



Board Members:

Roxanne Buck, Elizabeth Burns, Judy Davison, Arthur Kuckes, Matt McSherry, Schelley Michell-Nunn, Raymond Schlather, Bruce Tytler

July 16, 2020

Executive Session @ 5:00 p.m. followed by:

**Annual Board of Trustees Meeting
Via Zoom Meeting
Agenda**

1. Call to Order
2. **Executive Session**
3. Elections of Officers
4. Appointments
 - a. Clerk of the Board of Trustees
 - b. Deputy Clerk of the Board of Trustees
5. Meeting Dates
6. Other Business
7. Adjournment

**Regular Board of Trustees Meeting
Via Zoom Meeting
6:00 p.m.
Agenda**

1. Call to Order
2. Roll Call
3. Welcome Guests
4. Approval of Agenda
5. Public Comment**
6. Approval of June 18, 2020 Minutes
7. Communications
8. Presentations (routine, periodic reports or special topics of interest to the Board of Trustees)
NONE
9. Information Items:
 - a. Human Resources Updates
10. CFO/Treasurer's Report (Action Items)
 - a. Adoption of the Proposed 2020-2021 Executive Budget - **Forthcoming**
 - b. Appropriation of Fund Balance - **Forthcoming**
 - c. Adoption of Revised Fee Schedule 2020-2021
11. Consent Agenda (Action Items):
 - a. Capital Payments
 - b. Appointment of Personnel
 - c. In Appreciation of Diane Morley
 - d. Approval of Position Description – Vice President for Human Resources and Organizational Development
 - e. Approval of Position Description – Executive Assistant to the President
 - f. Approval of Position Description – Vice President of Finance and Administration



Board Members:

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12. Standing Reports:

- a. Provost & Vice President of Academic Affairs
- b. Vice President of Student Affairs/Faculty Student Association
- c. Chief Diversity Officer
- d. Assistant Vice President of College Relations
- e. Chief Information Officer
- f. College Senate – No Report
- g. Tompkins Cortland CC Foundation, Inc.
- h. Chairperson's Report
- i. Liaison Report – Cortland County
- j. Liaison Report – Tompkins County
- k. Student Trustee Report – No Report
- l. President's Report

13. Upcoming Events:

14. Adjournment

*****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.***

TO: Members of the Board of Trustees
FROM: Raymond Schlather, Chair
Board of Trustees
DATE: July 16, 2020
SUBJECT: Board Meeting Dates and Other Important Dates

The following is the proposed list of the meetings of the Board of Trustees of Tompkins Cortland Community College for 2020-2021. All meetings will begin with Executive session at 5:00 p.m. and Open session at 6:00 p.m. in the Ronald W. Space Board Room at the College (or via zoom) unless otherwise specified.

BOARD OF TRUSTEES MEETINGS

August 2020 – No meeting
September 17, 2020
October 15, 2020
December 3, 2020
January 21, 2021
February 11, 2021
March 18, 2021
April 15, 2021
May 20, 2021
June 17, 2021
July 15, 2021

OTHER IMPORTANT DATES FOR THE 2020-2021 ACADEMIC YEAR

Board of Trustees Retreat	November 12, 2020
December Graduate Ceremony	December 4, 2020
Nursing Pinning Ceremony	May 25, 2021
Commencement	May 25, 2021

COLLEGE CLOSED (holidays/campus retreats)

Labor Day Holiday	September 7, 2020
Fall Day College-wide Retreat	October 14, 2020
Thanksgiving Holiday	November 26-27, 2020
Winter Break	December 24, 2019 – January 1, 2021
Martin Luther King Holiday	January 18, 2021
Mid-winter Day College-wide Retreat	February 25, 2021
Spring Day	April 2, 2021
Memorial Day	May 31, 2021
Juneteenth	June 18, 2021*
July 4 th Holiday	July 5, 2021

*Awaiting official announcement from the Governor's office.

cc: Media Personnel
Liaisons
County Board Clerks
County Attorneys
County Budget Officers
College Faculty and Staff

TOMPKINS CORTLAND COMMUNITY COLLEGE
BOARD OF TRUSTEES
June 18, 2020
Via Zoom Due to COVID19
Executive Session 5:00 P.M.
Open Session 6:00 P.M.

