



**Agenda**  
**November 15, 2023**  
**Board of Trustees Meeting @ 5:30 p.m.**

<https://us02web.zoom.us/j/82241080336?pwd=eE4wa1ByaFhmWnpRcDIhcVNTMUNDZz09>

1. Call to Order
2. Roll Call
3. Welcome Guests
4. Approval of Agenda
5. Public Comment\*\*
6. Approval of October 18, 2023 Board of Trustees Meeting Minutes
7. Chair's Report
8. CFO/Treasurer's Report
9. Student Trustee's Report
10. County Liaison Reports
  - a. Cortland County
  - b. Tompkins County
11. College Senate Report
12. Committee and Affiliate Reports
  - a. TC3 Foundation
  - b. Auxiliary Operations
  - c. New York Community College Association of Presidents (NYCCAP/SUNY)
  - d. New York Community College Trustees (NYCCT)
13. President's Report
14. Consent Agenda
  - a. Appointment of Personnel
  - b. Approval of Position Description – Director of Enrollment Management Systems & Slate Captain
15. Discussion Items
  - a. Scot Beekman – Campus Technology ITEC Assessment Update



16. Adjournment – Motion, 2<sup>nd</sup>, vote

17. Informational Items

- a. Next Board of Trustees Meeting, Wednesday, December 20, 2023
- b. December 20, 2023 Board Presentation – Carolyn Boone, Director of Access & Equity
- c. January 17, 2024 Board Presentation – Patty Tvaroha and Cindy Whitney – FCCC (Faculty Council of Community Colleges)

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



Board of Trustees Regular Meeting  
October 18, 2023  
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, Romneya Quennell

Excused: Arthur Kuckes

County Liaisons: Mike Lane and Cathy Bischoff

Staff: Jan Brhel, Sophia Darling, Richard Floyd, John Geer, Julie Gerg, Amber Gilewski, Amy  
Kremenek, Will Mathy, Sayre Paradiso, Malvika Talwar, Seth Thompson

1. **Call to Order:** The meeting was called to order at 5:33 p.m. by Chair Davison.
2. **Roll Call:** Ms. Brhel called the roll.
3. **Oath of Office:** Chair Davison administered the Oath of Office to Tompkins County Governor's Appointee Trustee Seth Peacock. Tracey Brunner notarized the document for Ms. Brhel to send to the Tompkins County Clerk and the Department of State.
4. **Welcome Guests:** Chair Davison welcomed everyone in the Board Room as well as those participating on Zoom.
5. **Approval of Agenda:** Ms. Buck moved the Board of Trustees October 18, 2023 meeting agenda be approved as submitted; seconded by Ms. Quennell; motion carried unanimously.
6. **Public Comment:** There were no requests for public comment.
7. **Approval of Board of Trustees Meeting Minutes:** Mr. McSherry moved that the minutes from the September 20, 2023 Board of Trustees Meeting be approved as submitted; seconded by Ms. Dale-Hall; motion approved unanimously.

**Chair's Report:** Chair Davison reported TC3 recently received notice that TC3 student Christopher Callahan, a Business Administration student, has been awarded the Continuing Education Association of New York (CEANY) award Charles A. Burns Outstanding Adult Continuing Education Student Award for statewide and Region West, 2023.

Chris is an adult student and an employee at Pall Corporation in Cortland. He was nominated by the College for the award, and he will be honored at the CEANY Conference and Annual Dinner in Monticello, NY, on November 9. Amy Kremenek and Carrie Whitmore, TC3 Director of Continuing Education and Workforce Development, will travel to the dinner to also recognize and honor Chris. He will receive a \$2,000



scholarship with the award. The letter recognizing Chris is in the Information Items of the Board Packet.

Chair Davison read Resolution 2023-2024-7 Trustee Emeritus Designation – Raymond Schlather and asked for a motion to approve the resolution. Mr. McSherry moved Resolution 2023-2024-7 be approved as submitted; Ms. Dale-Hall seconded the motion; motion carried unanimously.

8. **CFO/Treasurer's Report:** Sophia Darling reported the Finance office is preparing for the annual external audits. The current audit firm is Bonadio & Co., LLP. An RFP will issued in 2024 for the upcoming year. Tuition revenue is still progressing favorably due to enrollments. Expenses are to still be on target as planned and budgeted for.
9. **Student Trustee's Report:** Romneya Quennell reported:
  - Fireside Café re-opened with shorter hours but students are happy to have it available again.
  - Career Carnival was very well received and attended by students. This was a highlight.
  - Some Washers and Dryers are in need of repair. The appropriate people have been contacted.
  - There are many pot holes on the road behind the dorms need repair. Seth Thompson and August Hennies have been notified.
  - Volleyball team question – Were there not enough athletes to field a team or did we not have a coach? She has sent Director of Athletics, Mick McDaniel an email to find out.
  - A Blood Drive is being organized by SGA President for the end of November/early December.
  - Many student events have been scheduled and well attended. Karaoke night was a big hit with students.
  - Keeping students involved remains a high priority.

Ms. Buck noted that she had a conversation with a Cornell student who was here for the Career Fair. The student loved TC3 and was impressed with the Career Fair.

10. **County Liaison Reports:**

- a. Cortland County - Ms. Bischoff relayed the 1<sup>st</sup> community wide meeting on migrants in Cortland County was held with a panel of individuals from Syracuse. It was well attended. Business and community leaders were very supportive. Ms. Perfetti added that it was a great meeting. The budget is in the beginning stages and it appears there will be a 1.1% raise in taxes. Opioid Addiction Recovery Services (CARS) came to Cortland County from Tompkins County to share information.
- b. Tompkins County – Mr. Lane noted the last 2 weeks have been spent working on completing the budget. It has tentatively passed and will be presented to the public for a final vote in November. A 2% increase in tax levy has been proposed. A legislator submitted a resolution in support of Israel. Approximately 50 people spoke to the resolution both for and against the resolution.



11. **College Senate Report:** A written report was provided. Sayre Paradiso note that the College Senate Co-chair has been announced. Dr. Amy Faben-Wade, Assistant Professor in Chemical Dependency Counseling will fill the vacancy as the Co-chair. The secretary for College Senate will be voted on soon. The committee to review nominations for the Chancellor's Award of Excellence in Adjunct Teaching will meet soon and submit their recommendation to President Kremenek by early November.
12. **Committee and Affiliate Reports:**
  - a. TC3 Foundation: Executive Director of the Foundation Julie Gerg noted that the Foundation has awarded \$6.1 million dollars in scholarships since the early 1990's. The Illume Public Presentation for TC3 Family Housing Feasibility Study will be Thursday, October 26, in the Forum at 2:00 p.m. or via zoom. Jan Brhel will send the zoom information to Board members so they can attend virtually.
  - b. Auxiliary Operations: CFO Sophia Darling and President Kremenek met with Regional Director – Empire State Development, Omar Sanders, to discuss the 3 year extension for Coltivare. An offer was made for the Director of Operations at Coltivare. The search continues for an Executive Chef. Sophia Darling reviewed the PowerPoint presentation that she gave at the Foundation Board meeting. SUNY Cortland is waiting for State and Federal Funds to purchase the Cortland Extension Center. There are healthcare microcredential courses being offered at the extension center in Cortland. The College needs to re-think options at the extension center in Ithaca.
  - c. New York Community College Association of Presidents (NYCCAP/SUNY): President Kremenek noted that the SUNY Chancellor stated this state budget year could be difficult due to expiration of COVID money and tax revenue. Floor funding will likely be an issue for community colleges this year. The Chancellor is focused on Workforce Development: 1) Health care; 2) Semiconductor (TC3 has microcredential with Cornell); 3) Renewable Energy. It was noted that some colleges are showing an increase in enrollment (TC3 has a 13% core enrollment increase). There was discussion regarding a FAFSA summit because of the need for many students to complete the FAFSA form. There will be a SUNY Enrollment and Sustainability draft plan this fall. The draft should be available in November to be finalized in December.
  - d. New York Community College Trustees (NYCCT): Trustee Buck noted that there will be 5 Board members plus President Kremenek from TC3 attending the annual NYCCT conference November 3-4. Ms. Buck noted that almost 3 times more state funding is allotted to 4-year SUNY colleges than the community colleges. Trustee Perfetti added that there is money for students with disabilities through VESID that many people are not aware of or taking advantage of.
13. **President's Report:** President Kremenek thanked Seth Thompson, Malvika Talwar and Christina Stavenhagen-Helgren for the planning and coordination for Fall Day (October 10) which emphasized retention in the morning sessions and community building in the afternoon sessions. The next step is to validate the data with student focus groups. President Kremenek noted that the Golf tournament had the largest number of participants and tee sponsors this year. Thank you to Trustees McSherry and Schlather for being tee sponsors. The IAC (Interscholastic Athletic Conference) high school championships were held at TC3 and there were between 1500-1700 fans on campus. The University of Maryland men's lacrosse team will be on campus to use TC3's turf field for practice before they play at Cornell.
  - a. VP Reports: Trustee Perfetti inquired if there is a plan for security due to the number of incidents that have occurred. Vice President for Student Services noted with the



addition of security cameras and more residence life staffing more incidents have been reported but more are being handled by the staff. TC3 also has a satellite police office in the connector to residence halls Tompkins and Cortland. Vice President for Human Resources John Geer gave an update on positions that have either been filled or are in the final stages of the search committees.

14. **Consent Agenda:** Ms. Buck moved the Consent Agenda be approved as submitted; seconded by Ms. Dale-Hall; motion carried unanimously.

- a. Appointment of Personnel

**15. Discussion Items:**

- a. Interim CIO, Scott Beekman was unable to attend the meeting and will give an update/presentation on the Campus Technology ITEC Assessment at the November 15, 2023 meeting.

**16. Informational Items**

- a. NYCCT Conference – November 3-4, 2023
- b. TC3 Fall Open House – November 3 and 4, 2023
- c. CEANY – Charles A. Burns Outstanding Continuing Education Student Award Recipient (2023 Region West and Statewide) will be awarded to Christopher Callahan on November 9<sup>th</sup> at the CEANY conference in Monticello.
- d. Next BOT meeting – Wednesday, November 15, 2023
- e. 2023 TC3 View book – Distributed to all Board members.

17. **Adjournment:** Ms. Buck moved the meeting be adjourned at 6:40 p.m.; seconded by Ms. Michell-Nunn; approved unanimously.

## VP of Finance & Administration Report:

### **October 2023 Close**

The Budget and Finance Office continues to work with our external auditors, providing the necessary information for the annual audits.

The fall chargeback billings have been completed and we are trending ahead, as compared to the previous fall.

Tuition revenue is trending ahead of budget, primarily due to increased enrollments. Expenditures are slightly below budget, and appear to be on target as forecasted.

Tompkins Cortland Community College  
 2023-2024 Appropriations  
 Year-to-Date Through October 31, 2023

	Modified Budget 2023-24	Expend to Date 2023-24	Unexpended Balance 2023-24	% Expended 2023-24	Total Exp PY 2022-23	YTD Exp PY to Date 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
<b>Forecasted Dept. Appropriations</b>									
Personal Services	16,565,316	2,418,592	14,146,724	14.6%	15,838,321	2,360,792	14.9%	(57,800)	-0.4%
Equipment	130,000	1,682	128,318	1.3%	52,631	1,100	2.1%	(582)	-1.1%
Contractual Expenses	5,921,866	938,389	4,983,477	15.8%	4,705,878	559,598	11.9%	(378,791)	-8.0%
Employee Benefits	8,489,828	1,348,010	7,141,818	15.9%	8,948,385	1,321,472	14.8%	(26,538)	-0.3%
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,107,010</b>	<b>4,706,673</b>	<b>26,400,337</b>	<b>15.1%</b>	<b>29,545,215</b>	<b>4,242,961</b>	<b>14.4%</b>	<b>(463,712)</b>	<b>-10.9%</b>
<b>Scholarships &amp; Awards</b>									
Student Services									
Academic Support	3,439,832	1,393,421							
<b>Total Scholarships &amp; Awards</b>	<b>3,439,832</b>	<b>1,393,421</b>							
<b>Total Forecasted Appropriations<sup>2</sup></b>	<b>34,546,842</b>	<b>6,100,094</b>	<b>26,400,337</b>	<b>17.7%</b>	<b>29,545,215</b>	<b>4,242,961</b>	<b>14.4%</b>	<b>(463,712)</b>	<b>-10.9%</b>
<b>Adjustments to Approved Budget</b>									
Personal Services				-			-	-	-
Equipment				-			-	-	-
Contractual Expenses				-			-	-	-
Employee Benefits				-			-	-	-
<b>Total Adjustments to Approved Budget<sup>3</sup> Favorable (Unfav)</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Personnel</b>	<b>16,565,316</b>	<b>2,418,592</b>	<b>14,146,724</b>	<b>14.6%</b>	<b>15,838,321</b>	<b>2,360,792</b>	<b>14.9%</b>	<b>(57,800)</b>	<b>-0.4%</b>
<b>Equipment</b>	<b>130,000</b>	<b>1,682</b>	<b>128,318</b>	<b>1.3%</b>	<b>52,631</b>	<b>1,100</b>	<b>2.1%</b>	<b>(582)</b>	<b>-1.1%</b>
<b>Contractual</b>	<b>5,921,866</b>	<b>938,389</b>	<b>4,983,477</b>	<b>15.8%</b>	<b>4,705,878</b>	<b>559,598</b>	<b>11.9%</b>	<b>(378,791)</b>	<b>-8.0%</b>
<b>Scholarship &amp; Awards Offset</b>	<b>3,439,832</b>	<b>1,393,421</b>	<b>-</b>	<b>40.5%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0.0%</b>
<b>Fringe Benefit</b>	<b>8,489,828</b>	<b>1,348,010</b>	<b>7,141,818</b>	<b>15.9%</b>	<b>8,948,385</b>	<b>1,321,472</b>	<b>14.8%</b>	<b>(26,538)</b>	<b>-0.3%</b>
<b>Total Approved Budget Appropriations<sup>4</sup></b>	<b>34,546,842</b>	<b>6,100,094</b>	<b>26,400,337</b>	<b>17.7%</b>	<b>29,545,215</b>	<b>4,242,961</b>	<b>14.4%</b>	<b>(463,712)</b>	<b>-10.9%</b>

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

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



	Modified Budget 2023-24	Expend to Date 2023-24	Unexpended Balance 2023-24	% Expended 2023-24	Total Exp PY 2022-23	YTD Exp PY to Date 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
<b>Instruction</b>									
Personal Services	6,767,853	1,193,328	5,574,525	17.6%	7,041,564	1,138,812	16.2%	(54,516)	(4.8%)
Equipment	-	-	-	-	7,296	-	-	-	-
Contractual Expenses	1,734,045	224,760	1,509,285	13.0%	1,477,330	74,943	5.1%	(149,818)	(199.9%)
Employee Benefits	3,437,293	662,699	2,774,594	19.3%	4,006,964	634,668	15.8%	(28,031)	(4.4%)
<b>Total Instruction</b>	<b>11,939,191</b>	<b>2,080,787</b>	<b>9,858,404</b>	<b>17.4%</b>	<b>12,533,154</b>	<b>1,848,422</b>	<b>14.7%</b>	<b>(232,365)</b>	<b>(12.6%)</b>
<b>Public Service</b>									
Personal Services	-	5,626	(5,626)	0.0%	94,853	24,060	25.4%	18,434	76.6%
Equipment	-	-	-	-	-	-	-	-	-
Contractual Expenses	-	-	-	0.0%	1,096	325	29.7%	325	100.0%
Employee Benefits	-	3,151	(3,151)	0.0%	53,204	13,474	25.3%	10,323	76.6%
<b>Total Public Service</b>	<b>-</b>	<b>8,777</b>	<b>(8,777)</b>	<b>0.0%</b>	<b>149,153</b>	<b>37,859</b>	<b>25.4%</b>	<b>29,082</b>	<b>76.8%</b>
<b>Academic Support</b>									
Personal Services	1,662,853	246,122	1,416,731	14.8%	1,551,654	214,125	13.8%	(31,997)	(14.9%)
Equipment	-	-	-	-	34,056	-	-	-	-
Contractual Expenses	246,611	26,526	220,085	10.8%	188,514	19,287	10.2%	(7,239)	(37.5%)
Employee Benefits	713,057	137,828	575,229	19.3%	881,722	119,910	13.6%	(17,919)	(14.9%)
<b>Total Academic Support</b>	<b>2,622,521</b>	<b>410,476</b>	<b>2,212,045</b>	<b>15.7%</b>	<b>2,655,946</b>	<b>353,321</b>	<b>13.3%</b>	<b>(57,155)</b>	<b>(16.2%)</b>
<b>Libraries</b>									
Personal Services	578,376	88,147	490,229	15.2%	557,625	84,730	15.2%	(3,418)	(4.0%)
Equipment	-	-	-	-	1,612	-	-	-	-
Contractual Expenses	289,876	60,533	229,343	20.9%	265,650	56,705	21.3%	(3,828)	(6.8%)
Employee Benefits	289,759	49,363	240,396	17.0%	311,628	47,449	15.2%	(1,914)	(4.0%)
<b>Total Libraries</b>	<b>1,158,011</b>	<b>198,043</b>	<b>959,968</b>	<b>17.1%</b>	<b>1,136,515</b>	<b>188,884</b>	<b>16.6%</b>	<b>(9,159)</b>	<b>(4.8%)</b>
<b>Student Services</b>									
Personal Services	2,345,163	309,428	2,035,735	13.2%	1,991,287	289,788	14.6%	(19,640)	(6.8%)
Equipment	-	128	(128)	0.0%	550	-	0.0%	(128)	0.0%
Contractual Expenses	696,125	115,943	580,182	16.7%	579,783	110,159	19.0%	(5,784)	(5.3%)
Employee Benefits	1,069,142	173,291	895,851	16.2%	1,132,050	163,801	14.5%	(9,490)	(5.8%)
<b>Total Student Services</b>	<b>4,110,430</b>	<b>598,790</b>	<b>3,511,640</b>	<b>14.6%</b>	<b>3,703,670</b>	<b>563,747</b>	<b>15.2%</b>	<b>(35,042)</b>	<b>(6.2%)</b>
<b>Maintenance and Operations</b>									
Personal Services	1,869,836	186,141	1,683,695	10.0%	1,834,543	192,364	10.5%	6,223	3.2%
Equipment	100,000	-	100,000	0.0%	1,186	-	0.0%	0	0.0%
Contractual Expenses	890,057	140,513	749,544	15.8%	910,354	127,090	14.0%	(13,423)	(10.6%)
Employee Benefits	951,381	106,349	845,032	11.2%	1,033,440	109,724	10.6%	3,375	3.1%
<b>Total Maintenance and Operations</b>	<b>3,811,274</b>	<b>433,003</b>	<b>3,378,271</b>	<b>11.4%</b>	<b>3,779,523</b>	<b>429,178</b>	<b>11.4%</b>	<b>(3,825)</b>	<b>(0.9%)</b>
<b>Institutional Support</b>									
Personal Services	1,707,247	224,453	1,482,794	13.1%	1,539,097	226,400	14.7%	1,947	0.9%
Equipment	-	-	-	-	-	-	-	-	-
Contractual Expenses	433,513	51,657	381,856	11.9%	422,696	61,832	14.6%	10,175	16.5%
Employee Benefits	872,808	125,694	747,114	14.4%	864,294	127,449	14.7%	1,755	1.4%
<b>Total Institutional Support</b>	<b>3,013,568</b>	<b>401,804</b>	<b>2,611,764</b>	<b>13.3%</b>	<b>2,826,087</b>	<b>415,682</b>	<b>14.7%</b>	<b>13,878</b>	<b>3.3%</b>
<b>General Institutional Services</b>									
Personal Services	1,633,988	165,346	1,468,642	10.1%	1,227,698	190,512	15.5%	25,166	13.2%
Equipment	30,000	1,554	28,446	5.2%	7,931	1,100	13.9%	(454)	(41.3%)
Contractual Expenses	1,631,639	318,456	1,313,183	19.5%	860,455	109,257	12.7%	(209,198)	(191.5%)
Employee Benefits	1,156,388	89,636	1,066,752	7.8%	665,084	104,998	15.8%	15,362	14.6%
<b>Total General Institutional Services</b>	<b>4,452,015</b>	<b>574,992</b>	<b>3,877,023</b>	<b>12.9%</b>	<b>2,761,167</b>	<b>405,867</b>	<b>14.7%</b>	<b>(169,125)</b>	<b>(41.7%)</b>
<b>Total Forecasted Departmental Appropriations<sup>1</sup></b>	<b>31,107,010</b>	<b>4,706,673</b>	<b>26,400,337</b>	<b>15.1%</b>	<b>27,502,873</b>	<b>4,242,961</b>	<b>15.4%</b>	<b>(463,712)</b>	<b>-1.7%</b>

2023-2024 APPROPRIATIONS

SCHEDULE OF EMPLOYEE BENEFITS

Year-To-Date Through October 31, 2023

	Modified Budget 2023-24	Expended to Date 2023-24	Unexpended Balance 2023-24	% Unexpended 2023-24	Total Exp PY 2022-23	YTD Exp 2022-23	PY % Expended 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
Retirement Incentive Costs	179,068	172,031	7,037	96.1%	134,625	36,429	27.1%	(135,602)	(372.2%)
HRA Retiree Benefits	83,119	20,977	62,142	25.2%	90,191	6,698	7.4%	(14,279)	(213.2%)
State Employee's Retirement	1,095,738	194,248	901,490	17.7%	1,040,994	161,632	15.5%	(32,615)	(20.2%)
State Teacher's Retirement	182,355	27,071	155,284	14.8%	167,868	28,426	16.9%	1,355	4.8%
Optional Retirement Fund	792,864	109,178	683,686	13.8%	754,334	120,250	15.9%	11,071	9.2%
Social Security	1,270,482	199,217	1,071,265	15.7%	1,203,160	183,850	15.3%	(15,368)	(8.4%)
Worker's Compensation	94,558	456	94,102	0.5%	118,641	13,022	11.0%	12,566	96.5%
Executive Benefits	37,000		37,000	0.0%	4,131	4,131	100.0%	4,131	100.0%
Disability Insurance	8,418	649	7,769	7.7%	8,782	2,073	23.6%	1,424	68.7%
Hospital and Medical Insurance	2,957,372	472,000	2,485,372	16.0%	2,653,108	453,467	17.1%	(18,533)	(4.1%)
Post Retirement Health Insurance	1,540,800	240,000	1,300,800	15.6%	1,440,000	240,000	16.7%	0	0.0%
Employee Tuition Benefits	128,104	40,934	87,170	32.0%	87,830	37,677	42.9%	(3,257)	(8.6%)
Life Insurance	7,513	1,289	6,224	17.2%	7,907	1,860	23.5%	571	30.7%
Vacation Benefits	93,600	15,000	78,600	16.0%	82,500	15,000	18.2%	0	0.0%
Miscellaneous	3,237	300	2,937	9.3%	3,475	325	9.4%	25	7.7%
Unemployment Insurance	15,600		15,600	0.0%	(729)		0.0%	0	0.0%
<b>Total Employee Benefits</b>	<b>8,489,828</b>	<b>1,493,350</b>	<b>6,996,478</b>	<b>17.6%</b>	<b>7,796,818</b>	<b>1,304,839</b>	<b>16.7%</b>	<b>(188,512)</b>	<b>(14.4%)</b>

TOMPKINS CORTLAND COMMUNITY COLLEGE

YTD REVENUE 2023-2024

October 31, 2023

	Modified Budget 2023-24	Revenues to Date 2023-24	Variance 2023-24	% Realized 2023-24	Total Rev PY 2022-23	YTD Rev PY 2022-23	PY % Realized 2022-23	Fav Var (Unfav Var) to PY	% Variance to PY
<b>Student Revenue</b>									
<b>Core Tuition</b>									
Fall	3,883,694	3,891,270	(7,576)	100.2%	3,508,660	3,486,635	99.4%	404,635	11.6%
Spring	3,368,684	(825)	3,369,509	0.0%	3,099,824	-	0.0%	(825)	0.0%
Winter	127,690	35,972	91,718	28.2%	138,120	25,308	18.3%	10,664	42.1%
Summer	614,585	(138)	614,723	0.0%	516,961	-	0.0%	(138)	0.0%
Nonresident Tuition	508,938	628,259	(119,321)	123.4%	746,555	441,052	59.1%	187,207	42.4%
Student Fee Revenue	1,012,926	483,281	529,645	47.7%	931,574	448,242	48.1%	35,039	7.8%
Bad Debt Reserve	-	-	-	0.0%	(376,000)	(133,000)	35.4%	133,000	-100.0%
<b>Total Core Student Revenue</b>	<b>9,516,517</b>	<b>5,037,820</b>	<b>4,478,697</b>	<b>52.9%</b>	<b>8,565,694</b>	<b>4,268,237</b>	<b>49.8%</b>	<b>769,583</b>	<b>18.0%</b>
Concurrent Enrollment Tuition	3,222,850	1,176,310	2,046,540	36.5%	3,247,690	1,112,873	34.3%	63,437	5.7%
<b>Total Student Revenue</b>	<b>12,739,367</b>	<b>6,214,130</b>	<b>6,525,237</b>	<b>48.8%</b>	<b>11,813,384</b>	<b>5,381,110</b>	<b>45.6%</b>	<b>833,020</b>	<b>15.5%</b>
<b>Government Appropriations</b>									
New York State	9,763,019	2,440,700	7,322,319	25.0%	9,766,304	2,437,505	25.0%	3,195	0.1%
Local Sponsors	4,882,882	-	4,882,882	0.0%	5,344,961	-	0.0%	-	0.0%
Appropriated Cash Surplus	1,003,562	-	1,003,562	0.0%	600,000	600,000	100.0%	(600,000)	-100.0%
Charges to Other Counties	5,891,772	2,274,589	3,617,183	38.6%	5,649,776	2,231,450	39.5%	43,139	1.9%
Federal Aid	-	-	-	0.0%	88,753	-	0.0%	-	0.0%
Board Designated Reserves	-	-	-	0.0%	932,518	932,518	100.0%	(932,518)	-100.0%
<b>Total Govt Appropriations</b>	<b>21,541,235</b>	<b>4,715,289</b>	<b>16,825,946</b>	<b>21.9%</b>	<b>22,382,312</b>	<b>6,201,473</b>	<b>27.7%</b>	<b>(1,486,184)</b>	<b>-24.0%</b>
<b>Other Revenues</b>									
Service Fees	121,340	35,645	85,695	29.4%	96,446	27,589	28.6%	8,056	29.2%
Interest Earnings	-	3,360	(3,360)	0.0%	9,007	1,535	17.0%	1,825	118.8%
Rental of Real Property	10,000	100	9,900	1.0%	11,035	2,750	24.9%	(2,650)	-96.4%
Contract Courses	100,000	59,189	40,811	59.2%	81,289	73,635	90.6%	(14,446)	-19.6%
Noncredit Tuition	100,000	25,017	74,983	25.0%	174,870	48,249	27.6%	(23,232)	-48.2%
Grant Offsets	205,000	-	205,000	0.0%	173,000	(514)	-0.3%	514	-100.0%
Unclassified Revenues	46,050	7,378	38,672	16.0%	446,845	11,743	2.6%	(4,365)	-37.2%
<b>Total Other Revenues</b>	<b>582,390</b>	<b>130,689</b>	<b>451,701</b>	<b>22.4%</b>	<b>992,492</b>	<b>164,987</b>	<b>16.6%</b>	<b>(34,298)</b>	<b>-20.8%</b>
<b>TOTAL REVENUES</b>	<b>34,862,992</b>	<b>11,060,108</b>	<b>23,802,884</b>	<b>31.7%</b>	<b>35,188,188</b>	<b>11,747,570</b>	<b>33.4%</b>	<b>(687,463)</b>	<b>-5.9%</b>
<b>Student Revenue</b>									
Student Revenue	13,060,707	6,333,981	6,726,726	48.5%	12,165,989	5,530,583	45.5%	803,398	14.5%
State Revenue	9,763,019	2,440,700	7,322,319	25.0%	9,766,304	2,437,505	25.0%	3,195	0.1%
Local Revenue	10,774,654	2,274,589	8,500,065	21.1%	10,994,737	2,231,450	20.3%	43,139	1.9%
Federal Revenue	0	0	0	0.0%	88,753	0	0.0%	0	0.0%
Use of Fund Balance	1,003,562	0	1,003,562	0.0%	1,532,518	1,532,518	100.0%	(1,532,518)	-100.0%
Other	261,050	10,838	250,212	4.2%	639,887	15,514	2.4%	(4,677)	-30.1%
<b>Total</b>	<b>34,862,992</b>	<b>11,060,108</b>	<b>23,802,884</b>	<b>31.7%</b>	<b>35,188,188</b>	<b>11,747,570</b>	<b>33.4%</b>	<b>(687,463)</b>	<b>-5.9%</b>

**To:** TC Board of Trustees/ Dr. Amy Kremenek

**From:** College Senate/ Sayre Paradiso -Chair

College Senate Report November 6, 2023

- Will be establishing new committee structure per last year's vision before end of October
  - Proposed resolution was not passed
    - Asking senators to assist with the process
- Seats and positions remain unfilled (main focus)
  - Call went out for nominations 10/3
  - Need one Classified Staff and one FSA member to fill seats
- New secretary to be voted on at next meeting
  - Nominee- Kayla Conway
- Starting the Chancellor's award process for the academic year
  - Chancellor's Award for Excellence in Adjunct Teaching selection made. Committee recommendation submitted to President for final approval.
    - Nomination packet due to SUNY 11/14
- Senate Chairs Sayre Paradiso and Amy Faben-Wade continue to meet with President Kremenek around the missions of the Senate and the college at large



To: Board of Trustees  
From: Julie Gerg, Executive Director  
Date: November 3, 2023

### Foundation Board and Committees

The Foundation Board met on October 10. TC3 Farm Director, Todd McLane provided information relating to the farm during the Mission Moment. The Fundraising Plan was approved along with two resolutions; appointment of TC3 Bistro, LLC Board of Directors and authorization of representatives and signature authority, and authorization to sign lease agreements for the Ithaca Extension Center and Cortland Extension Center. An update was provided regarding Board member recruitment for 2024. An executive session was held regarding the campus housing bond, the Regional Economic Development Council grant, and Coltivare.

A property management committee meeting took place on October 31. Facilities manager, August Hennies provided detail updates regarding the work completed on campus housing over the summer as well as the Ithaca Extension Center. Fire suppressants units are due to arrive soon and will be installed under the stove hoods in campus housing. Currently there are 285 students in campus housing. There are projects at Coltivare that need to be completed prior to reopening.

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

An internal audit of restricted funds is being completed.

### Upcoming Meetings

Board, January 9 (annual and regular)

### Philanthropy

2023-2024 (09/01/2023-08/31/2024) revenue raised: \$253,717

Donor Activity	Face-to-Face	Calls	Emails	Other
October	5	6	53	0
Fiscal Year Total	10	10	101	2

Previous 30 days goal update: in-house campaign and nursing program appeals are in the design phase.

Philanthropic related work: Illume Projects presented their privately funded family housing feasibility study at a public presentation on Thursday, October 26. Outcomes of the study will be forthcoming.

## Events

The Pathways luncheon celebrated recipients of the Pathways Endowment on October 24. Mr. Kuckes and his son, Dylan were in attendance. Dr. Kremenek led the student panel discussion. Fifty-five people attended.

### Fall 2023

- In-house campaign

### Spring 2024

- Thank you event
- Retiree event
- Pathways luncheon
- Spring scholarship luncheon

## Software

Work is underway to implement Awards Management.

## Communications

- A direct mail solicitation piece will be sent to nursing alumni for nursing lab updates in November.
- Working with True Creative, marketing firm to create upcoming solicitation pieces.

## Tompkins Harvest

The customized chef coats for the Food Service Directors were delivered on October 25. The partnership with the Park Foundation and the Chef Ann Foundation continues to be developed and funds have been expended to the Chef Ann Foundation.

As this is my last written report, I once again want to thank each Board of Trustee member for their support of the Foundation over the years. Your dedication to those we serve is appreciated.

## Foundation Board Members

Tom Van Derzee, chair (Tompkins County)  
Regina Grantham, vice chair (Cortland County)  
Amy Lanzilotta, secretary/treasurer (Tompkins County)  
Doug Bentley, alum (Cortland County)  
Amanda Bisson, Faculty Liaison  
Clint Books (Cortland County)  
Rich Cunningham (Cortland County)  
Dale Davis, alum (Cortland County)

Bob Haight (Cortland County)  
Amy Kremenek, College President  
Matt McSherry, Board of Trustees Liaison  
Gary Stewart (Tompkins County)  
Mary Stoe (Tompkins County)  
Jennifer Turck (Cortland County)  
Kansas Underwood (Tompkins County)  
Paula Younger (Tompkins County)



TO: Tompkins Cortland Community College Board of Trustees  
FROM: Amy Kremenek, DM, President *AK*  
DATE: November 7, 2023  
SUBJECT: President's Update

The following update reflects progress toward the President's goals approved by the Board of Trustees. The goals are organized by the following four focus areas: Student Enrollment and Retention, Campus Institutional Resources and Assets, Campus Community Engagement and Participation, and External Community Partnerships and Collaboration.

In addition, this month I attended the fall meeting of the New York Community College Association of Presidents (NYCCAP) in Albany, the SUNY Presidents' meeting hosted by Chancellor King also in Albany, and the New York Community College Trustees (NYCCT) annual conference in Saratoga with five members of the Board of Trustees. TC3 had the 2<sup>nd</sup> largest delegation of Trustees attending this year's NYCCT Conference, which included a New Trustee Orientation.

#### **STUDENTS: ENROLLMENT AND RETENTION**

- Fall 2023 core enrollment is currently up 13.4% with 1,687 core students enrolled. This represents a 12.9% increase in FTE. Enrollment by continuing and new students is up by 6.3% and 14.3% respectively, compared to this same time in fall 2022.
- Applications for the spring 2024 semester, which begins on January 22, are at 324 applications received, up 54% over this same time last year. Applications for fall 2024 are currently showing down by 11 applications with 231 versus 242 this same time last year.
- The College has engaged outside resources, including those from SUNY, to address technical issues that have been uncovered with the initial implementation of Slate, the College's Customer Relationship Management (CRM) system. These issues are affecting progress toward the update of the Strategic Enrollment Management Plan and impacting several key processes that connect directly to student success. A new position of "Slate Captain" has been created to provide an institutional focus and overall system expertise to ensure we can fully utilize the functionality of this powerful tool to support enrollment and retention goals.
- Campus input and feedback from the student retention-focused World Café conducted for "Fall Day" has been synthesized into an initial report containing eight key themes. Next steps are to validate the findings with current students at a virtual World Café on November 15, share the results back with the campus community, and develop a collaborative action plan for next steps.
- Results of the Adult Learner Study have been received from the external researchers. The study included a demographic profile, occupational supply and demand analysis, in-depth interviews with area employers and community leaders, virtual focus groups with adult learners, and an alumni survey with recent graduates. The study revealed numerous opportunities for TC3 to serve the growing local and regional population of adult learners, which will be shared with the campus community.

Office of the President | P.O. Box 139, 170 North Street | Dryden, NY 13053-0139  
Phone 607.844.8211 | Toll-Free: 888.567.8211 | Fax: 607.844.6545 | [tompkinscortland.edu](http://tompkinscortland.edu)

## **CAMPUS: INSTITUTIONAL RESOURCES AND ASSETS**

- A search for the next leader of the TC3 Foundation will be launched in the near term in conjunction with the TC3 Foundation Board of Directors. A review of the key responsibilities of the role relative to the current and projected needs of the College is underway.
- Phase one of the Adult Student Housing Feasibility Study funded by the Park Foundation was publicly presented on October 26. Discussion of the next phase of the study, which will focus on gaining insight directly from adult students, is occurring with the research consultants. The first phase report will be provided to those who attended the presentation either in person or virtually.
- Three bids were received for the Legal Services request for proposal process. The bids are currently being reviewed with the goal of recommending the final bidder for Board consideration next month. These services will include assistance with the update of the College's Centralized Policy Manual and associated practices.

## **CAMPUS COMMUNITY: ENGAGEMENT AND PARTICIPATION**

- In conducting small group conversations upon my arrival at TC3, several members of the campus community discussed an interest in strengthening investment in professional development. A review of the allocation of funding across the campus is currently underway. This will also be an important consideration for the 2024-25 Operating Budget.
- 2023-24 strategic goals for each of the Vice Presidents are nearing finalization. These goals will be shared with their respective divisions, mirroring the sharing of the President's goals with the campus community. Board updates will be focused on progress toward these goals.

## **EXTERNAL COMMUNITY: PARTNERSHIPS & COLLABORATION**

- We welcomed this month Brendan O'Bryan, the new Executive Director of the Cortland Business Development Corporation, to TC3, providing a campus tour and a discussion of opportunities for TC3 to support the BDC's efforts to attract and retain businesses in Cortland County.
- Nursing Chair Kim Sharpe and I were invited by Senator Lea Webb to a site visit at Guthrie Hospital in Cortland with State Senator Rivera, Chair of the NYS Senate Health Committee. Our discussion included our evening Nursing program supported by Guthrie, the only program of its kind in the region.
- TC3 hosted Pastor Phil Turner of Bethany Baptist Church in Syracuse along with Tim Bennett of the Cortland County Community of Color (C4)/Cortland Voice who toured the TC3 Childcare Center. Pastor Turner is working on a Childcare Center for the City of Syracuse and is interested in learning from our experience.
- I attended the New York State Regional Economic Development Corp. (REDC) Strategic Planning meeting on October 25, providing input on behalf of TC3 and the needs of our region.



TO: Dr. Amy Kremenek, President  
FROM: John Geer and Sunday Earle  
RE: Position Descriptions for November 2023 Board Approval  
DATE: November 3, 2023

For November 2023, one position description is being presented to the Board of Trustees for approval:

Director of Enrollment Management Systems and Slate Captain

This is a new position for the College. In reviewing the Enrollment Management department, the College needs a position that will focus on data integrity and best practices in enrollment management systems and an integral role in using the enrollment Slate system. This position has been budgeted as a replacement upgrade. This will be a grade 6 position with an expected hiring salary of \$81,023 to \$121,534.

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**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-8**

**APPROVAL OF POSITION DESCRIPTION  
DIRECTOR OF ENROLLMENT MANAGEMENT SYSTEMS AND SLATE CAPTAIN**

**WHEREAS**, the College has determined, based on a review and analysis of the Enrollment Management department, that there is a need to create a Director of Enrollment Management Systems and Slate Captain position description, and

**WHEREAS**, the attached Director of Enrollment Management Systems and Slate Captain position description has been reviewed by the Administrative Classification Committee and is recommended by the President, be it therefore

**RESOLVED**, that the Director of Enrollment Management Systems and Slate Captain position description be approved in accordance with the position description attached to this resolution, and be it further

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

**STATE OF NEW YORK:**

**SS:**

**COUNTY OF TOMPKINS:**

**I, JAN BRHEL, CLERK** of the Board of

Trustees of Tompkins Cortland Community College,

**DO HEREBY CERTIFY** the foregoing resolution is

a true copy of a resolution duly adopted by the Board of

Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 15<sup>th</sup> day of November 2023, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 15<sup>th</sup> day of November 2023

Clerk of the Board of Trustees  
Tompkins Cortland Community College

# TOMPKINS CORTLAND COMMUNITY COLLEGE

**POSITION TITLE**

Director of Enrollment Management Systems and Slate Captain

**GRADE**

6

**PAGE**

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**ORGANIZATIONAL UNIT**

Enrollment Management

**REPORT TO**

Vice President of Enrollment Management

**APPROVED BY**

**SUMMARY**

With a focus on data integrity and best practices, the Director of Enrollment Management Systems and Slate Captain will serve as a member of the enrollment leadership team and the primary administrator of the College's enrollment management system (currently Technolutions Slate). They will seek out and implement operational improvement opportunities continually. This position plays an integral role in using and maintaining all admissions and enrollment systems while also leading the adoption, maintenance, and strategic deployment of emerging technology to support the enrollment team's data, systems infrastructure, and reporting needs. The director provides leadership and training to the processing and administrative staff throughout the College.

A primary goal for this role is to provide prospective and continuing students with a high-quality, seamless, and timely experience from inquiry through enrollment while supporting all internal and campus-wide stakeholders involved in the recruitment, admissions, enrollment, and retention processes. Additionally, the director is responsible for the ongoing development and maintenance of the College's admissions and enrollment systems and ensures that all admissions, recruitment, enrollment, and retention functions are fully supported. Furthermore, this role serves as the lead in integrating the enrollment management system with the College's SIS and other external systems. In this leadership position, the director will also provide training and oversight for system users and regularly implement procedures to enhance enrollment management functions supported by the system.

The director's role is to maximize the college's enrollment management systems and business processes, including lead generation, application nurturing, and yield and retention efforts to support the College's ability to achieve its enrollment goals. This role, in partnership with staff throughout the core enrollment, concurrent enrollment, workforce development, student success, athletics, global initiatives, information technology, institutional research, and strategic marketing teams, will advance an analytics-driven approach to guide admissions, enrollment, and marketing and communication initiatives that ensure the accurate, consistent, and seamless flow of data to support critical business objectives. This includes the constant, ongoing build and maintenance of the Technolutions Slate system throughout the admissions and enrollment cycle, as well as assistance with related system integrations, which currently include but are not limited to Ellucian PowerCampus, College Board PowerFAIDS, EAB Starfish, Ellucian Degree Works, Maxient, Mongoose Cadence, EdSights, eRezLife, TouchNet, DocuWare, Nelnet Quikpay, Microsoft Teams, and Microsoft Power BI.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. As the College's primary Slate Captain, acquires a comprehensive knowledge of the Technolutions Slate enrollment management system (including Slate.org); manages and develops the Slate system to support the needs of all internal and external users of the system, with a focus on automation of workflows and data-supported transactional processes.

## TOMPKINS CORTLAND COMMUNITY COLLEGE

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Director of Enrollment Management Systems and Slate Captain	6	Page 2 of 4

<u>ORGANIZATIONAL UNIT</u>	<u>REPORT TO</u>	<u>APPROVED BY</u>
Enrollment Management	Vice President of Enrollment Management	

2. Supervises the enrollment management operations staff, student employees, contracted professional services, and temporary workers, including monitoring performance, periodic reviews and personnel evaluations, and hiring. Maintains relevant, comprehensive policy and procedure manuals and recommends position revisions, staffing needs, and personnel requests.
3. Maintains the integrity of the enrollment management systems and databases, ensuring data accuracy, developing error identification reports, and correcting data errors and inconsistencies. Works closely with Information Technology and Institutional Research staff to ensure data integrity across campus systems and accurate, secure, and well-maintained databases.
4. Builds, updates, and executes new Slate and other enrollment system processes and enhancements, supervising the projects and assigning project team members as necessary, ensuring a quality end product. Monitors and implements business processes and operations from lead acquisition through student arrival on campus while ensuring efficient, student-centered, and streamlined processes.
5. Maintains knowledge of Slate best practices and enhancements and continually evolves usage to improve interaction with prospective students, their families, counselors, schools, and other student-focused organizations and to increase functionality, efficiency, and automation of processes and transactions.
6. Oversees and documents the maintenance of all prospective student and organizational records in the Slate database. Manages imports and exports of prospective student data, maintains their integrity and confidentiality, and ensures their successful integration with existing student records in Slate and other College systems.
7. Manages all public-facing Slate pages, portals, and Slate.org in collaboration with marketing and information technology colleagues and with an orientation toward the student user experience.
8. Supports data migration across vendors; the execution of print and electronic communication flow; virtual and live stream events; and the College's on and off-campus recruitment events.
9. Helps set data standards to ensure data integrity and uniform reporting; monitors staff, faculty, and student use of Slate and other enrollment system technologies to ensure standards are upheld. Understands and coordinates the database and systems needs and activities of office leadership, admissions counseling staff, support staff, coaches, and other college personnel, particularly with respect to training, reporting, event management, and communication with prospective students.
10. Provides technical and user support and trains and supervises staff and faculty members on database functions whenever appropriate. Develops and maintains comprehensive Slate and enrollment systems documentation for admissions, enrollment staff, and other campus users.
11. Promotes and manages the accuracy and integrity of admissions data in Slate by preparing data for import and export from and to all internal and external sources; uploading files into the database; identifying and consolidating duplicate records; handling data change requests; developing and running audit queries to review and reconcile the quality and consistency of data on an on-going basis; researching and reconciling

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**POSITION TITLE**

Director of Enrollment Management Systems  
and Slate Captain

**GRADE**

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**ORGANIZATIONAL UNIT**

Enrollment Management

**REPORT TO**

Vice President of  
Enrollment Management

**APPROVED BY**

data discrepancies; documenting and maintaining effective data entry processing protocols; and proactively identifying problem records, resolutions, and staff training needs to prevent issues.

12. Collaborates with the Vice President for Enrollment Management and the Institutional Research department on data management and internal and external reporting. Identifies, organizes, and extracts data and builds reports for division and campus-wide enrollment analysis, data quality assurance, trend analysis, market analysis, and predictive modeling.
13. Serves as a liaison to other campus offices on technology and data needs. Coordinates cross-departmental processes and ensures data migration and transfer integrity.
14. Performs other appropriate duties as assigned.

**SUPERVISION**

Types Supervised (check each category):

  3-4   Classified Staff  
  1   Administrative  
       Faculty  
       Adjunct Faculty  
       Students

Indicate number in each category:

       # of Classified Staff  
       # of Administrative  
       # of Faculty  
       # of Adjunct Faculty  
  4-6   # of Students

**MINIMUM QUALIFICATIONS**

- Bachelor’s degree from a regionally accredited college or university with a minimum of 5 years of relevant professional experience.
- Experience with Technolutions Slate required; experience in recruitment and selection a plus.
- Working knowledge of SQL, HTML/CSS, and Liquid markup.
- Demonstrated proficiency using software applications, including databases, spreadsheets, and word processing; experience building, evaluating, and refining workflows and other operational business processes.
- Strong systems thinker with exceptional organizational skills and attention to detail.
- Ability to contribute to a work environment that is welcoming to people from a diverse variety of backgrounds and experiences.

**PREFERRED QUALIFICATIONS**

- Knowledge of JavaScript, XSLT, and scripting languages such as Python, Ruby, PHP, or PowerShell.
- Familiarity with business intelligence software, such as Power BI and SQL Server Reporting Services (SSRS).
- Knowledge of JSON, SFTP, XML, APIs, web services, and systems integrations.
- Proficiency with relational databases and data integrations, manipulation, and management.
- Project management skills and capacity to manage complex and related business operations and processes.
- Experience supervising, leading, and motivating staff to achieve established goals and metrics.

**TOMPKINS CORTLAND COMMUNITY COLLEGE**

**POSITION TITLE**

Director of Enrollment Management Systems  
and Slate Captain

**GRADE**

6

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Page 4 of 4

**ORGANIZATIONAL UNIT**

Enrollment Management

**REPORT TO**

Vice President of  
Enrollment Management

**APPROVED BY**

- Desire to utilize creativity and excitement for complex problem-solving.
- Innovative, resourceful, and capable of managing multiple competing priorities while maintaining a commitment to providing outstanding service at all times.
- Ability to build strong relationships and collaborate with individuals, departments, and organizations.
- Experience teaching, training, or supporting non-technical people in their use of technology resources.
- Inclination and ability to seek ways to improve policies, processes, and practices to reduce inefficiencies, achieve goals, and work through obstacles.
- Deep understanding of the critical role the effective use of data plays in supporting recruitment activities.

**TOMPKINS CORTLAND COMMUNITY COLLEGE  
RESOLUTION 2023-2024-9**

**APPOINTMENT OF PERSONNEL**

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

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

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

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

**STATE OF NEW YORK:**                    **I, JAN BRHEL, CLERK** of the Board of  
   **SS:**                    Trustees of Tompkins Cortland Community College,  
**COUNTY OF TOMPKINS:**            **DO HEREBY CERTIFY** the foregoing resolution is  
   a true copy of a resolution duly adopted by the Board of  
Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the  
3<sup>rd</sup> day of November 2023, and the same is a complete copy of the whole of such resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand  
and caused the official seal of Tompkins Cortland  
Community College to be hereunto affixed this 3<sup>rd</sup> day of  
November 2023.

Clerk of the Board of Trustees  
Tompkins Cortland Community College

**Appointment of Personnel**  
**Tuesday, October 31, 2023**  
**Presented to the Board of Trustees**

Employee	Department	Title/Rank	Salary	Employment Dates
<b>August</b>				
Floyd, Laurie	Opening Day Professional Development	Adjunct	\$100.00	8/22/2023
<b>September</b>				
Frisbie, Megan	Participation in Developmental Education Meeting	Adjunct	\$50.00	9/2/2023
Weed, Steve	Participation in Developmental Education Meeting	Adjunct	\$50.00	9/2/2023
Zaia, Heather	Participation in Developmental Education Meeting	Adjunct	\$50.00	9/2/2023
<b>October</b>				
Bechtold, Charles	Program Development/Facilitation: College Prep Math Workshop for CUI - biz	Adjunct	\$2,064.16	10/2/2023 To 11/15/2023
Wolff, Sarah	Program Development/Facilitation: Integrated Reading & Writing Workshop for CUI - biz	Adjunct	\$2,086.20	10/2/23 To 11/20/2023
Gillis, Andrew	ART 111 M49C INDP	Adjunct	\$624.00	10/3/2023 To 12/15/2023
Altmann, Herman	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Buchanan, Patty	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Farah, Fred	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Gammage-Sikora, Gina	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Iacobucci, Christine	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
LaFavor, Erik	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Marie, Jill	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
McComb, Jared	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Weed, Steve	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Wojciechowicz, Donald	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Young, Tammi	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Zaia, Heather	Fall Day Professional Development	Adjunct	\$100.00	10/10/2023
Weed, Steve	Participation in Developmental Education Meeting	Adjunct	\$50.00	10/16/2023
Zaia, Heather	Participation in Developmental Education Meeting	Adjunct	\$50.00	10/16/2023
Gross, Glenda	Student Success: Advising, Career & Transfer Services - Interim Assistant Director	Grade 3	\$76,000.00 *	10/24/2023
<b>November</b>				
Wingard, Heather	Department of Human Resources - Human Resources Assistant	MC	\$56,500.00 *	11/20/2023



TOMPKINS CORTLAND COMMUNITY COLLEGE

Presented to the Board of Trustees

November 15, 2023

Resignations/Retirements/Separations

<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>EFFECTIVE</u>	<u>REASON</u>
Julie Gerg	Executive Director	Alumni & Development	11/13/23	Resigned
<u>FACULTY STUDENT ASSOCIATION</u>				
Brooke Sweeney	Assistant Teacher	Childcare	10/16/23	Resigned
<u>BISTRO</u>				
Davon Milton	Banquet Server		10/27/23	Separation
Sarah Sexton	Line Cook		10/27/23	Separation

## Provost Report November 2023

**Faculty Meeting:** There was a faculty meeting on 10/20/23. The focus of the meeting was mostly on Math placement for students. The link follows:

<https://tompkinscortland.video.yuja.com/v/FacultyMeeting20231020>

**Middle States Background:** For those who may be new to the College or to Higher Ed, TC3 is accredited by the Middle States Commission on Higher Education (MSCHE). There are multiple accreditors across the country aligned (more or less) regionally, and accreditation from one of those federally approved entities is required for a variety of things, including our ability to distribute Title IV funding (financial aid for students). MSCHE requires colleges to produce a major study on a rotating cycle (8 years) to prove that institutions are meeting the requirements of accreditation in key areas (referred to as “standards”). This project is referred to as the self-study. It requires that a campus produce a narrative (telling MSCHE how they met the standards) and produce an evidence inventory showing how they met the standards (proof of your narrative). MSCHE then responds to your self-study after a site visit, where a group comes to campus to review your campus in person. MSCHE also requires Annual Institutional Updates, which happens every year, and they sometimes ask for more information (called supplemental reports) based on those updates. However, the lion share of proving to MSCHE that you are in compliance comes through the self-study process. Our next self-study is set for 2026-2027. It is not a simple process, and it is not one done but just a handful of people on campus. This will take efforts of folks across the College. See below for some of plans for this year related to MSCHE.

**MSCHE Self Study 26-27 Prep:** This is a pivotal year for our self-study process, and we have an update about our goals for the year. First, last year we asked one of the chairs of the previous self-study (completed in 2018) to provide us some feedback about the last process that we followed. Two main themes emerged: a) the groups set up to review each standard had to hunt for evidence that should have been readily available, b) we didn’t always leverage existing committees/groups on campus and align them to this process. In light of this, we plan to do the following this academic year:

- We’ve asked a member of the executive team (or two) to lead a group that will identify and gather appropriate evidence for each of the seven standards. These groups will not be producing any narrative or working on the self-study per se. They will focus on the evidence we have in each standard since our last self-study, including a focus on the previous recommendations and suggestions that Middle States gave us after our last review. This will include a list of evidence that we should have but don’t. These evidence repositories for each standard will provide a foundation for the groups/committees that will produce our self-study.
- Incumbent upon this work is a review of the [new standards](#) that Middle States recently approved and on the [evidence expectations](#) for each standard. Note: MSCHE adopted new standards last year. Though differences exist, the standards are similar to the previous ones.
- The executive team members will also look at existing committees/groups to see if any are appropriate for being involved in our self-study process in the coming years.
- The Executive Team will – starting next semester – engage with the campus about possible approaches for organizing ourselves to take on the work of the self-study. Campuses do this in a

variety of ways, and we want to work together to craft an approach for our self-study over the coming years that fits well with us.

Our goal is to end the year with working evidence repositories that show work we have accomplished since the last self-study and to show work that remains.

**Student Evaluations:** The College has acquired new software to facilitate student evaluations, and for the fall semester students will be able to submit an evaluation for all their classes through their Brightspace pages. Teaching faculty will receive an email with more details shortly, and communication with students about these evaluations will be going out within the next two weeks.

## **Enrollment Management Board Report November 2023**

Admissions continues its busy fall recruitment, and by travel season's end our admission advisors will have been to nearly 130 different high schools and 30 college fairs. November is when we offer Instant Admit days at select high schools. We currently have eight high schools signed up with us for their respective Instant Admit Day. Fall Open Houses are November 3 and 4, with over 50 students signed up for each event. Spring registration begins on November 13. The SUNY free application week initiative has seen our SUNY and overall application numbers generate an increase over last year. We welcome the new Interim Director of Admissions, Bill Cheatham, who will serve for a six month appointment while we relaunch our search for a permanent director.

Marketing also welcomes a new leader. Zachery Snyder joins us this month as the Director of Strategic Marketing. Zach's arrival and expertise are welcome news to a busy team, as we also search for a new website position. Over the past month, the marketing department actively promoted the Fall Open Houses, using local media, social media, and various digital channels. Starting in mid-October we began to promote the College's winter session on our website, and we will shift the local media presence to the winter session following the Open Houses. The department also spent time this month working with video production company 325 Productions on the creation of a series of videos promoting our microcredentials. The project was funded by a grant secured by our Workforce Development office, and focuses on the pathways available for students to use our microcredentials and a start to degree or expanded career opportunities. This is the second time the College has worked with 325 Productions on a grant-funded project, and this helps the College begin to build a library of promotional videos.

Concurrent Enrollment is up 5% in FTE this Fall 2023 compared to Fall 2022. Among our 88 school partners, 10 schools (Owego, Cortland, Groton, Cazenovia, Ithaca, Trumansburg, Lansing, Tioga, Waverly, and Bainbridge-Guilford) account for almost half of this enrollment. In total, 65% of the College's fall students are currently in high school, accounting for 45% of the College's FTE's. This semester, 48% of our new students are former CollegeNow students. We have a verbal agreement with TST BOCES to support high school students in online TC3 courses; this agreement may increase student enrollment into existing TC3 sections. Even without this agreement, we have seen high school student enrollment into our online courses increase 24% in FTE compared to last fall. Overall, high school student enrollment into both campus and online courses has increased 43%.

CollegeNow continues to support the P-TECH partnership, which is now in its 6th year; in response to changes in NYSED to allow for AS pathways, as well as feedback from us and their business partners, P-TECH will apply to expand into Computer Science, Engineering, and Construction & Environmental Technology. The CollegeNow Director attended NACEP's National Conference in St. Louis; NACEP is the accrediting body for concurrent and dual enrollment programs and the leading provider of professional development in this field. This

summer, CollegeNow submitted its application for NACEP reaccreditation and is now responding to questions from the peer review committee. Following a site visit in February, an accreditation decision will be received in April.

Workforce Development have engaged this fall with about 55 regional employers, 450 Tompkins Cortland students, and 375 community members (including the 356 high school students who attended MADE) through new student orientation, informal connection events, MADE, Career Carnival, smaller workshops on career-related topics, employer visits in the classrooms, and class presentations on career development topics. Fall professional development programming for community and businesses are underway. To date, 159 registrants have participated in open enrollment, contract, or online workshops. We are working with a handful of local businesses to secure grant funding for spring and summer contract training.

Intentional campaigns were launched to increase usage of Handshake, a digital college career network, resulting in 174 first-year students and 135 second-year students (total enrollment of 1506) activating their Handshake profiles. This is roughly triple the number of students that had activated their profiles by January 2022 in the first year of platform use.

# BOARD OF TRUSTEES REPORT

Vice President of Student Affairs and Senior Diversity Officer  
October 2023

## Athletics and Recreation

Men's and Women's Basketball continue to practice to be ready for the coming season. As part of becoming prepared, each team has started scrimmaging regional competition. Attend or follow Panther action at <https://www.tcpanthers.com/landing/index>. This year, we are scheduled to host the NYS Girls Soccer Championships involving the largest schools in the AAA and AA classes. Athletics and Recreation is making a formal report to the Faculty Student Association (FSA) this November.

## Campus Police

On October 3rd, Campus Police met with student tutors from TC3's Tutoring and Accommodation Services to give a presentation on general safety and security, emergency response and reporting, and active threat readiness and response. Campus Police staff held a Coffee with a Cop event in the TC3 Student Center on October 4th; the event was well-attended, and students and Campus Police officers enjoyed interacting with each other on a social level. Later that day, Campus Police joined law enforcement administrators from multiple Cortland County agencies and the C4 (Cortland County Community of Color) Executive Team at the TC3 Cortland Extension Center for a discussion centered around improving relations between law enforcement and the BIPOC community. On October 11th, Campus Police worked with the NYS Office of Fire Prevention and Control and TC3 Health and Wellness Services to conduct a door-to-door fire safety awareness campaign in the residence halls. Staff members from CP, NYS OFPC, and H&WS knocked on doors at every residence hall apartment and engaged students in constructive conversations about safe cooking practices, fire prevention, fire-related policies, and the basics of how to respond to and report fires. The program was well-received by students, and Campus Police plans to continue this program each fall.

## Childcare

The childcare center is running with three closed classrooms because of staffing shortages. Sign-on incentives have been added to recruitment postings. We had two interviews this week and will be making decisions on them by the end of the week. We currently have only one staff member on leave and will hopefully know a possible return date soon. We are looking to reopen 1 of our closed toddler classrooms with new hires.

The childcare centers participated in open house staff with tours and a table. We were awarded the AED grant that we applied for, but the grant award was less than anticipated. For that reason, we are in the middle of applying for another grant opportunity that will hopefully cover more of them. Recent events included our fall fundraiser with Gertrude Hawk Chocolates, with sales totaling \$4,000. The childcare center will receive 50% of the profit.

Trick or treating in the main building was an exciting time. Finally, after reviewing the recommendations of our child care consultant this summer, we elected to withdraw our program from NAEYC accreditation and moved in alignment with QUALITYstarsNY. More details about QUALITYstarsNY can be found here-

<https://qualitystarsny.org/wp-content/uploads/2020/03/QUALITYstarsNY-Center-Based-Standards-April-2022.pdf>

## Health and Wellness (HWS)

HWS hosted a flu shot clinic on October 12<sup>th</sup>. Fifty vaccinations were given. The HWS nurse provided care in 21 student visits in October for issues including injuries, strep/COVID tests, pregnancy tests, and generalized illness assessment. HWS hosted a two-day Mental Health First Aid Training for 12 Student Affairs staff. HWS Counseling has been able to provide walk-in appointments while maintaining only a two to three-day wait for scheduled appointments. The Case Manager and Counselor had a total of 154 appointments (98 attended appointments, with 56 canceled or no-show appointments). Ten crisis appointments were provided in HWS Counseling. In October, the Pantry and Closet were used 881 times, providing food and items for adults (1,101) or children (721), respectively. The use of the Pantry and Closet continues to increase each month. Cornell Cooperative Extension partnered with the Panther Pantry and Community Closet to provide campus SNAP benefits and nutritional information. The Best

Life Lounge (BLL) has been a busy venue for students to relax and connect between classes. 109 students visited the Best Life Lounge 351 times in September. Also, HWS CRP has hired our grant-funded Recovery Program Assistant. Declan Fullerton started Wednesday, November 1<sup>st</sup>.

### **Office of Diversity Education and Support Services (ODESS)**

ODESS staff have been actively recruiting students for the spring and next academic year. The program currently serves 29 students. For the spring, we have developed a winter bridge program geared toward first-year, first-time students. Currently, no spring applicants in Slate meet EOP requirements, but we are monitoring upcoming registration efforts. We will be recruiting potential candidates in NYC and candidates geographically surrounding TC3. In preparation for our recruiting efforts, we have updated our EOP and LSAMP pamphlets that outline our programs. ODESS has been actively training to serve our students better. Through mental health training, trauma-focused training, and sexual harassment training, we are better able to understand the often complicated lives of our students. ODESS has participated in various search committees, including Residence Director, Student Success, and the Adjunct Chancellor's Award nomination committee. ODESS will be asking students how they give thanks throughout November and December. It is essential that students actively think about both what they are thankful for and how others might be thankful for them. At the heart of diversity and inclusion is giving and offering thanks.

### **Residence Life**

Residence Life has completed fall fire drills, state fire inspections, and health and safety inspections in student apartments. They are now focusing on Thanksgiving and winter closing, waiving the traditional fee to stay over the break. Students needing to stay should register by November 17th. Staff selection for spring RAs has begun, with applications due on November 13th. Applications for the open Resident Director position are also being conducted. The first RHA program was Spooktacular, a Halloween-themed tabling event with crafts, games, and a food truck. The next RHA program will be Destress Fest in December. Resident Assistants continue to program with their halls, including Halloween movie nights, pet rock painting, temporary tattoo parties, tarot reading, and no-mercy Uno tournaments.

### **Student Activities**

Student programming continues to be mostly well attended, with offered events ranging from SGA's Karaoke Night to a trip to Niagara Falls. Student club and organization participation is rising, and student leaders are hosting events and trips. Outdoor Adventure Club organized a Haunted Trails event where they decorated and hosted spooky activities throughout the trails on campus. 26 Student Leaders, including Resident Assistants, Student Leadership Assistants, EOP Peer Mentors, NSLS E-Board Members, SGA E-Board Members, and Club Officers, attended the annual Fall Off-Campus Leadership Retreat at Greek Peak during a beautiful fall weekend. They participated in workshops on teamwork, goal setting, and event planning and completed team-building activities throughout the retreat. Activities focused on strengthening the bond between students in leadership positions and providing an opportunity for collaboration across leadership roles. Student feedback was positive, and the group finished the retreat by zip-lining and going on the Greek Peak Adventure Center's Mountain Coaster. Select SGA E-board members will attend the SUNY Student Assembly Conference to represent Tompkins Cortland in November. Upcoming offerings include a comedy show on campus, a monthly club officer luncheon, the annual drag show, and more.

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

The success team in Starfish has been focusing on retention and preparing for the "Road to Registration" event, which began on November 1st. The team will visit 27 classes, meet with students during the lunchtime rush, and assist students in setting up advising appointments, reviewing degree plans, and preparing for registration. The Workforce Development office has also co-sponsored a series of successful career development programs, including the Career Carnival, which attracted almost 200 students to visit local employers and learn about career goals. The team is also gearing up for a reimagined student enrollment process, with significant revisions to all components to maximize Slate in the onboarding process. The team is dedicated to ensuring a smooth transition for students during the upcoming spring enrollment cycle.

### Interm Dean of Student Affairs Office

For October, there were 26 conduct incidents involving 58 students. Of these, 11 had alcohol-related charges, and 21 had marijuana charges. Other incidents included having unapproved animals in the buildings (only Emotional Support Animals approved by Access and Equity are allowed,) some recharges for students who hadn't completed sanctions, a physical altercation between 2 students, and a DUI involving two students. Many of the charges this month resulted from the State Fire Inspections, which take place each semester. Most new students have completed the online Title IX training to comply with NY Ed. Law 129-B. This is being tracked, and we are working to get to 100%. Given that, there were 3 Title IX-related reports to our staff this month. In all cases, students are being followed up with and informed of procedural options and resources. Also, October was Domestic Violence Awareness Month. Our violence prevention group members tabled throughout campus on several dates to interact with a variety of students around this issue. We have had ten new referrals to the CARE team this month. With our new Case Manager, we are focusing on making outreach plans for each student and ensuring we have contact with them in a quick manner to connect them to appropriate resources.

### My Desk

I attended the SUNY Aspen meeting for senior leaders. I recently presented survey results concerning the sexual violence prevention resources awareness to the president's Cabinet. I also served as a guest lecturer in the recreation leadership course to facilitate a dialogue on Race. In addition, I have been reviewing the needs of students concerning food service on campus.

Respectfully,

Seth A. Thompson



TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates - Status of Open Positions

as of November 2, 2023

**UNCLASSIFIED STAFF**

POSITION	DESIRED EMPLOYMENT DATE	ADVERTISED	APPLICATION REVIEW BEGINS	CURRENT STATUS
Academic Affairs Operations Manager	ASAP	October 17, 2023	November 17, 2023	Accepting Applications
Adult Student Admissions Advisor (Grant Funded)	ASAP	October 3, 2023	November 3, 2023	Accepting Applications
Assistant Director of Student Success (Interim)	ASAP	September 18, 2023	September 25, 2023	Internal Only Posting Hired: Glenda Gross (10/24/23)
Director of Admissions (Interim)	ASAP	May 24, 2023	June 26, 2023	Hired: William Cheetham (10/25/23)
Human Resources Assistant	ASAP	September 5, 2023	September 19, 2023	Hired: Heather Wingard (11/20/23)
Nursing Faculty	January 2024	October 25, 2023	November 8, 2023	Accepting Applications
Programmer	January 2024	October 30, 2023	November 30, 2023	Accepting Applications
Student Success Advisor	ASAP	October 6, 2023	November 6, 2023	Accepting Applications
User Interface/User Experience (UI/UX) Front-End Developer & Web Captain	ASAP	September 28, 2023	October 30, 2023	Reviewing & Accepting Applications

**CLASSIFIED STAFF**

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Cleaner (Temp.) (1.0 FTE)	Buildings & Grounds	ASAP	Reviewing Tompkins County Department of Human Resources list of eligible candidates
Enrollment Services Specialist (1.0 FTE)	Enrollment Services	ASAP	Applications received via Tompkins County Department of Human Resources
Senior Cleaner (1.0 FTE)	Buildings & Grounds	ASAP	Applications received via Tompkins County Department of Human Resources

**FACULTY STUDENT ASSOCIATION**

POSITION	DEPARTMENT	DESIRED EMPLOYMENT DATE	CURRENT STATUS
Assistant Teacher	Childcare	ASAP	Accepting Applications
Head Coach, Varsity Golf	Athletics & Recreation	ASAP	Accepting Applications
Head Teacher	Childcare	ASAP	Accepting Applications
Lifeguard	Athletics & Recreation	July 2023	Accepting Applications; Continuous Recruitment
Recovery Program Assistant (0.5 FTE)	Health & Wellness Services	ASAP	Hired: Declan Fullerton (/11/01/23)
Resident Director	Residence Life	ASAP	Accepting Applications
Substitute Teacher	Childcare	July 2023	Accepting Applications; Continuous Hired: Katharine O'Lare (10/30/23)
Teacher Aide	Childcare	ASAP	Accepting Applications
Van Driver	Athletics & Recreation	July 2023	Accepting Applications

**BISTRO**

<b>POSITION</b>	<b>DEPARTMENT</b>	<b>DESIRED EMPLOYMENT DATE</b>	<b>CURRENT STATUS</b>
Banquet Bartender	TC3 Bistro	July 2023	Accepting Applications
Banquet Server	TC3 Bistro	July 2023	Accepting Applications
Banquet Supervisor	TC3 Bistro	July 2023	Accepting Applications
Bartender	TC3 Bistro	July 2023	Accepting Applications
Busser/Food Runner	TC3 Bistro	July 2023	Accepting Applications
Director of Operations	TC3 Bistro	July 2023	Candidate Withdrew
Dishwasher	TC3 Bistro	July 2023	Accepting Applications
Executive Chef	TC3 Bistro	July 2023	On-Site Interviews Concluded/ Accepting Applications
Host/Hostess	TC3 Bistro	July 2023	Accepting Applications
Line Cook	TC3 Bistro	July 2023	Accepting Applications
Server	TC3 Bistro	July 2023	Accepting Applications
Sous Chef	TC3 Bistro	July 2023	Accepting Applications

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates  
Status of Grievances  
as of November 2, 2023

<b>COMPLAINANT</b>	<b>SUBJECT</b>	<b>DISPOSITION</b>
<b>CSEA</b>		
CSEA-Campus Police Officer	Termination due to violation of Code of Conduct.	Day One of Hearing set for November 10, 2023

**FACULTY ASSOC.**

None.

**PAA**

None.

**TC3 ADJUNCT ASSOC.**

None.

# **Campus Technology**

## **Report to Board of Trustees**

### **November 2023**

#### **Personnel**

##### **Work Completed**

- Posted Programmer position, Jim MacLain will be the search committee chair
- Analyzed and made recommendations for future CT positions
- Reviewed Systems Administrator description, made administrative changes

##### **Work in Progress**

- Review and update remaining existing job descriptions
- Update responsibilities and qualifications for Systems Administrator description
- Send Technical Support Associate and Systems Administrator descriptions through approval process, obtain signed requests to fill, post and hire positions
- Evaluate Director of Networking & Telecom as hire vs. shared service

#### **Hardware/Software**

##### **Work Completed**

- Residence Hall F work completed
- Received, programmed, and delivered IEC security equipment
- Received Main Campus security equipment, installed and configured server, started programming
- Ordered new check printer under Toshiba managed print umbrella
- Ordered new copy center/mailroom equipment
- Resolved issue with VPN downtime
- Completed upgrade of AllMode/Mitel Telecom systems
- Considerable time spent meeting with TouchNet/OneCard and beginning to resolve the myriad of issues with those systems, creating and executing a plan that is secure, sustainable & stable
- Engineered replacement plan for remaining EOL fiber optics
- Extended support for Cylance
- Extended support for HP Nimble Storage
- Renewed and updated Microsoft 365 licensing
- Installed, configured and engaged HPE CloudPhysics on all VM's to determine usage and replacement needs

##### **Work in Progress**

- Obtain and revise exterior door access control quotes
- Complete Toshiba/Pharos rollout for Academics
  - Modify solution as necessary
- Program and Implement remaining campus safety equipment
- Obtain quote for next 4 fiber optic replacements
- Bid, purchase and implement server replacement solution
- Bid, purchase and implement permanent backup Solution
- Integrate Clockwork to PowerCampus
- Extend support for Cylance
- Extend support for HP Nimble Storage

## **Support**

### **Work Completed**

- Visited Coltivare Farm, Cortland Extension Center & Ithaca Extension Center – met staff, built relationships, resolved some issues
- Implemented a weekly visit by a support associate to Coltivare and Ithaca Extension Center to improve relations and remote site technical posture
- Met with CollegeNow to address their support concerns

### **Work In Progress**

- When F is stable, collect and return hotspots
- Consider extending help desk open hours to meet campus needs

## **Administrative**

### **Work Completed**

- Completed SUNY Center for Professional Development technical training needs survey
- Attended SUNY Cyber Insurance Meeting
- Completed CT Department Goals for 23-24
- Attended Cybersecurity, Macbook, Outlook, RACI, Druve & Cloudflare training
- Completed Compliance Report
- Met with Beazeley to discuss Cybersecurity Insurance alternatives
- Attended ITEC staff meeting in Buffalo, NY
- Attended NYSERNET Conference
- Met with ComSource to address support issues and set expectations
- Met with Audiocodes to discuss Teams Voice POC issues
- Attended meeting with Bonodio regarding audit and GASB 96 implementation

### **Work in Progress**

- Working with Mellora to understand 23/24 budget
- Providing documentation and evidence for GASB 96 implementation and audit
- Finalize 2023 STC financials
- Update department strategic plan
- Complete Beazeley Cyberinsurance application
- Develop Incident Reponse Plan
- Develop Business Continuity Plan

- Develop Disaster Recovery Plan
- Document current procedures
- Attend Amazon Cloud Training
- Attend ITIL Training
- Attend ITSM Training

## **Security**

### **Work Completed**

- Received confirmation that the two affected students in the MoveIt incident have been notified as required by law
- Improved our backup routines to be more comprehensive
- Enabled Long Term retention on server backups
- Enabled Immutability of server backups
- Reduced Druva backup credit consumption (cost) through improved policies and management
- Met with Grey Castle Security to discuss current posture and compliance and discuss next steps for resolving gaps in cybersecurity mesh

### **Work To Be Done**

- Investigate, configure and deliver mandatory employee cybersecurity training
- Revisit cybersecurity gap analysis and solidify plan for gap resolution

Respectfully,

Scot Beekman  
Interim CIO

# Campus Technology Summary of ITEC IT Assessment

During the course of three days, ITEC Management and staff met with key management and staff at Tompkins Cortland Community College to ascertain the College's current state of IT. The goal was to listen and provide insights and recommendations to the college to assist the process of identifying, prioritizing, and addressing issues while suggesting tangible actions that can be taken to create a more efficient, secure, and user-friendly environment that fosters proactive problem-solving and supports future growth.

This summary highlights the most critical immediate issues, proposed solutions, current progress status, and estimated costs associated with each issue. While many other issues in the full ITEC report are important and are also being addressed simultaneously, the Campus Technology staff agree that those listed here must be the highest priorities. There are also additional steps to be taken long term. We are currently working on implementing the zero cost and quickly attainable goals while setting the planning groundwork to strategically address each item.

The budget impact of this critical issue resolution is spread over several sources. Capital funds have already covered the 3 critical fiber replacements at a cost of \$16,886. Future capital/deferred maintenance costs for servers, additional fiber and campus safety equipment will total approximately \$250,000. Operating funds for 2023-24 will cover the cost for backup software compliance, with a net additional budget impact of approximately \$8,000 - \$18,000 per year. Obtaining ISO services may be a contractual expense or a personnel expense, and I am currently working on cost estimates, but a general range would be between \$50,000 and \$100,000 per year. Adding key positions to the Campus Technology Staff would need to be covered by personnel expense and require \$150,000 - \$200,000.

## **CRITICAL ISSUES TO BE ADDRESSED IMMEDIATELY**

**ISSUE** - Inadequate and outdated IT infrastructure

**SOLUTION** – Replace network switches with modern reliable hardware

**STATUS** – Completed Summer 2023. Hardware and services are included in the current ComSource contract.

**SOLUTION** – Replace critical failing Fiber Optic wiring (network backbone)

**STATUS** – Completed 7/18/2023. Cost \$16,886. Additional 12 existing fiber lines should be replaced in 23-24 while simultaneously reengineering the fiber backbone architecture to increase reliability, redundancy, and load balancing capability. Estimated Cost, \$70,000.

**SOLUTION** – Replace network servers and storage that are end of life

**STATUS** – Currently reviewing options and quotes, decision forthcoming. This should be undertaken Spring 2024. Estimated cost \$150,000 capital expense or \$50,000/year operational expense for 3 years starting in FY 23-24.

**ISSUE** – Compliance with NIST 800, GLBA & NYS 500/6900 Data Security Requirements

**SOLUTION** – Replace noncompliant backup solution (Intronis) with compliant solution.

**STATUS** – Replaced with Druva. Estimated Cost - \$20,000-\$30,000/year (based on storage requirements); however, we did not renew the previous noncompliant Intronis agreement and apply these funds (\$12,000) toward the new solution. Net budget impact will be \$8,000 - \$18,000 per year.

**SOLUTION** – Hire or outsource Information Security Officer duties as required by policies NIST 800 & NY 6900, implement robust security program & end user training program.

**STATUS** – Assessing options for outsourcing vs. hiring. Constantly engaged with SUNY ITEC & SUNY SOC to implement software and best practices.

**ISSUE** – Insufficient staffing in Campus Technology

**SOLUTION** – Identify and hire key additional personnel to fill gaps and increase depth of critical support positions.

**STATUS** – Filing Request to Fill forms with Human Resources for three positions. Estimated Cost – 2-3 full time positions. Programmer position (Grade 2) is currently budgeted for 23-24 and should be hired before 1/31/2024. A Systems Administrator (Level 3) or IT Infrastructure Manager (Level 5) will be needed to lead Information Security and to work with Ken Reynolds on infrastructure. This is not currently budgeted. A Technology Support Associate (Level 1) will also be needed to supplement classroom technology and campus event support.

**ISSUE** – Campus Safety surveillance equipment

**SOLUTION** – Replace and upgrade equipment

**STATUS** – Replacement equipment has been received which will render current inoperable equipment fully functional and improve security visibility across campus (\$54,000 = \$19K College + \$35K Foundation). Currently engaging vendors for quotes for new equipment and systems to enhance security posture, estimated cost unknown at this time.

Prepared by - Scot Beekman, Interim Chief Information Officer, 10/9/2023