536	10.0%	250,427	48,043	19.2%	(45,548)	-94.8%
Noncredit Tuition	174,870	64,089	110,781	36.6%	138,476	35,427	25.6%	28,662	80.9%
Grant Offsets	180,373	9,306	171,067	5.2%	183,915	52,473	28.5%	(43,167)	-82.3%
Unclassified Revenues	303,644	31,515	272,130	10.4%	74,426	18,386	24.7%	13,128	71.4%
Total Other Revenues	800,000	214,097	585,903	26.8%	745,764	203,672	27.3%	10,425	5.1%
TOTAL REVENUES	34,134,942	15,013,872	19,121,070	44.0%	35,809,840	14,854,053	41.5%	159,818	1.1%
Student Revenue	13,535,042	10,277,156	3,257,886	75.9%	13,916,601	8,811,073	63.3%	1,466,083	16.6%
State Revenue	9,384,444	2,455,983	6,928,461	26.2%	9,787,799	2,446,950	25.0%	9,033	0.4%
Local Revenue	10,682,882	2,208,307	8,474,575	20.7%	10,708,205	2,394,960	22.4%	(186,653)	-7.8%
Use of Fund Balance	28,515	28,515	0	100.0%	1,127,425	1,127,425	100.0%	(1,098,910)	-97.5%
Other	504,059	43,911	460,148	8.7%	269,809	73,646	27.3%	(29,734)	-40.4%
Total	34,134,942	15,013,872	19,121,070	44.0%	35,809,840	14,854,053	41.5%	159,818	1.1%

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

ENSURING MIDDLE STATES ACCREDITATION

- TC3's Middle States Accreditation Team Chair has been named. Dr. Margaret McMenamin, President of Union College in New Jersey, will serve in this role. I am connecting with Dr. McMenamin to schedule her preliminary visit to TC3 later this year.
- I participated in an online convening with the Commission to discuss the draft 15th Edition of the Middle States Standards of Accreditation, which will be released for comments next week. The new standards are heavily data-driven, and proposed changes to the following areas will be included: Transfer credit, student success measures, campus safety, workforce development, code of conduct and academic integrity. Following the comment period and vote, the new standards become effective 7/1/26. TC3's Self-study will continue to follow the 14th Edition per Middle States' requirements, but the updated standards will serve as key touchpoints for college operations and future direction.
- The senior team is reviewing the new Middle States policy on Use of Artificial Intelligence, which will guide next steps to ensure institutional compliance and best practice.

STRENGTHENING THE INSTITUTIONAL FRAMEWORK

- Progress on the Fall 2025 metrics for the Strategic Plan are being assessed. A progress report and update to the Strategic Plan website will follow.
- Achieving the Dream (ATD) coaches Kara Monroe and Paula Pitcher will be back on campus 1/20 and 1/21 for the all-campus "Capacity Café" to review the College's Institutional Capacity Assessment Tool (ICAT) results. The ICAT serves as the baseline for ATD work over the next 3 years.
- TC3's SUNY Academic Momentum draft plan was submitted to ATD on 12/22. Following review of their suggestions, TC3 will make final edits and submit the plan to SUNY by the 2/5 deadline.
- President's Cabinet January meeting will focus on the 2026-27 Operating Budget and Enrollment/Revenue projections, the Student Tuition and Fees Analysis, and the recently released *Resilient by Design* Report by the American Association of Community Colleges.
- Written confirmation has been received from SUNY that the state-funded Digital Transformation Project (DTP) will support campus' transition to Ellucian Banner ERP/SIS. I have confirmed with SUNY TC3's interest in being part of the initial 5-campus cohort.
- Bill Emm, a highly experienced retired SUNY community college CFO, has been retained to review the operations of the College's Finance Office. Recommendations are due by 1/31.

BUILDING EXTERNAL SUPPORT

- Meetings are scheduled with Cortland County Administrator Michael Ponticello and Tompkins County Administrator Korsah Akumfi in January to discuss the 2026-27 Budget calendar, Capital needs, etc.
- Initial candidates for the Chief Advancement Officer and permanent Executive Director of the TC3 Foundation have been interviewed. Finalist candidates are invited to campus for full-day visits and meetings with appropriate constituencies.
- A new transfer agreement and partnership was announced in December with Hobart & William Smith Colleges. Dual admission agreements with Ithaca College and SUNY Cortland are anticipated for spring.

INVESTING IN THE CAMPUS COMMUNITY

- TC3 Employee of the Month award for January will be presented to Assistant Director of Employer Relations & Experiential Learning Dara Riegel.
- The leadership and staff of the College's Campus Police department were commended both internally and externally for their assistance to the Dryden School District during their fire incident on 1/7. The College maintains a "mutual aid agreement" with DSD to assist each other during times of need.



TO: Amy Kremenek, D.M. - President

CC: Tompkins Cortland Community College - Faculty

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

DATE: 11.10.2025

SUBJECT: Academic Program Discontinuance Recommendations – Fall 2025

Overview:

This letter formalizes the process taken to review the academic portfolio, and it provides my overarching recommendations for significant modifications to the college's academic portfolio.

Context:

Upon my entrance to Tompkins Cortland Community College, I learned, by late April, that the academic program review (APR) process at the college had essentially stopped around the year 2017. Indeed, there is a robust catalog of reviews from 2005-2017, but there were only five completed from 2023-2023 and thus only five completed reviews as of May 2025 for the total catalog of (65) academic programs. This catalog of missing APRs should contain the core information to review the academic portfolio as a whole. Missing the APRs meant that the college needed to formulate a new strategy to understand the health and state of its academic portfolio. These APRs are a missing foundational part of the college's 2026 reaccreditation process with the Middle States Commission on Higher Education.

Consequently, I took three actions to review the academic portfolio. First, the college hired Hannover Research, a premier data analytics agency, to complete the attached "Academic Portfolio Optimization Report." Second, I worked with IR to gather all the data needed for the scheduled APRs. Third, I shared both this report and the data with all full-time faculty starting in May of 2025. I then asked the faculty to engage in what I termed "health checks" at the start of the fall '25 semester for each program. Faculty completed their analysis in September, and I shared my response to the faculty's analyses in a letter in mid-October.

Provost's Analysis of Academic Portfolio as a Whole

A. Size of the Portfolio

Every college must balance the total number of programs included in the academic portfolio against the size of its student body to ensure that each program can receive the attention and focus it needs to thrive. For context, the college had a student body in 2010-2011 of 7241 full-time student equivalencies (FTEs). In the 2023-2024 the college had 3069 FTEs. This represents a 58% reduction in the core business of the college.

The major challenge this has created can best be seen in the report by Hannover Research titled “Academic Portfolio Optimization.” On pages 33 and 34, there is a snapshot of 2023 graduates from the college by program. A simple analysis shows that there were 281 graduates from 6 academic programs, a 47 to 1 ratio), and 90 graduates from 22 programs (4 to 1 ratio). Indeed, 15 programs at the college produced only 37 graduates in total (a 2.5 to 1 ratio).

My analysis from this data is that the academic portfolio is significantly larger than the college can currently maintain. It is not fiscally sustainable to continue to offer the breadth of the portfolio with instructional and equipment costs for the number of programs. Nor can we, with the reduction in full-time faculty and staff from the height of 7241 FTEs, ask the current faculty to maintain such a broad and complex array of programs.

In summary, the college needs to reduce the size of its academic portfolio so that it redirects the resources into both current under-resourced programs and new programs that can drive enrollment growth and serve community needs.

B. Efficiency

During the 2023-2024 academic year, 30% of all classes taught at TC3 had fewer than 6 students in them. This shows a highly significant issue of fiscal inefficiency as the college spends more on the cost to pay a faculty member than it receives in tuition revenue when fewer than six students take the course. Simply, the college took a direct fiscal loss of 30% of its total teaching portfolio in the 2023-2024 academic year. The main reason the college has a high percentage of significantly under-enrolled classes is that too many academic programs are significantly under-enrolled. Indeed, ten programs do not have more than ten students enrolled in the major. Moreover, these programs have not had more than ten students in them over the past three years.

Rationale to Discontinue

Each of the programs listed below faces a series of common challenges.

1. Persistent low enrollment – Each program listed has had consistent low enrollment for more than three years. The average number of students in the program over five years is noted in the final table. This means that if the college retained the program, it would have to run low-enrolled classes unless it could significantly grow enrollment to closer to 35-40 full-time student equivalents.
2. Ability to increase enrollment – Each program listed in the table below contains some highly specialized coursework that only students in the major regularly take. In addition, data, from both our Lightcast tool and the Hannover report, show that student enrollment is trending away from these programs across the state.
3. A number of these programs have a low job opportunity rate in Tompkins and Cortland Counties, meaning that there is not a breadth of local jobs that clearly align with the program offered.
4. A few of the programs listed have high costs in equipment (i.e. Broadcast Production).
5. Running academic programs with significantly low enrollment is not pedagogically sound for students who have few peers with which to engage, learn, and grow.

With all of this data and information considered, upon my recommendation, the faculty have met this fall of 2025 and voted in their academic communities to formally discontinue the following programs. With this review of the academic portfolio considered, I formally recommend discontinuance of these six academic programs.

Program Title	Type of Degree	# of current students (FA25)	# of students. AY 22-23,23-24, 24-25
International Business*	A.S.	10	14,11,10
Wine Marketing	A.A.S	3	1,3,3
Biotechnology	Certificate	1	1,0,1
International Studies	A.S.	4	7,2,4
Women's and Gender Studies	A.S.	3	4,5,3
Broadcast Production Both Radio and Television	A.A.S.	0	13,7,0

* International Business will become a concentration under the Business Admin. Degree

Addendum: Voting Process and Outcome

Through the curricular process, faculty in their communities voted to discontinue the programs noted above. Each community voted for this; the Curriculum Committee voted on Monday, December, 1st, 2025 to discontinue these programs, and the totals of the “all-faculty” votes are below. Votes along all three levels, Academic Community, Curriculum Committee, and All-Faculty indicate faculty's agreement with the provost that these programs should be discontinued. The College Senate's votes are also included.

		<u>ALL FACULTY Vote Totals</u>				College Senate Vote
Program Title	Type of Degree	Vote “Yes” (to close)	Vote “No” (to close)	Vote “Abstain”	NYS 2019-2023 CAGR*	
International Business*	A.S.	39	1	2	-21%	13 - yes
Wine Marketing	A.A.S	36	3	3	NA (too small)	12 - yes 1 - abstain
Biotechnology	Certificate	36	4	2	-12.0%	11 -yes 2 - no
International Studies	A.S.	40	1	1	-21.7%	12 - yes 1 - no
Women's and Gender Studies	A.S.	37	2	3	-5.2%	12 - yes 1 - no
Broadcast Production Radio	A.A.S.	33	5	4	-0.5%	13 - yes
Broadcast Production Television	A.A.S.	32	6	4	-0.5%	12 - yes 1 - no

* CAGR = Compound Annual Growth Rate (for NY State enrollment in similar programs) Data is from the Hannover Academic Portfolio Optimization Report

Jobs Data:

Faculty were provided detailed jobs data on these programs through their academic program review data process. Each program has a 7-page data analysis from Lightcast, our core IR data analytics tool. For almost every program, job growth is falling.



TO: Amy Kremenek, D.M. - President

CC: Tompkins Cortland Community College - Faculty

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

DATE: 1.5.2025

SUBJECT: Outdoor Recreation Program Discontinuance Recommendations – Fall 2025

This fall, I made the recommendation to the faculty to close the college's A.S. in Outdoor Recreation program. Professor Patrick Mercer and the faculty at the community level have voted to support the deactivation instead of the discontinuance of this specific program. My rationale for closure of this program starts with the larger discontinuance memo about the overall portfolio I sent to the faculty this fall. All of that rationale is meant to be taken into account in advance of this letter. The following is an additional, focused, supplement to that core rationale.

Program Enrollment – As seen in the chart below, the program has had 6 or less students since 2009 with the exception of 2011, with no more than 1 student enrolled after the COVID-19 pandemic. Enrollment therefore alone indicates that completing the work to manage the program, including the academic program review, managing the website, and managing the individual classes, exceed the resources that warrant investment for 1 or less matriculated student. In summary, student enrollment in the program shows that there is no viable “turnaround” that could bring in a steady cohort of 15 or more students in any given year. Were the college to “reactivate” the program, it would remain chronically underenrolled and therefore, never thrive. This would take vital resources from other academic programs with need.

Total FTEs by Academic Year					
2010-11	6.1	2015-16	4.5 (127.4%)	2020-21	0.1 (4.1%)
2011-12	14.6 (238%)	2016-17	2.8 (62.2%)	2021-22	2.9 (2150%)
2012-13	5.8 (40%)	2017-18	3.0 (107.1%)	2022-23	1.8 (62.8%)
2013-14	4.3 (73.1%)	2018-19	5.5 (183.3%)	2023-24	1.4 (79.6%)
2014-15	3.5 (82.8%)	2019-20	3.2 (58.8%)	2024-25	0.8 (58.1%)
				2025-26	0.8 (92%)

Addendum: Voting Process and Outcome: Informational

Through the curricular process, faculty in their communities voted “no” on the provost’s proposal to discontinue the program. Instead, they voted in the affirmative to instead “deactivate” (pause) the program. This “deactivation” would mean the college would not allow students to register, and the college would have 3 years to redesign the program to re-open it. Curriculum Committee voted on 12.1.2025 not to support the provost’s proposal to discontinue the program. Curriculum Committee did vote to support the deactivation of the program. The result of the all-faculty vote is below. College Senate voted: 7 Yes 6 No, and thus the vote to discontinue the program did pass the College Senate.

		ALL-FACULTY	Vote Totals		
Program Title	Type of Degree	Vote “Yes” (to close)	Vote “No” (to close)	Vote “Abstain”	NYS 2019-2023 CAGR*
Outdoor Recreation	A.S.	15	23	4	-8.9%

* CAGR = Compound Annual Growth Rate (for NY State enrollment in similar programs) Data is from the Hannover Academic Portfolio Optimization Report

Jobs Data:

Faculty were provided detailed jobs data on these programs through their academic program review data process. Each program has a 7-page data analysis from Lightcast, our core IR data analytics tool. Job growth in this area is rising, but the category is very broad. On the last page is the core data from page one of the reports. The analysis shows that the jobs in the “recreation workers” field seldom require a degree, and they pay close to minimum wage (\$16.20 an hour). The core pillar of the college is to provide education and training in fields with 1) livable wages, 2) high job demand in the region, and 3) requirements to hold a college degree.

Provost Analysis/ Opinion:

The idea to “pause” / deactivate the program for redesign implies that there are changes that could move the program to a viable enrollment number. As shown above, the program has only had a single year of enrollment of 10 or more students since 2010. In analysis of the enrollment and jobs data, the idea that any potential program changes could increase enrollment to a solid 30+ full-time student equivalencies are not well-reasoned. There is no data in enrollment, jobs projections, or other locations that indicate that the time spent could create these results. Therefore, spending the time to pause the program instead of closing it would focus time, effort, and a full-time faculty’s resources into reinventing a program with no viable chance of success. I believe firmly that these vital resources need to be redirected to alternative academic programs that can achieve realistic enrollment growth for the institution.

Recreation

Curriculums and Assigned CIP under the Program

CODE_SDF	CIP	CIP Description
5REX	31.0101	Parks, Recreation and Leisure Studies
5OR	31.0301	Parks, Recreation and Leisure Facilities Management
5RL	31.0301	Parks, Recreation and Leisure Facilities Management

Top Occupations and Typical Education Requirements

Data is from New York State Department of Labor - Occupational Projections 2022-2032.

CIP	SOC	Occupation Name	Typical Education Needed for Entry	Most common education attained by workers in the occupation	Typical on-the-job training needed to attain competency in the occupation
31.0101	33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	No formal educational credential	Bachelor's degree	Short-term on-the-job training
31.0301	33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	No formal educational credential	Bachelor's degree	Short-term on-the-job training
31.0301	37-3011	Landscaping and Groundskeeping Workers	No formal educational credential	High school diploma or equivalent	Short-term on-the-job training
31.0101	39-3091	Amusement and Recreation Attendants	No formal educational credential	Some college, no degree	Short-term on-the-job training
31.0301	39-3091	Amusement and Recreation Attendants	No formal educational credential	Some college, no degree	Short-term on-the-job training
31.0101	25-3021	Self-Enrichment Teachers	High school diploma or equivalent	Bachelor's degree	None
31.0301	37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	High school diploma or equivalent	High school diploma or equivalent	None

Top Occupations by Annual Openings in the Region

Lightcast, Job Posting Timeframe 2023.08 - 2024.03

CIP	SOC	Occupation Name	2023 Jobs	2033 Jobs	2023 - 2033 % Change	Median Hourly Earnings	Median Annual Earnings	Avg. Annual Openings	Median Posting Duration	Unique Postings	Number of Employers Competing
31.0301	11-1021	General and Operations Managers	15535	16688	7.4%	47.4	98560.5	1417	26	1037	448
31.0301	37-3011	Landscaping and Groundskeeping Workers	6103	6430	5.4%	18.4	38269.8	860	26	320	115
31.0101	39-3091	Amusement and Recreation Attendants	1422	1642	15.4%	15.6	32494.3	459	21	52	19
31.0301	39-3091	Amusement and Recreation Attendants	1422	1642	15.4%	15.6	32494.3	459	21	52	19
31.0101	39-9032	Recreation Workers	1525	1681	10.2%	16.2	33720.8	350	25	274	107
31.0301	39-9032	Recreation Workers	1525	1681	10.2%	16.2	33720.8	350	25	274	107
31.0101	33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	693	851	22.8%	15.9	32986.2	257	21	115	47
31.0301	33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	693	851	22.8%	15.9	32986.2	257	21	115	47
31.0101	25-3021	Self-Enrichment Teachers	1940	2021	4.2%	22.2	46077.1	253	22	163	67
31.0301	37-1012	First-Line Supervisors of Landscaping, Lawn	706	733	3.9%	26.6	55255.5	82	18	62	34
Total			28215	30378	10.9%	22.2	46077.1	3711	25	2235	903



TO: Amy Kremenek, D.M. - President

CC: Tompkins Cortland Community College - Faculty

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

DATE: 11.10.2025

SUBJECT: Recreation Leadership Program Discontinuance Recommendations

This fall, I made the recommendation to the faculty to close the college's A.S. in Recreation Leadership. Professor Patrick Mercer and the faculty at the community level have voted to support the continuance of this specific program. The college "all-faculty" group voted to keep the program; however, the College Senate did vote to discontinue the program. Details are shared later in the memo. My rationale for closure of this program starts with the larger discontinuance memo about the overall portfolio I sent to the faculty this past fall. All that rationale is meant to be taken into account in advance of this letter. The following is an additional, focused, supplement to that core rationale.

1. Program Enrollment – As seen in the chart below, the program has had 7 or less students since 2009, with no more than 1 student enrolled after the COVID-19 pandemic.

Enrollment therefore alone indicates that completing the work to manage the program, including the academic program review, managing the website, and managing the individual classes, exceed the resources that warrant investment for 1 or less matriculated student.

Total FTEs by Academic Year					
2009-10	7.1	2015-16	3.5 (75.5%)	2021-22	1.0 (39.5%)
2010-11	6.8 (95%)	2016-17	3.9 (110.5%)	2022-23	1.4 (140%)
2011-12	7.7 (113.3%)	2017-18	1.8 (46.6%)	2023-24	0.6 (45.2%)
2012-13	6.8 (88.7%)	2018-19	2.0 (109.3%)	2024-25	0.4 (68.4%)
2013-14	4.7 (68.6%)	2019-20	3.4 (171.2%)	2025-26	1.1 (246.2%)
2014-15	4.6 (99.3%)	2020-21	2.5 (75.2%)		

2. Professor Mercer's counter proposal to keep this program relies on a relationship between Recreation Leadership with the college's current "Exercise Studies" program. Indeed, the current Exercise Studies program requires the following recreational courses.

- a. RECR110, Introduction to Recreation, 3 cr.
- b. RECR112, Introduction to Kinesiology, 3cr.
- c. RECR280, Recreation Programming and Leadership, 3 cr.
- d. RECR230, Personal Training, 3cr.
- e. RECR150, Play Across Diverse Cultures, 3cr.
- f. RECR232, Exercise Physiology, 3
- g. RECR285, Recreation Field Work, 3

There are seven classes or 21 credits in "recreation" classes total in Exercise Studies. The two programs share the four highlighted courses of 12 credits.

My major concern in keeping Recreation Leadership is that it would require the college to keep its Exercise Studies program as it currently exists with *little modification*. The issue is this; the current Exercise Studies program as a transfer program has no formal articulation agreements, and the current curricula is not well aligned for transfer. The reason is simple. *There are no bachelor's degrees registered in the State of New York under the Inventory of Registered Programs at the New York State Education Department title "Exercise Studies."* The only two similar options are "Exercise Science" and "Sports Management." SUNY Cortland does have "recreation bachelor's degrees;" however, the SUNY Cortland does not advertise the "Exercise Studies" as a recreation program.

My office has conducted a review of what credits, under our current Exercise Studies program, could transfer to either a bachelor's degree in Exercise Science or Sports Management. Our findings indicate that indeed 12 or more of the listed credits above would count only as "electives" in most local programs. For example, from that list both SUNY Cortland and Ithaca College's Exercise Science programs only require kinesiology and physiology. None of the other 15 credits listed above could reasonably transfer in an articulation for *core credit* to earn a student "junior" status upon transfer. While a few credits may be individually "negotiated," this would not be in the interest of our students in the program because TC3 would be limiting the transfer options of our students to only those colleges that we have clear agreements with. Our program is therefore so significantly different from our transfer partners that it is not a good "match" to any programs we can find in our local region.

Our transfer-out data show that Exercise Studies students often transfer to Exercise Science or sometimes Business programs at four-year institutions, including SUNY Cortland. If the degree is primarily intended to align with Exercise Science, it should be renamed and the curriculum modified to reflect that focus, with corresponding

articulation agreements. The same is true if the program's purpose is broader or geared toward business-related pathways.

In summary, to keep Recreation Leadership would require that we keep Exercise Studies "as is," and Exercise Studies needs immediate curricular updates to clarify its identity and make it a viable transfer program from a curricular level.

3. "Concentration Options"

Finally, this Recreation Leadership program at the associate's level does not have meaningful differences from the sport management program, except that it does not currently provide students with core competencies in finance, human resource management, or public speaking. Certainly, a future leader seeking a career with a living wage at a local employer, like Greek Peak, would need to show proficiency in these skills to be hired. Therefore, taking the 100 level curricula to begin developing these business skills should be part of our program. Simply, our Recreation Leadership program could become a "concertation" under Sports Management where students complete an internship at a location like Greek Peak. The college cannot afford to run "recreation leadership," "sports leadership," and "business leadership" courses separately with our total size and student enrollment. My idea here is option to keep valuable curricula from the original program and merge it with a well-established and well-enrolled program.

In summary, the student enrollment alone does not justify keeping the program open. Moreover, the choices the college would need to make in order to align the curricula with Exercise Studies would prevent the college from making key needed reforms in a program that could, if re-named and rewritten, provide more enrollment to the college and a better transfer pathway for our students.

Addendum: Voting Process and Outcome: Informational

Through the curricular process, faculty in their communities voted "no" on the provost's proposal to discontinue the program. The Curriculum Committee voted on December, 1st, 2025. They voted not to support the provost's proposal to discontinue the program. Curriculum Committee did vote to support the deactivation of the program. The result of the all-faculty vote is below. College Senate voted: 7 Yes, 5 No, 1 Abstain, and thus the vote to discontinue the program did pass the College Senate.

		ALL-FACULTY	Vote Totals		
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Jobs Data:

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Provost Analysis/ Opinion:

As shown above, the program has never had 10 or more students since 2010. Moreover, classes in this field could be offered on occasion to business majors should enroll in the course to suffice seat minimums. In analysis of the enrollment and jobs data, the idea that any potential program changes could increase enrollment to a solid 30+ full-time student equivalencies are not well-reasoned. There is no data in enrollment, jobs projections, or other locations that indicate that the program could create these results. I believe firmly that these vital resources need to be redirected to alternative academic programs that can achieve realistic enrollment growth for the institution.

Recreation

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31.0301	39-9032	Recreation Workers	1525	1681	10.2%	16.2	33720.8	350	25	274	107
31.0101	33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	693	851	22.8%	15.9	32986.2	257	21	115	47
31.0301	33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	693	851	22.8%	15.9	32986.2	257	21	115	47
31.0101	25-3021	Self-Enrichment Teachers	1940	2021	4.2%	22.2	46077.1	253	22	163	67
31.0301	37-1012	First-Line Supervisors of Landscaping, Lawn	706	733	3.9%	26.6	55255.5	82	18	62	34
Total			28215	30378	10.9%	22.2	46077.1	3711	25	2235	903



Vice President Reports

Board of Trustees Update – January 2026

Administrative Division Overview

Campus Safety and Security

Campus Police closed the year with over 11,000 documented service incidents, primarily proactive activities supporting a safe and welcoming campus. Officers responded to alarms and reported crimes, collaborated regularly with local law enforcement agencies, and supported multiple law enforcement training sessions hosted on campus. Community engagement remained a priority through outreach events such as Law Enforcement Recruitment Day and Coffee with a Cop. Looking ahead, the department will continue to emphasize preparedness, prevention, and collaboration as facility updates are completed and additional training sessions are hosted in early 2026.

Human Resources

Human Resources strengthened departmental capacity with the addition of Beth Korson as Assistant to the Department. The team successfully completed its first Open Enrollment using Paycor's Benefit Advisor, improving transparency and access for employees and retirees. Retiree engagement included on-campus support sessions. The College also expanded employee support services with a new Employee Assistance Program vendor, HigherEd EAP, broadening resources available for wellness, development, and performance support.

Campus Technology

SUNY has announced its intent to fund implementation of Banner as the systemwide Student Information System. A cross-campus committee has submitted a recommendation to the President for review. Planning is underway to relocate the Campus Technology Helpdesk to the Panther Welcome Center and Baker Learning Commons to enhance service visibility and access for students. The department is also actively addressing an increase in fraudulent applications in coordination with Admissions and the College's Virtual Chief Security Officer.

Facilities

Facilities focused on compliance, maintenance, and winter readiness. Regulatory activities included fire door extension requests, elevator inspections, campuswide fire re-inspections, and routine dorm inspections. Maintenance addressed safety issues, HVAC preventive maintenance, repairs, painting, and space reconfigurations to support office moves. Custodial staff prepared vacant residence halls for showings, supported office moves and events, and completed deep cleaning during the winter break. Grounds crews managed multiple snow events, maintaining safe roadways and walkways, and supported logistical needs related to campus operations.

Rob Palmieri, VP of Enrollment Management & Student Affairs

Strategic Enrollment Plan (SEP)

The next meeting of the SEP Council is scheduled for February 13th. At this meeting, the SEP workgroups including High School Partnerships, International Recruitment, and Student Onboarding & Orientation will provide progress updates on initiatives designed to advance the plan's goals. The Council will also continue its review of progress across the 12 approved SEP strategies.

Office Moves

As a follow-up to last month's report, office relocations continue to progress during the winter break and remain on schedule for completion prior to the start of the Spring semester. These planned moves are intended to enhance collaboration, visibility, and student support across the division and the college.

As previously shared, Opportunity Programs including EOP, SUNY-funded ASAP, and Global Initiatives will relocate to the current Finance Office suite, a central and highly visible location at the top of the stairs near the Panther Welcome Center and Baker Commons. This relocation positions student-centered services both literally and symbolically at the heart of campus and is expected to improve access and coordination for students.

Student Tuition & Fees Analysis

The Division conducted a comprehensive tuition and fee analysis to assess TC3 in comparison to the other 29 SUNY community colleges. The analysis focuses on differences in tuition rates for full-time and part-time students, as well as concurrent enrollment.

In addition, the review includes a detailed examination of mandatory fees paid by all students such as the Student Activities/Student Life fee and the Technology fee as well as other institutional fees. These include colleges that charge a book fee, online/hybrid course fees, and a comparative review of housing and meal plan costs.

Enrollment Updates

Despite flat enrollment among new and transfer students and growth in online dual enrollment, Winter Session enrollment is down -14.3% (-32 students) in headcount and 4.8 FTE below the budget goal. The decline is concentrated among continuing and returning students. In response, the college will implement more proactive and earlier communications in advance of future winter and summer sessions to better support student awareness and enrollment.

Spring 2026 enrollment is up +18.0% (+205) in headcount and up +80.8 FTE, having already reached 89.1% of the budget goal. A significant portion of the increase in incoming students is attributable to SUNY Reconnect programs, including Chemical Dependency AAS, the new Health Sciences AS, Computer Information Systems AAS, and Nursing AAS.

The registration of new on-campus students continues with a series of small on-campus Accepted Panther Days on January 10th and January 20th. Online only, Transfer, and Returning students have the option of scheduling a virtual advisement appointment with a Student Success Advisor or having a class schedule created for them (based on answers to a registration survey). To date, 41 admitted students have selected one of these registration options, with participation continuing to grow.

Middle States (MSCHE) Self Study Update:

The second draft of the Middle States self-study chapters was submitted by the standard chairs on December 15th. The core leadership team is currently reviewing these chapters in order to facilitate the final internal submission of the chapters in early March, and to have a full first draft of the MSCHE self-study in April. The College is also working on getting details for the pre-visit of the MSCHE evaluation chair this Spring and a final team visit next Fall (2026). [Dr. Margaret McMenamin, President of Union College of Union County, NJ](#) will serve as the evaluation team chair.

Institutional Effectiveness and Research Updates:

Planning and Assessment: The IE office has been focused on implementing a more assessment focused and comprehensive process for non-academic department planning and zero-based budgeting. The College successfully implemented a new process through the software Watermark in November and December. There was robust participation from all functional areas across the College. This work is key to building a deeper assessment culture at the College and to have more consistent processes and procedures as part of an integrated planning framework that is driven by the College's Strategic Plan.

Institutional Effectiveness (IE) Council: The IE council wrapped up its first semester of work this Fall and they provided important support to the following College priorities: 1: The new planning and assessment process for non-academic offices – Dr. Susan Mueller (co-chair of the IE council) provided important support to the office of IE and to college offices in helping to ensure that department plans were assessable and guided by the division and college strategic plans. 2: The IE council provided an important forum for discussion and feedback regarding the College's ATD and SUNY Academic Momentum plan data. These plans that are being currently drafted are important documents to help drive improvements in student outcomes.

Institutional Research: There have been several important compliance projects that the office has been focused on SUNY data reporting (Financial Aid, Early Student Submission, and Summer Degree Data), and NY State Education data reports (Student Financial Aid, 12-month enrollment, Fall Degree-Credit Enrollment, Full Time Undergraduate Enrollment etc.). There are also several federal reports that will be due in January through the Integrated Post Secondary Education Data System (IPEDS) and we have been focused on preparing for these reports as well.

Chief Diversity Officer's Report: The chair of DEAC – Michelle Nightingale worked with the Diversity Equity Action Council and the President on a revised [Equity, Diversity and Justice Plan](#) to ensure that the plan more assessable, data-driven and action oriented. DEAC will update the College Senate in March on its progress to date.

Aaron Tolbert, Provost and VP of Academic Affairs

1. Academic Portfolio
 - a. Academic Affairs is moving forward a recommendation to discontinue (close) eight academic programs at the college. There are three core memos with the rationale, data, and votes from faculty through a process that included faculty input and votes at the faculty community, curriculum committee, all-faculty, and College Senate levels. This work comes after a year of review and reflection on the portfolio as a whole.
 - b. New Programs – When faculty return in late January the division will begin to review opportunities for new programs to complement the current academic portfolio and drive enrollment at the college and serve students all while serving local employment needs.
2. Retention
 - a. Work continues to refine the role of academic advising on campus in conjunction with the Enrollment Management division. In spring, Academic Affairs will build a plan for changes it expects to make for the fall of 2026 and map out any required training.
3. Academic Affairs Leadership
 - a. Following a year-long review of structural needs, accreditation requirements, and necessary progress in support of the Strategi Plan, in February, the college will launch a search for three core academic deans who will provide additional leadership and coordination to the work of Academic Affairs. This is an exciting step forward to capitalize on our excellent academic programs and support our dedicated faculty. These key leaders will help move the academic portfolio forward with work including 1) engaging with or building vibrant advisory boards for the programs they are responsible for which will lead to insights for our curricula, internships for our students, allies in our community, and hopefully, potential donors; 2) finding and securing grant opportunities that can support the work of individual academic programs; and 3) providing divisional support to full and part-time faculty.
4. Culture
 - a. Faculty leaders have spent the fall looking at options for shared-governance models; we expect a report and a series of discussions to occur over the winter months as the faculty consider their options for engaging shared governance on campus.
5. Other Areas of Note
 - a. The college was awarded a one year set of funds totaling \$47,150 from SUNY's Office of Higher Education in Prison's to support our efforts with College Initiative Upstate to provide an expand the coursework and guidance we offer to students who have recently left the criminal justice system in Tompkins and Cortland counties. These funds are a genuine success as we work to build a strategy for long-term funding for the program that has operated for more than a decade at TC3.
 - b. Faculty and other members of Academic Affairs have work very hard to contribute to the Academic Momentum Campaign Plan due to SUNY in early February. Major projects include focused work on advising and gateway course improvement.



Consent Agenda

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-13

Resolution to
Discontinue Biotechnology Certificate

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the Biotechnology Certificate program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 1 student in 2022-23, 0 students in 2023-24 and 1 student in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the Biotechnology Certificate program requires highly specialized coursework exclusive to the major and as a Certificate program, offers limited employment opportunity in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the Academic Community, the Faculty Curriculum Committee, the full Faculty of the College, and the College Senate have voted to formally discontinue the Biotechnology Certificate program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the Biotechnology Certificate program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the Biotechnology Certificate program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

Resolution to Discontinue Biotechnology Certificate
Continued

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-26-14

Resolution To
Discontinue Broadcast Production A.A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the Broadcast Production A.A.S. program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 13 students in 2022-23 to 0 students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the Broadcast Production A.A.S. program requires highly specialized coursework exclusive to the major and as an Associate degree, offers limited employment opportunity in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the Academic Community, the Faculty Curriculum Committee, the full Faculty of the College, and the College Senate have voted to formally discontinue the Broadcast Production A.A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the Broadcast Production A.A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the Broadcast Production A.A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

Resolution To Discontinue Broadcast Production A.A.S.
Continued

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-15

Resolution To
Discontinue Liberal Arts and Sciences: Gender and Sexuality Studies A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the Liberal Arts and Sciences: Gender and Sexuality Studies A.S. program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 4 students in 2022-23 to 3 students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the Liberal Arts and Sciences: Gender and Sexuality Studies A.S. program requires highly specialized coursework exclusive to the major and offers limited employment opportunity in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the Academic Community, the Faculty Curriculum Committee, the full Faculty of the College, and the College Senate have voted to formally discontinue the Liberal Arts and Sciences: Gender and Sexuality Studies A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the Liberal Arts and Sciences: Gender and Sexuality Studies A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the Liberal Arts and Sciences: Gender and Sexuality Studies A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

Resolution To Discontinue Liberal Arts and Sciences: Gender and Sexuality Studies A.S.
Continued

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-26-16

Resolution To
Discontinue International Business A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the International Business Associate of Science program at Tompkins Cortland Community College has experienced persistent low enrollment, decreasing from 14 students in 2022-23 to 10 students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the International Business A.S. program requires highly specialized coursework exclusive to the major and offers limited employment opportunity in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the Academic Community, the Faculty Curriculum Committee, the full Faculty of the College, and the College Senate have voted to formally discontinue the International Business A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the International Business A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the International Business A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

Resolution To Discontinue International Business A.S.
Continued

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-17

Resolution To
Discontinue International Studies A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the International Studies A.S. program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 7 students in 2022-23 to 4 students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the International Studies A.S. program requires highly specialized coursework exclusive to the major and offers limited employment opportunity in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the Academic Community, the Faculty Curriculum Committee, the full Faculty of the College, and the College Senate have voted to formally discontinue the International Studies A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the International Studies A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the International Studies A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

Resolution To Discontinue International Studies
Continued

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-18

Resolution To
Discontinue Outdoor Recreation A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the Outdoor Recreation A.S. program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 3.2 FTE students in 2019-20 to 0.8 FTE students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the Outdoor Recreation A.S. program requires highly specialized coursework exclusive to the major and offers limited living-wage employment opportunity for positions requiring the degree in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the members of the Academic Community, the Faculty Curriculum Committee, and the full Faculty of the College, did not vote to support discontinuance of the Outdoor Recreation A.S. program; the members of College Senate voted in support of formal discontinuance of the Outdoor Recreation A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the Outdoor Recreation A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the Outdoor Recreation A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK: **I, NANCY MURPHY, CLERK** of the Board of Trustee of

SS: Tompkins Cortland Community College,

COUNTY OF TOMPKINS: **DO HEREBY CERTIFY** that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

Resolution To Discontinue Outdoor Recreation A.S.
Continued

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-2026-19

Resolution To
Discontinue Recreation Leadership A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the Recreation Leadership A.S. program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 3.4 FTE students in 2019-20 to 0.4 FTE students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the Recreation Leadership A.S. program requires highly specialized coursework exclusive to the major and offers limited living-wage employment opportunity for positions requiring the degree in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the members of the Academic Community, the Faculty Curriculum Committee, and the full Faculty of the College, did not vote to support discontinuance of the Recreation Leadership A.S. program; the members of College Senate voted in support of formal discontinuance of the Recreation Leadership A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the Recreation Leadership A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the Recreation Leadership A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK: **I, NANCY MURPHY, CLERK** of the Board of Trustee of

SS: Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

Resolution To Discontinue Recreation Leadership A.S.
Continued

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2025-26-20

RESOLUTION TO
DISCONTINUE WINE MARKETING A.A.S.

WHEREAS, New York State Education Law Article 126, Section 6306, Administration of Community Colleges – Boards of Trustees, provides for the responsibility of the Board of Trustees to adopt Curricula, subject to the approval of the State University Trustees, and;

WHEREAS, New York State Education Law and the Bylaws of the Board of Trustees of Tompkins Cortland Community College provide for the responsibility of the College President to formulate and present to the Board of Trustees with recommendations for action on Curriculum; and;

WHEREAS, the College engaged in an extensive year-long Academic Portfolio Optimization to conduct an in-depth review and analysis of each degree program and the overall institutional portfolio of 65 degree programs, and;

WHEREAS, the Wine Marketing Associate of Applied Science program at Tompkins Cortland Community College has experienced persistent low enrollment, ranging from 1 student in 2022-23 to 3 students in 2024-25, creating fiscal inefficiency, and;

WHEREAS, the Wine Marketing A.A.S. program requires highly specialized coursework exclusive to the major and offers limited living-wage employment opportunity in the region served by Tompkins Cortland Community College and;

WHEREAS, the Academic Affairs division and College Faculty, led by the College Provost, reviewed the Academic Portfolio Optimization Report and program-specific data to engage in comprehensive “health checks” for each degree program, and;

WHEREAS, the Academic Community, the Faculty Curriculum Committee, the full Faculty of the College, and the College Senate have voted to formally discontinue the Wine Marketing A.A.S. program; and

WHEREAS, the Provost and Vice President of Academic Affairs has formally recommended to the President to discontinue the Wine Marketing A.A.S. program, and;

WHEREAS, the policy of the State University of New York on Program Deactivation and Discontinuance requires the College President to submit a formal request for Program Discontinuance to the SUNY Provost and Vice Chancellor for Academic Affairs, which, upon approval by SUNY System Administration and the Chancellor, will be presented to the SUNY Board of Trustees for formal approval, now; therefore be it

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby authorizes the discontinuance of the Wine Marketing A.A.S. program, and authorizes the College President to formally submit to the State University of New York for approval of the recommended discontinuance.

STATE OF NEW YORK:

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

SS:

Tompkins Cortland Community College,

COUNTY OF TOMPKINS:

DO HEREBY CERTIFY that the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland

RESOLUTION TO DISCONTINUE WINE MARKETING A.A.S.**Continued**

Community College at a regular meeting of said Board on this 15th day of January 2026 and the same is a complete copy of the whole of such resolution.

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

Clerk of the Board of Trustees

This report provides a summary of Foundation-managed auxiliary operations, including advancement activity, governance actions, and asset stewardship, for Trustee awareness and oversight.

Advancement, Fundraising & Donor Engagement: The Foundation continues to expand fundraising activity and strengthen donor relationships in support of student success and College priorities.

- Giving Tuesday: The campaign generated strong early momentum, leveraging a \$10,000 Board match to raise \$22,256.
- End-of-Year Appeal: Mailed December 12, with \$23,690 recorded to date. Final results will be shared once all winter-break mail receipts are processed.
- SUNY Emergency Fund: \$20,000 allocation; student intake redesign and implementation underway.
- New Beginnings Credit Union: Advancing financial literacy programming and exploring future sponsorship opportunities.
- Current pipeline & pending funding:
 - NYSBLT Grant: \$190,000 proposal submitted for the Career Support Center.
 - State & Federal Requests: Approximately \$125,000 pending (Sen. Webb); \$220,000 federal request submitted (Rep. Riley).
 - CNY Community Foundation (Renzi Bequest): Stewardship follow-up and next steps planned for early 2026.

Governance & Compliance

- Foundation Bylaws Modernization: Revised bylaws, following legal review, will be presented to the full Board at annual meeting in January.
- Foundation–College Operating Agreement: Preparations underway with joint representation finalized; discussions anticipated January/February.
- Foundation Board Leadership Transition: Foundation Board leadership slate confirmed for January Board action.
- Foundation Governance: The search for a permanent Executive Director has commenced, supported by operational enhancements to strengthen fundraising capacity and Board engagement.
- FSA Governance: The FSA Board continues governance modernization aligned with SUNY auxiliary standards. Updated mission language, bylaws, and operating agreements are under internal review.

Foundation Asset Stewardship: The Foundation continues to manage its real estate portfolio with a focus on sustainability, mission alignment, and minimizing carrying costs.

- Residence Halls: Multiple interested parties engaged; formal call for offers issued with proposals due mid-January.
- Ithaca Extension Center: Local developer interest received. Updated floor drawings and a new appraisal are being pursued to support future sale or leasing.
- Culinary Arts Center: Long-term options under evaluation; American Flatbread will present a proposal at the January Board meeting. Interim operations in 2025 generated approximately \$40,000 in revenue. Facility decommissioning planned for January to limit carrying costs pending lease transfer.
- Cortland Extension Center: Purchase agreement approved by the Attorney General and submitted to the Office of the Comptroller; SUNY anticipates ownership transfer in January.



Informational Items

Board Chair Monthly Update

25 - 26 NYCCT Executive Committee: George Cushman, Chair (FLCC); Wendy Waters, Chair-Elect (MVCC); Margaret Coffey, Secretary (BCC); Thomas Weddell, Treasurer (OCCC); Allen Williams, Immediate Past Chair (MCC)

COMMUNICATION

Communications Committee Update

NYCCT met with Impact X Marketing to establish a strategic communications framework for 2026. The Communications Committee has developed a content calendar approach to serve as a force multiplier for NYCCT's advocacy efforts. The initial focus for early 2026 will be on budget advocacy and legislative priorities, with messaging coordinated around the January NYCCT-CUNY convening and February Lobby Day. The team is also developing compelling student stories that highlight the diverse demographics served by community colleges—including working adults, single parents, and career changers—to demonstrate the real impact of community college funding on New Yorkers' lives and create more effective advocacy messaging.

REMINDER **Trustee Forum:** Connect with fellow trustees statewide to ask questions, share insights, and engage in meaningful dialogue.

Access: nycctrustees.org → Trustee Login → Resources → Trustee Forum
Questions about trustee login? Contact Laura LaFontaine at nycct@suny.edu

Communications Committee: Ann Fleming Brown (SCCC), George Cushman (FLCC), David Males (JCC), Linda VanBuskirk (CCC), Wendy Waters (MVCC)

EDUCATION

NYCCT Educational Module: 2026 - 27 Advocacy Efforts

January 14, 2026 4:00 - 5:00 pm (virtual)

This session with Jake Herring from The Parkside Group will prepare trustees for the upcoming legislative session and our advocacy initiatives.

[REGISTER HERE](#)

New York Higher Education Summit

The New York Higher Education Summit will be held on **Tuesday, February 17, 2026**, from 9:00 AM - 3:00 PM at the Museum of Jewish Heritage in New York City. This important forum will feature an exclusive fireside chat with SUNY Chancellor John B. King Jr. and CUNY Chancellor Félix V. Matos Rodríguez, discussing current challenges, emerging opportunities, and strategies for supporting student success across New York's postsecondary institutions. Additional speakers include Senator Toby Ann Stavisky, Chair of the Higher Education Committee, and other key higher education leaders. For more information and registration, click [here](#).

Community College Health Study Research Update

Submitted by Ann Fleming Brown, Board Chair, SUNY Schenectady

A few years ago, community colleges participated in a survey relating to sex education and student health. A summary of the research findings is available for your review [here](#).

**NYCCT has no knowledge of or relationship with the service recommended at the end of this survey*

NYCCT Lobby Day

February 4, 2026 in Albany

9:30 AM - Opening Session & Group Preparation

10:15 AM - 3:30 PM - Legislative Meetings

3:30 PM - Debrief

[Event Details](#)

[REGISTER HERE](#)

NYCCT Legislative Reception

February 4, 2026

The Egg, Swyer Lounge

5:30 - 7:30 pm

[Event Details](#)

[REGISTER HERE](#)

NYCCT Legislative Breakfast

February 10, 2026

7:30 - 8:45 am

Marriott Marquis Washington, DC

[REGISTER HERE](#)

NEW Monthly SUNY Coordination Meetings

Chair George Cushman and Chair-Elect Wendy Waters are now meeting monthly with SUNY Vice Chancellor for Community Colleges Valerie Dent and SUNY Vice Chancellor for Government Relations Will Schwartz to coordinate advocacy efforts, including preparation for our February 4 Lobby Day and our day on the Hill in Washington DC during the ACCT National Legislative Summit.

SUNY Board of Trustees Approves Revised Presidential Appointment Regulations

On December 16, 2025, the SUNY Board of Trustees approved a [resolution](#) that substantially revised the regulations originally proposed in November 2024 regarding community college presidential appointments and temporary leadership. This revised regulation addresses temporary leadership protocols while maintaining appropriate SUNY Board oversight.

Governor Hochul Vetoes Senate Bill 4685-B

On December 19, 2025, Governor Kathy Hochul vetoed Senate Bill Number 4685-B, which would have required the election of a faculty or staff member to serve as an ex-officio, non-voting member on community college boards of trustees. In her [veto message](#), Governor Hochul stated that while all community colleges, without exception, should provide ample opportunity for faculty and staff to provide input into organizational decision-making, the appropriate way to do that is by effectively utilizing existing shared governance structures and best practices, not by altering the governance of community colleges.

Government Relations Committee: Grant Valentine, Chair (RCC); George Cushman (FLCC), Allen Williams (MCC), Mary Alice Panek (GCC), Diana Kastenbaum (GCC), Devi Momot (CCC), James Testani (BCC), George Raneri (HVCC), Wendy Waters (MVCC), Thomas Weddell (OCCC)

 *Thank you for your dedication and leadership in 2025.
Wishing you a Happy New Year and a successful 2026 ahead!* 

Engage with NYCCT

We encourage all trustees to actively participate in our statewide network. Log in to the Trustee Forum, attend upcoming events, follow us on Facebook and Instagram, and help us strengthen the voice of New York's community colleges.

Questions or feedback? Contact us at nycct@suny.edu

UPCOMING EVENTS:

January 14, 2026: Educational Module - "2026-27 Advocacy Efforts" with Jake Herring (Virtual, 4:00-5:00 PM)

February 4, 2026: [NYCCT Lobby Day](#) in Albany, NY with [Legislative Reception](#) (5:30-7:30 PM at The Egg)

February 8-11, 2026: ACCT National Legislative Summit, Washington DC

February 10, 2026: NYCCT Legislative Breakfast at ACCT NLS (7:30-8:45 AM, Marriott Marquis, Washington DC)

April 23-24, 2026: Spring Convening at Dutchess Community College (dinner gathering April 23)

September 16 - 18, 2026: NYCCT 72nd Annual Conference, Saratoga Casino Hotel