PRESENT: Roxann Buck, Elizabeth Burns (was called out of the meeting at 6:00 p.m.), Judy Davison, Lana Esho, Matt McSherry, Schelley Michell-Nunn, Raymond Schlather, Bruce Tytler

EXCUSED: Arthur Kuckes

COUNTY

LIAISONS: Michael Lane

STAFF: Amber Boulay, Jan Brhel, Bryan Chambala, Sharon Clark, Tim Densmore, Julie Gerg, LaSonya Griggs, Greg McCalley, Mick McDaniel, Deb Mohlenhoff, Orinthia Montague, Tammy Oliver, Paul Reifenheiser, Bill Talbot, Malvika Talwar, Seth Thompson, Peter Voorhees, Jonathan Walz-Koeppel

GUESTS: None

1. **Call to Order:** The meeting was called to order at 5:08 p.m. by Chair Schlather in the Ronald W. Space Board Room at the College.
2. **Executive Session (to discuss a personnel issue – no action to be taken) –** It was determined that there was quorum. Ms. Buck moved that the meeting convene in executive session at 5:09 p.m. for discussion of a personnel issue, with action to be taken; seconded by Mr. Tytler; President Montague, Sharon Clark and Bill Talbot were invited.

Motion to go back into open session moved by Ms. Michell-Nunn seconded by Ms. Davison; approved unanimously. The meeting reconvened in regular session at 5:58 p.m.

3. **Roll Call:** Ms. Brhel called the roll.
4. **Welcome Guests:** None
5. **Approval of Agenda:** Ms. Davison moved that the agenda be approved; seconded by Mr. McSherry; motion carried unanimously.
6. **Public Comment:** None
7. **Approval of Minutes – May 14, 2020 Regular Meeting:** Ms. Davison moved that the minutes of the May 14, 2020, regular meeting be approved as presented; seconded by Ms. Buck; motion approved unanimously.
8. **Communications:** None
9. **Presentations (routine, periodic reports or special topics of interest to the Board of Trustees):** None

10. Information Items:

- a. **Human Resources Updates** – No discussion.

11. Consent Agenda (Action Items): Mr. McSherry moved that the Consent Agenda be approved as submitted; seconded by Ms. Davison; the motion was called and carried unanimously.

- a. **Capital Payments** – No discussion.
- b. **Appointment of Personnel** – No discussion.
- c. **Interim CFO Report** – Written report provided. Bill Talbot highlighted his report. The Shared Work Program was suggested by Mr. McSherry to Interim CFO as a possibility for the College. Thanks to the quick, hard work by President Montague, President's Cabinet and staff in the HR department all three unions voted and implemented this program. Summer furloughs of 20, 40, or 60 percent will be taken by all non-teaching employees. This will result in a utilization of Federal and State programs to conserve expenses/cash; minimize economic harm to employees and minimize disruption to fall enrollment activities. In a conversation with SUNY just prior to this Board meeting guidance was given on usage of the second half of the CARES program. Mr. Schlather asked if our projections for fall 2020 still stand. There are two risks: 1) fall enrollment; and 2) concurrent enrollment. The College continues to work closely with both counties to keep them abreast with updates as they are received from the State and SUNY.
- d. **In Appreciation of Patty Azotea**
- e. **In Appreciation of Leslie (Lolly) Carpenter**
- f. **In Appreciation of Kevin Fairand**
- g. **In Appreciation of Olivia Hersey**
- h. **In Appreciation of Bruce Need**
- i. **In Appreciation of Tim Putnam**
- j. **In Appreciation of Beau Saul**
- k. **In Appreciation of Lyn Thompson**
- l. **Approval of CDC Assistant Credential**
- m. **Approval of Early Childhood Credential**
- n. **Approval of Residential Aide Credential**
- o. **Tuition and Fee Schedule** – It was noted that tuition is being increased by 5% which is not out of line with other Community Colleges.

12. Standing Reports:

- a. **Provost & Vice President of Academic Affairs** – Written Report provided. Paul Reifenheiser highlighted that planning for the fall has begun with Program Chairs with regard to what classes need to be face to face. Following discussion with the Program Chairs, it will be opened up to fall faculty for input.
- b. **Vice President of Student Affairs & Faculty Student Association** – Written report provided. Greg McCalley highlighted that enrollment is down 21% compared to this time last year but accepted applications are up 16% compared to this time last year. Students may be waiting to register until they know how classes will be offered for fall, so we may see an uptick in registrations as we get closer to the beginning of the fall semester. We are working on being able to allow student to register completely on line. There were 17 student-athletes earned NJCAA All-Academic team honors and/or Region III All-Academic honors. The new campus nurse begins her employment on July 13th. The Childcare Center is bringing back employees at the end of June. We are looking at getting the old childcare center back up and licensed so we will be able to handle the same number of children we had pre-COVID.
- c. **Chief Diversity Officer** – Written Report provided. Seth Thompson thanked President

Montague, Ray Schlather and the entire Board of Trustees for the support given to the June 1st Statement against injustice and Racism. Three virtual town hall meetings were held to address active racism and injustice. All three were well attended and well received. Vector Network Program had a total FTFT retention rate of 55%

- d. **Asst. VP for College Relations** – Written report provided. Deb Mohlenhoff highlighted the town hall meeting held for faculty and staff on Tuesday, June 16th, was very well attended and received many compliments on the honesty brought forth by President Montague with her response to the recent racial injustices and sharing her feelings as a woman of color and how it isn't just a national problem, it is something that needs to be addressed on this campus. There will be a partnership with Cayuga Medical Center and TC3 for all faculty, staff and students to be tested free of charge for COVID-19 at the before the beginning of the fall 2020 semester. A Re-opening Committee of faculty and staff is being formed to address primarily non-academic reopening needs.
 - e. **College Senate** – Written Report provided. Jonathan Walz-Koeppel reported that College Senate hasn't met since May 15th. They will be using the summer months to re-look at the bylaws.
 - f. **Tompkins Cortland Community College Foundation, Inc.** – Written report provided. Mr. McSherry reiterated that the TC3 Foundation is facing similar financial struggles to the College financial struggles.
 - g. **Chairperson's Report** – Chairman Schlather stated he had no report but wanted to express his thanks to Bill Talbot for all the work he is putting in with both counties to keep them aware of the many challenges the College continues to face with uncertain financial information being put out by the State and SUNY.
 - h. **Liaison Report (Cortland County)** – No report.
 - i. **Liaison Report (Tompkins County)** – Mr. Lane stated that the joint meeting between the College, Tompkins County and Cortland County provided a great deal of insight in what is needed and how to get everyone to buy-in and create a plan of action that will work. Tompkins County has a real commitment to the College and even with uncertain times within the county, they see the College as essential. Tompkins County is looking into changing health care for retirees as well as early retirement incentives for current employees.
 - j. **Student Trustee's Report** – Ms. Esho stated she has committed to Cornell University for the fall semester so she will be close and able to check in periodically.
 - k. **President's Report** – Written Report provided. With the College furlough, we need to look at how to address the holiday since the Governor announced it mid-week and some staff have already completed their work for the week. President's Cabinet will discuss what might work after we hear from Tompkins and Cortland County. President Montague reflected on her feelings and thoughts on how to educate and create a safe place here. There is a need for leaders everywhere to have brave dialogs. We will continue to have monthly town hall meetings with all faculty/staff in an effort to be transparent, open and honest with each other. Mention was made for the digital quilt being created by Associate Professor Chris Shanks. A "shout-out" was given to the Residence Life staff, LaSonya Griggs and Enrollment Services for the work they did to manage stressful times for students due to COVID 19.
13. **Upcoming Events** – The July 16· 2020 Board of Trustees meeting is also the Annual Meeting where the slate of officers will be voted on. Chair Schlather asked if Ms. Buck, Ms. Davison and Ms. Michell-Nunn would agree to serve as the nominating committee to fill the slate. All three agreed to serve on that committee.
14. **Adjournment:** Ms. Michell-Nunn moved that the meeting be adjourned; seconded by Ms.

Esho; motion carried unanimously. The meeting adjourned at 6:58 p.m.

Respectfully submitted,

Jan Brhel
Clerk of the Board of Trustees

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates - Status of Open Positions

as of July 6, 2020

UNCLASSIFIED STAFF

<u>POSITION</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>ADVERTISED</u>	<u>APPLICATION DEADLINE</u>	<u>CURRENT STATUS</u>
Comptroller	June 2020	February 25, 2020	March 25, 2020	Hired Kathleen McConnell (06/22/20)
Coordinator of Applied Learning Initiatives	Spring 2020	February 14, 2020	March 16, 2020	Checking References
Director of Global Education and Initiatives	March 2020	November 22, 2019	January 6, 2020	Concluded Not to Fill
Instructor of Computer Science/Computer Information Systems	August 24, 2020	February 5, 2020	March 5, 2020	Hired David Green (08/24/20)

CLASSIFIED STAFF

<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>CURRENT STATUS</u>
None.			

FACULTY STUDENT ASSOCIATION

<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>CURRENT STATUS</u>
Assistant Coach, Men's Soccer	Athletics & Recreation	July 2020	Accepting Applications
Lifeguard	Athletics & Recreation	July 2020	Accepting Applications; Continuous Recruitment
Graduate Assistant	Residence Life/Student Center	July 2020	Accepting Applications; Continuous Recruitment
Substitute Teacher	Childcare	July 2020	Accepting Applications; Continuous Recruitment
College Health Services Registered Nurse	Health Center	July 2020	Hired Angeline McComb (07/13/20)
College AOD Prevention Coordinator	Health Center	July 2020	Checking References

BISTRO

<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>CURRENT STATUS</u>
Banquet Server	TC3 Bistro	June 2020	Accepting Applications
Banquet Bartender	TC3 Bistro	June 2020	Accepting Applications
Banquet Supervisor	TC3 Bistro	June 2020	Accepting Applications
Bartender	TC3 Bistro	June 2020	Accepting Applications
Busser/Food Runner	TC3 Bistro	June 2020	Accepting Applications
Dishwasher	TC3 Bistro	June 2020	Accepting Applications
Line Cook	TC3 Bistro	June 2020	Accepting Applications
Server	TC3 Bistro	June 2020	Accepting Applications
Host/Hostess	TC3 Bistro	June 2020	Accepting Applications

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates
Status of Grievances
as of July 16, 2020

COMPLAINANT

SUBJECT

DISPOSITION

None.

FACULTY ASSOC.

None.

PAA

None.

TC3 ADJUNCT ASSOC.


TC3 Adjunct Association and Diane Williams

Article 7.5 – Seniority
Article 7.7 – Work Assignment
Article 7.8 – Position vacancies
Article 7.9 – Preferential Candidate Status

Stage 3 Grievance Hearing held June 15, 2020. President Montague issued her response to the Stage 3 hearing on June 30, 2020.

The logo for Tompkins Cortland Community College features the word "TOMPKINS" in a green, serif font at the top. Below it, "CORTLAND" is written in a larger, black, serif font, with a green wavy line passing through the letters. At the bottom, "COMMUNITY COLLEGE" is written in a smaller, green, sans-serif font.

TOMPKINS
CORTLAND
COMMUNITY COLLEGE

A thick, diagonal bar runs from the bottom-left towards the top-right. The left portion of the bar is black, and the right portion is a dark green color.

**2020-21 Budget
Proposals**

July 16, 2020

2019-20 Fund Balance Analysis

- EOY Fund Balance forecasted to increase \$600K to \$1.9M.
 - Expect to draw from in 2020-21 for unpredictable events
- Proactive-Creative College initiatives carried out by ALL created a \$1M needed reserve for an unknown 2020-21.
- CARES Act – Intuition Funds may be applied to past expenditures
- The State has withheld 20% from the June payment.

TC3 2019-2021 Fund Balance Adjustments (as of 7/16/2020)		
	Adjustments to Fund Balance	Fund Balance
Beginning 2019-20 Fund Balance		\$1,254,748
Approved to Appropriate within Budget		(\$562,000)
Budgeted 2019-20 EOY Fund Balance		\$692,748
Net Surplus Before COVID	\$262,000	
Net Surplus During COVID	\$187,000	
Net Surplus from Furlough	\$400,000	
Job Sharing w/Foundation	\$120,000	
College Driven Initiatives		\$969,000
CARES Act - Institution reimbursements		\$720,000
Forecasted EOY Fund Balance before State Losses		\$2,381,748
NYS June Payment 20% Reduction		(\$520,000)
Forecasted 2019-20 EOY Fund Balance		\$1,861,748
Net Fund Balance Surplus (Deficiency)		\$607,000

- Too many unpredictable events to create a single budget
 - Face-to-face delivery, State cuts, Enrollments, Enrollment mix, Athletics, Sponsoring County Financial Support, Foundation liquidity, Receivables, etc.
- Creating two budgets:
 - Operational: College will manage to and assumes the State cuts funding by 20%
 - Executive: College seeks approval for and assumes the State makes no cuts
- Common Assumptions:
 - 5% Tuition increase and \$3 per Credit Tech Fee increase
 - 22% Enrollment reduction for Full-time Fall Students
 - Salary position reductions of \$460K and \$200K offset from job sharing
 - Deferred Maintenance of \$350K offset by \$300K Sponsor County Funds
 - Suspend \$292K Contribution to FSA [amount covered by PPP loan]
 - Migrate more from Blue Cross to Metal and/or Medicare for \$140K savings

2020-21 Executive Budget

- No Fund Balance Required
- Expenses Reduced by \$600K while Revenue Remains the Same
- Unique Budget Elements
 - \$562K Funding State Reduction
 - No Sponsor County One-Time Bridge Funding
 - \$80K Discretionary Raise Pool Created as “Give Back” for 2019-20 Expense Savings Used to Build Fund Balance for 2020-21

TC3 2020-21 Executive Budget (to be approved)			
	2019-20	2020-21	
Expenses	Original Budget	Executive Budget	Variances Fav(UnFav)
Salaries (100's)	\$18,134,543	17,553,233	\$581,310
Equipment (200's)	\$161,872	48,480	\$113,392
Contractual (400's)	\$5,505,512	5,205,512	\$300,000
Tuition Scholarship Offsets	\$3,322,159	3,594,156	-\$271,997
Fringes (900's)	\$8,571,433	8,696,941	-\$125,508
Operating Expenditures	\$35,695,519	\$35,098,322	\$597,197
Revenues			
Tuition	\$13,462,614	\$13,621,176	\$158,563
Student Fee Revenue	\$1,135,540	\$1,318,908	\$183,368
State Aid	\$10,479,311	\$9,917,183	-\$562,128
Chargebacks	\$4,584,500	\$4,780,207	\$195,707
Other Revenues	\$588,800	\$580,800	-\$8,000
Sponsoring Contributions	\$4,882,882	\$4,882,882	\$0
Operating Revenues	\$35,133,647	\$35,101,156	-\$32,491
Surplus (Deficiency) to Fund Balance	-\$500,000	\$2,834	
Allocation of Designated Reserves	-\$61,872	\$0	
Total Revenue	\$35,695,519	\$35,098,322	

2020-21 Operating Budget

- \$250K Fund Balance Required
- Expenses Reduced by \$800K
- Unique Budget Elements
 - \$2.4M State Funding Reduction
 - \$600K Sponsor County One-Time Bridge Funding
 - No Discretionary Raise Pool
Created as “Give Back” for 2019-20 Expense Savings Used to Build Fund Balance for 2020-21

TC3 2020-21 Operating Budget (to be implemented)			
	2019-20	2020-21	
Expenses	Original Budget	Operational Budget	Variances Fav(UnFav)
Salaries (100's)	\$18,134,543	17,353,233	\$781,310
Equipment (200's)	\$161,872	48,480	\$113,392
Contractual (400's)	\$5,505,512	5,205,512	\$300,000
Tuition Scholarship Offsets	\$3,322,159	3,594,156	-\$271,997
Fringes (900's)	\$8,571,433	8,696,941	-\$125,508
Operating Expenditures	\$35,695,519	\$34,898,322	\$797,197
Revenues			
Tuition	\$13,462,614	\$13,621,176	\$158,563
Student Fee Revenue	\$1,135,540	\$1,318,908	\$183,368
State Aid	\$10,479,311	\$8,045,550	-\$2,433,761
Chargebacks	\$4,584,500	\$5,597,337	\$1,012,837
Other Revenues	\$588,800	\$580,800	-\$8,000
Sponsoring Contributions	\$4,882,882	\$5,482,882	\$600,000
Operating Revenues	\$35,133,647	\$34,646,653	-\$486,994
Surplus (Deficiency) to Fund Balance	-\$500,000	-\$251,669	
Allocation of Designated Reserves	-\$61,872	\$0	
Total Revenue	\$35,695,519	\$34,898,322	

- TC3's rankings to other SUNY CC, Revenue sources and Expense allocations
- Greater detail of 2019-20 expense saving initiatives, before and during this Pandemic
- Greater detail of the CARES Act and the pending HEROES Act
- Greater detail to the State's response and impact to the College
- Greater detail to the Colleges Initiatives and ask of the Sponsoring Counties
- Academic and Community Developments
- Enrollment Profiles and Retention Rates

Operating Expenses per FTE

- Ranked 4th in efficiency of all SUNY CCs
- \$11,051 per FTE (30 credits) or \$368 per credit
- We are the highest in Student Facing Services to improve student outcome and are most efficient in:
 - Institutional Support: 3rd
 - Operations/Maintenance: 4th
- **Question: When does too much efficiency become harmful to Student Outcomes & Enrollments?**

Operating Expenses per FTE
For the Fiscal Year 2018-19

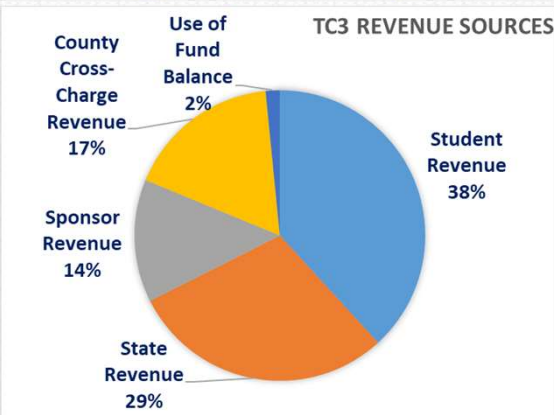
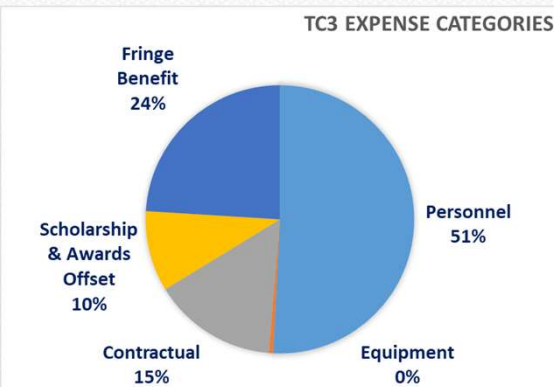
TC3	Instruction 6th	Public Service NA	Academic Support 29th	Student Services 21st	Institutional Support 3rd	Operations & Maintenance 4th	Total 4th
Schenectady	\$4,061	\$305	\$1,565	\$800	\$1,783	\$1,655	\$10,169
Westchester	\$5,663	\$6	\$1,128	\$1,313	\$1,396	\$1,419	\$10,925
Mohawk	\$4,957	\$255	\$1,160	\$1,027	\$2,060	\$1,573	\$11,032
Tompkins-Cortland	\$4,459	\$43	\$1,968	\$1,476	\$1,891	\$1,214	\$11,051
Erie	\$5,205	\$0	\$627	\$1,339	\$2,601	\$1,329	\$11,101
Monroe	\$4,536	\$61	\$1,476	\$1,301	\$2,011	\$1,818	\$11,203
Ulster	\$5,772	\$70	\$314	\$1,026	\$2,619	\$1,461	\$11,262
Onondaga	\$5,266	\$0	\$476	\$1,119	\$2,578	\$1,840	\$11,279
Dutchess	\$5,364	\$0	\$726	\$1,985	\$2,230	\$1,166	\$11,471
Genesee	\$4,088	\$13	\$1,449	\$2,034	\$2,449	\$1,537	\$11,570
Herkimer	\$3,645	\$0	\$1,475	\$1,258	\$3,669	\$1,529	\$11,576
Cayuga	\$4,525	\$49	\$1,364	\$1,336	\$2,630	\$1,835	\$11,739
Jefferson valley	\$5,338	\$95	\$1,369	\$1,230	\$2,658	\$1,114	\$11,804
Finger Lakes	\$5,250	\$21	\$844	\$1,147	\$3,338	\$1,223	\$11,823
Fulton-Montgomery	\$4,941	-	\$1,347	\$1,512	\$2,269	\$1,760	\$11,829
Jamestown	\$4,184	\$0	\$1,475	\$2,681	\$2,100	\$1,578	\$12,018
Adirondack	\$5,160	\$0	\$1,088	\$1,257	\$2,559	\$2,072	\$12,136
Broome	\$5,801	\$0	\$1,466	\$802	\$2,781	\$1,341	\$12,191
Hudson Valley	\$5,719	\$0	\$682	\$655	\$3,712	\$1,461	\$12,229
Niagara	\$5,642	\$42	\$915	\$1,716	\$2,225	\$1,795	\$12,335
Suffolk	\$5,812	\$0	\$1,253	\$1,401	\$1,962	\$1,976	\$12,404
Rockland	\$5,818	\$156	\$550	\$1,161	\$3,605	\$1,207	\$12,497
Corning	\$6,385	\$0	\$1,174	\$549	\$3,142	\$1,263	\$12,513
Average	\$5,698	\$33	\$1,208	\$1,335	\$2,781	\$1,863	\$12,918
Orange	\$5,747	\$0	\$1,050	\$944	\$3,304	\$2,043	\$13,088
North	\$3,692	\$0	\$1,306	\$2,553	\$3,700	\$2,558	\$13,809
Nassau	\$7,324	\$28	\$836	\$1,453	\$3,431	\$2,253	\$15,325
Clinton	\$6,165	\$0	\$767	\$1,599	\$5,283	\$1,813	\$15,627
Sullivan	\$6,410	\$26	\$1,079	\$2,421	\$3,680	\$2,162	\$15,778
Columbia-Greene	\$6,178	\$63	\$1,577	\$1,591	\$4,418	\$2,332	\$16,159
Fashion Institute	\$9,168	\$0	\$3,710	\$1,522	\$5,943	\$5,068	\$25,411

Operating Revenues as a % of Net Operating Costs

- TC3 has been able to keep Tompkins and Cortland contributions artificially low, 8th lowest
 - TC3 sponsoring Counties 13.6%
 - Average 20.9%
- TC3 makes up this difference with the State, 5th largest source, from its large Concurrent Student base.
 - A percent reduction in State aid has a greater impact on TC3 than other colleges who receive a greater percentage of aid from their sponsoring counties.

Operating Revenues as a Percent of Net Operating Costs For Fiscal Years 2018-19				
	Local Share			
	Sponsor	Total	State-Aid	Student
TC3	8th	13th	25th	9th
Hudson Valley	5.80%	25.00%	26.60%	48.40%
Genesee	7.30%	33.70%	30.90%	35.40%
Finger Lakes	8.50%	28.80%	29.10%	42.10%
Schenectady	8.90%	18.80%	37.60%	43.60%
Herkimer	9.30%	28.20%	31.10%	40.70%
Cayuga	10.90%	32.60%	27.20%	40.10%
Adirondack	11.90%	24.40%	28.30%	47.30%
Tompkins-Cortland	13.60%	29.20%	31.20%	39.60%
Broome	14.60%	27.80%	28.40%	43.80%
Monroe	16.90%	23.40%	29.40%	47.20%
Onondaga	16.90%	15.30%	34.70%	50.00%
Mohawk Valley	18.30%	26.90%	29.70%	43.40%
Erie	18.40%	24.50%	30.10%	45.30%
Jamestown	18.40%	33.00%	29.80%	37.20%
Fulton-Montgomery	19.00%	28.00%	30.80%	41.10%
North	19.10%	30.70%	32.70%	36.60%
Jefferson	19.80%	24.80%	29.40%	45.80%
Niagara	20.90%	35.10%	27.40%	37.50%
Average	20.90%	32.20%	26.40%	41.40%
Corning	21.10%	31.90%	27.60%	40.50%
Suffolk	22.00%	22.40%	27.00%	50.50%
Westchester	23.00%	25.90%	31.30%	42.80%
Dutchess	26.10%	32.60%	29.40%	38.00%
Rockland	26.80%	34.90%	26.20%	38.90%
Nassau	27.20%	35.10%	22.90%	42.00%
Clinton	27.40%	33.30%	27.20%	39.50%
Sullivan	27.80%	47.20%	21.00%	31.80%
Fashion Institute	28.40%	61.70%	13.80%	24.50%
Ulster	29.40%	30.00%	28.30%	41.70%
Orange	32.40%	36.40%	23.00%	40.50%
Columbia-Greene	41.30%	50.00%	20.30%	29.70%

2019-20 P&L Pre Covid-19



College forecasted to return >\$250K (+-100K) to Fund Balance before Covid-19.

	TC3 2019-20 Budget (in 000)		
	Modified Budget	Pre-Covid Projection Fav(UnFav)	EOY Forecast Pre-Covid
Personnel	\$18,135	\$207	\$17,928
Equipment	\$179		\$179
Contractual	\$5,338	\$240	\$5,098
Scholarship & Awards Offset	\$3,472		\$3,472
Fringe Benefit	\$8,571	-\$182	\$8,753
Approved Appropriations	\$35,696	\$265	\$35,431
Student Revenue	\$13,637		\$13,637
State Revenue	\$10,479		\$10,479
Sponsor Revenue	\$4,883		\$4,883
County Cross-Charge Revenue	\$6,135		\$6,135
Use of Fund Balance	\$562	\$265	\$297
Total Revenue	\$35,696	\$265	\$35,431

- Favorable Net Gain to Fund Balance of \$187K prior to Furloughs
 - Revenue: Unfavorable Loss of \$775K
 - Cancelled summer international programs \$535K: Disney (19 FTEs) and Global (64 FTEs)
 - Loss of spring 58 students, of which 17 were out-of-county
 - Expenses: Favorable Gain of \$962K
 - Contractual wo/deferred maintenance \$380K:
 - Natural Savings \$364K
 - Negotiated Savings \$139K
 - Miscellaneous (e.g., offsets) -\$123K
 - Salary Reductions \$312K: Suspended and/or delayed hiring
 - