

2011 PRESIDENT'S ANNUAL REPORT

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TC3
Tompkins
Cortland
Community
College

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The past year was one of the most challenging fiscal periods in the history of the College, calling upon us to serve more students than ever with a significant reduction in faculty and staff numbers.

Instead of weakening the institution, these challenges have brought new energy to the campus and renewed focus on what we know is our singular goal: student success.

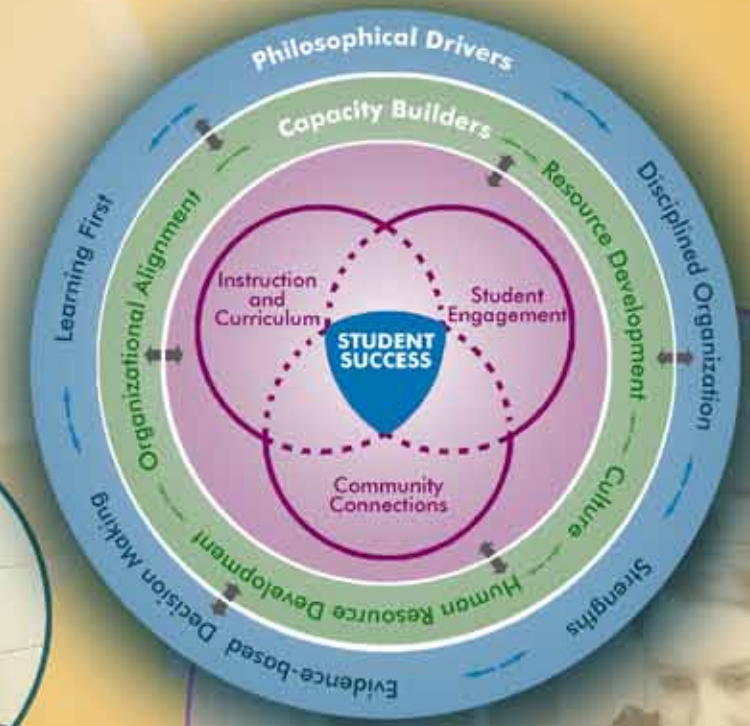
Whether that success is defined by graduation, transfer to a four-year college or university, improvement of job prospects, or by meeting a student's goal for personal enrichment, student success is our reason for existence.

We have used the graphic you see at the right to guide us as we move forward. You will see that success is always at the core of our work. Direct support of student success is expressed by our commitment to innovative instruction and curriculum, student engagement, and community connections.

Our capacity builders of resource development, culture, human resource development, and organizational alignment all contribute to enabling those indicators that strengthen our focus on student success. Our philosophical drivers provide guidance and overall direction to our learning culture and environment.

This process has brought new energy to the College and to our student body. We know that challenges still remain. But we also know that in facing those challenges, we draw strength from a shared goal.

Carl E. Haynes, Ph.D., President
Tompkins Cortland Community College




STUDENT SUCCESS

is truly the mission of the College. Our students succeed when they realize positive academic outcomes that may include completion of a degree or certificate, transfer to a four-year college or university, new or enhanced employment, and achievement of any other personal goals for their education.

DIRECT EVIDENCE OF STUDENT SUCCESS

Graduated 691 students in the class of 2011, which is a 16 percent increase compared to 2009-10, and the largest class in College history.

Achieved a student transfer rate of 26 percent, exceeding the average of our 25-campus comparison group by 7 percent. 

Administered the 2010 graduate survey and found 69 percent of students graduating from career programs are employed in jobs related to their field of study (72 percent in the prior year).

Began developing benchmarks for measuring each of the four direct indicators of student success: graduation, successful transfer, new or enhanced employment, achievement of personal goals for continuing education.

VITAL COMPONENTS OF A SUCCESSFUL STUDENT EXPERIENCE

Student success is achieved through relevant, effective instruction, student engagement, and community connections. These components are at the core of what we do as a College, and their intersection is essential to our primary mission.

INSTRUCTION AND CURRICULUM

that are relevant, effective, and aligned with positive academic outcomes.

ACCOMPLISHMENTS 2010-11

Completed the National League for Nursing Accrediting Commission reaccreditation of our Nursing program, effective through 2019. As a result of this process, the NLNAC and the NYS Education Department gave our program not only favorable, but glowing reports.

Developed two new Associate in Science degree programs in Digital Cinema and Recreation: Exercise Studies, as well as a new certificate program in Wine Marketing.

Developed a Sustainability Literacy program consisting of 15-17 credits of interdisciplinary courses. Students who complete the program earn a Sustainability Designation that will be posted on their transcripts.

Offered 364 sections of courses online, as well as 549 sections of web-enhanced learning.

Enrolled 116 people in 17 Clean Energy programs through the SUNY Greens initiative, a collaboration involving several SUNY institutions.



Provided customized training to 2,200 participants and 38 businesses, manufacturers, and community groups through TC3.biz.

Developed 12 new courses in nine academic areas.

COMMUNITY CONNECTIONS

that build and maintain partnerships to support learning, cultivate resources, respond to local community needs, and prepare students for citizenship in the global community.

ACCOMPLISHMENTS 2010-11

Welcomed SUNY Chancellor Nancy Zimpher to campus to present the SUNY Strategic Plan. She was joined by TC3 President Carl Haynes, as well as presidents David Skorton of Cornell University, Tom Rochon of Ithaca College, and Erik Bitterbaum of SUNY Cortland in answering questions from the attending audience following the presentation.

Accepted a \$22,500 gift for the Electrical Engineering Technology program from the local business community to help cover the operating cost of the program, which supports workforce needs in the local community.

Hosted the high school-level Southern Tier Athletic Conference Region III Women's Soccer Championship, the Region III Women's Basketball Championship, and the Region III Golf Championship.

Provided the opportunity to earn college credits to 3,384 high school students through the CollegeNow program. The number of credits earned was equal to 658.5 "full-time equivalent" students, an increase of 5 percent compared to the previous year.

Expanded CollegeNow partnerships to include three new schools: Unadilla Valley, Chenango Valley, and Ithaca's New Roots Charter School, bringing the total to 38 districts.

Continued partnerships with SUNY Delhi and Empire State College to provide onsite and online baccalaureate programs, and added an additional partnership with Keuka College.



SUNY Chancellor Nancy Zimpher is joined, from left, by Cornell University President David Skorton, SUNY Cortland President Erik Bitterbaum, TC3 President Carl Haynes, and President Tom Rochon of Ithaca College at a presentation of the SUNY Strategic Plan on the TC3 campus.

SUNY's strategic plan includes "Six Big Ideas," all of which we've addressed through our accomplishments in 2010-11. You'll see this symbol near TC3 items that demonstrate our commitment to the Power of SUNY.

SUNY'S SIX BIG IDEAS

SUNY and
the Entrepreneurial Century
the Seamless Education Pipeline
a Healthier New York
an Energy-Smart New York
the Vibrant Community
the World

STUDENT EXPERIENCE



STUDENT ENGAGEMENT

evidenced by a high level of involvement in and enthusiasm for opportunities both inside and outside the classroom.

ACCOMPLISHMENTS 2010-11

Created The Center for Adult Learning and Training to provide services tailored to the unique needs of adult students. The Center takes advantage of the College's three convenient locations in Dryden, Ithaca, and Cortland and provides a contact point for adult students either looking to return to college or enroll for the first time.

Established the Panther Pride Pledge, which highlights the community values of Perseverance, Responsibility, Integrity, Dialogue, and Equality. Students and faculty sign the pledge and wear green Panther Pride wristbands to demonstrate commitment to these values on campus. More than 200 have signed to date.

STUDENT SUCCESS



Produced "Safe and Healthy Campus" programming as part of the Panther Pride Pledge.

Celebrated post-season appearances for five out of nine varsity teams, resulting in one regional championship in softball and conference championships in men's and women's soccer.

Succeeded in maintaining eligibility for 97 percent of our athletes, with an overall GPA of 2.43.



Offered health services crucial to student success, including 2,799 patient visits, 800 seasonal flu vaccinations, and 150 MMR vaccinations.

Provided substance abuse counseling to 150 students through the Options program, with 102 successfully completing the program requirements.

Administered the periodic SUNY Student Opinion Survey (SOS) and found satisfaction with "this college in general" rose from 3.91 to 3.99 between 2006 and 2010 and slightly exceeded the comparison group average of 3.96.

Congratulated two TC3 students who were recognized by SUNY with the Chancellor's Award for Student Excellence.

Student Activities and Multicultural programs included:

- Virtual Intoxication Parties
- Panther Fitness Challenge
- HIV/AIDS education and testing
- Mental Health Awareness Day
- Student Diversity Leadership Retreat
- Student Leadership Awards
- National Coalition Building Institute sessions for students

CAPACITY BUILDERS

We use these to cultivate a collaborative culture that truly supports student success.

RESOURCE DEVELOPMENT

including funding, technology, and physical infrastructure.

ACCOMPLISHMENTS 2010-11

Opened the new Cortland Extension Center on Main Street, providing a larger and more modern facility to support outreach and programming efforts in Cortland County.



Raised \$309,784.14 from 485 donors to the 2010-11 TC3 Foundation annual campaign, exceeding the goal of \$185,000.

Expanded the TC3 Pathways scholarship program to include 40 students with the help of an additional \$2 million gift from Pathways benefactor Arthur Kuckes of Ithaca. Pathways provides aid and support to low-income adult students.



Awarded 118 scholarships and grants-in-aid to students totaling \$170,076 through the TC3 Foundation.

Increased the amount of financial aid disbursed to students by 17.9 percent, with an increase in recipients of aid of 6.6 percent.

Moved to a paperless admissions process.

Replaced the College's printed catalog with a fully online catalog.

Welcomed external groups and athletic teams to our athletic facility – including the BorgWarner Morse TEC Field House and game fields – approximately 100 times.

Received official Federal J Visa designation to issue appropriate documentation for visiting students and scholars.

Received recognition as the No. 1 college in the "small campus" category by the Digital Community Colleges Survey, with an overall grade of A+ under the group's ratings system. This is the fifth year in a row TC3 has been recognized.



The new Cortland Extension Center on Main Street features new classrooms, computers, and study areas for Cortland-area students, as well as conference rooms and other resources for the local business community.

CULTURE

development and maintenance of a culture of learning based on an environment of mutual respect, collaboration, transparency, and trust.

ACCOMPLISHMENTS 2010-11

Successfully balanced a budget for 2010-11 as well as 2011-12 through an arduous, but transparent process with the College community.

Provided 24/7 law enforcement service on campus and in the residence halls.

Established a Student Behavior Steering Committee to address student behavior on and off campus.

Continued to provide diverse and ample opportunities for residence life students to learn and grow beyond the classroom. Also continued to explore learning community extensions in the residence life area with program-themed floors and activities.

Keith Millman, chair of the College's New Media program, works with first-year student Emily Terry in one of the College's new media labs.

HUMAN RESOURCE DEVELOPMENT

including professional leadership development coupled with disciplined hiring and development practices.

ACCOMPLISHMENTS 2010-11

Hosted our 14th annual Dialogue on Learning 2011 conference, "Building a Strengths-based Campus for Engagement and Excellence," in April. The event was attended by 64 faculty, administrators, and students from eight regional colleges and three K-12 school districts (47 from TC3).

Continued participation in the Chair Academy's leadership development programming: Two staff members completed the Foundation Academy and one staff member completed the Advanced Academy. Twenty-three staff members have now completed one or both of the academies.

Provided professional development opportunities to 113 school district professionals/concurrent enrollment instructors from more than 34 partner districts (163 and 30 respectively last year) through CollegeNow.



Mark Pogue, Gallup's Vice President for Education Practice, presents Gallup's Don Clifton Strengths Excellence Award to TC3 President Carl Haynes, Ph.D. TC3 is only the second college, and first community college, to be recognized by Gallup for its commitment to strengths-based education and programming.

ORGANIZATIONAL ALIGNMENT

with our mission, vision, values, and goal.

ACCOMPLISHMENTS 2010-11

Refocused the College goal to more easily align our planning, budget, and assessment processes.

Conducted a faculty/staff survey and ...

Increased positive responses to the statement "The process TC3 uses to allocate resources is clear to me" by 5 percent.

Increased positive responses to the statement "The process TC3 uses to allocate resources is in alignment with TC3's mission and goals" by 9 percent.

Increased positive responses to the statement "Everyone can participate in the process the college uses to set institutional priorities" by 2 percent.

Conducted the 2009-10 independent financial audit of the College, Foundation, financial aid, and FSA with an unqualified opinion and no findings of material weakness.

Provided a physically safe and secure environment: In the 2010 calendar year, there was no serious crime reported on the main campus that fell within the reporting mandates of the Clery Act.

Continued to reduce the College's energy use. In the past year usage was down 5 percent. Over the past eight-year period, usage is down 40 percent.





Reading Instructor Anna Regula gets some one-on-one time with a student in one of the College's computer/study labs.

PHILOSOPHICAL DRIVERS

By keeping student learning and success at the heart of our decision-making, we are able to sort through the array of possible initiatives confronting us to choose those which are most consistent with the College's core philosophy.

LEARNING FIRST

in every decision, policy, program, and practice.

ACCOMPLISHMENTS 2010-11

Maintained our commitment to small class size; and, with few exceptions, classes have a maximum of 30 students. Writing and developmental courses have lower maxima.

Remained committed to staff development, in spite of budget challenges. The TC3 Foundation has provided great support in this regard.

Engaged in strategic reallocation of diminishing resources, not simply by use of across the board cuts or direct reduction of particular resources.

Continued to demonstrate growth in the College's study abroad programs. Students participated in trips to Nicaragua, Ireland, Costa Rica, China, Greece, Italy, and England.

STRENGTHS

Strengths-based development for students and staff, individually and collectively.

ACCOMPLISHMENTS 2010-11



Helped more than 1,000 new students, staff, and faculty discover their strengths as part of StrengthsQuest programs. Strengths-based development is specifically integrated into the curricula of Early Childhood, Hotel Restaurant and Management, Communication and Media Arts, and Nursing programs, and our counseling and student leadership development programs.

Honored by The Gallup Organization with the Don Clifton Strengths Excellence Award for the College's commitment to strengths-based education and training. This is only the second time the award has been given, and the first time to a community college. The award was presented by Mark Pogue, Gallup's vice president for education practice, at a ceremony on the TC3 campus in September.

maintaining a DISCIPLINED ORGANIZATION

in relation to our people, thoughts, and actions.

ACCOMPLISHMENTS 2010-11



Made a major commitment to working with a consulting firm that assisted us in bringing about greater efficiency through a process known as Lean Office. Numerous departments have utilized the process and already seen great benefits. From a redesign of the entry-level enrollment process to a re-examination of the financial aid process, Lean Office proved to be a crucial organizational tool in guiding the College through the year's challenges.

Continued to find ways to maintain or enhance our services to students while coping with reduced resources in every area of the College. For example, there continue to be increases in the volume of students being served in enrollment services both in person, by e-mail/mail/fax, and by phone.

Engaged in a process to restructure the development office, as well as completed a strategic planning process and strategy map for the TC3 Foundation.

EVIDENCE-BASED DECISION MAKING

and a culture of assessment at all levels of the organization.

ACCOMPLISHMENTS 2010-11

Utilized the software tool Salient to analyze data from campus to help us make better decisions in response to more accurate enrollment projections. The tool also helped us to implement a finance module that will be used for budget projections.

Used the Salient system to monitor and develop student success metrics and provide a mechanism for prompt analysis of anecdotal evidence related to student cohorts or efficacy of projects. This helped to erase some of the "myths" on campus, especially those regarding student behavior related to students' county of origin.

Left: TC3's Hotel and Restaurant Management program gives students an opportunity to work hands-on in a growing industry with opportunities for employment around the world.



Above: TC3 students traveled to Italy as part of the College's growing study abroad program. These study abroad experiences are one of the hallmarks of TC3's commitment to preparing students for success in the global community.



CHANCELLOR'S AWARD WINNERS

KIMBERLY KESSLER
Faculty Student Association

Associate Director of Residence Life, is recognized by the Faculty Student Association for her commitment to providing a broad range of services and support to the College's growing residential life community.

BEV CAREY
Excellence in Classified Service

Bev Carey joined the College in 1994 and is recognized by the Chancellor for her commitment to the College and our students – evident by her willingness to go to extra lengths to assist our students and faculty. Her attention to detail and dedication to service make her an exemplary member of the College.

KIMBERLY SHARPE
Excellence in Faculty Service

Kimberly Sharpe joined the College in 2001 and was promoted to Professor in 2008. She is the chair of the College's nursing program, and is a very active member of the College community, having served on several committees including the College Teacher Center and Curriculum Committees, as well as the committee for Nursing Admissions and Labor Management.

DR. JEANNE CAMERON
Excellence in Scholarship and Creative Activities

Dr. Jeanne Cameron joined the College in 1994 and was promoted to Professor in 2004. She exhibits an impressive record of scholarship and creative activity. Dr. Cameron is recognized for her dedication to professional development and to the professional development of her students. In addition to encouraging students to present at various academic conferences, Dr. Cameron also worked to bring the annual conference of the New York State Sociological Society to the TC3 campus.

LISA PAYNE
Excellence in Professional Service

Lisa Payne joined the College in 2001 as Research and Planning Analyst. She is recognized for her dedication and for performing above and beyond her day-to-day responsibilities. Her creativity and willingness to take on challenges to help the College have made her a truly valued member of TC3.

DR. MELISSA SCHMIDT
Excellence in Teaching

Dr. Melissa Schmidt joined the College in 2002 and was promoted to Associate Professor in 2008. She is recognized for her dedication to teaching in the demanding nursing program here at the College. Dr. Schmidt recently earned her Ph.D. from the Decker School of Nursing at Binghamton University and maintains the numerous certifications required to remain current in her field.

SOPHIA GEORGIAKAKI
Excellence in Teaching

Sophia Georgiakaki joined the College in 2005 and was promoted to Assistant Professor in 2008. She is honored by TC3 and the Chancellor for her dedication to teaching, the wide range of techniques she uses, and for her willingness to make the success of her students the absolute priority of her service to the College.



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BUDGET 2011-12

GROSS REVENUES

Student Revenue	18,406,000
Local Share	7,983,915
State Revenue	8,922,342
Other Revenue	594,000
Total	\$35,906,257

GROSS EXPENSES

Instruction	17,973,228
Academic Support	2,253,438
Library	725,949
Student Services	5,183,949
Public Service	24,315
Maint/Oper of Plant	4,131,188
General Administration	2,117,630
General Institutional Services	3,496,560
Total	\$35,906,257

Tompkins Cortland Community College





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STUDENT SUCCESS



Photography by Laura Kozlowski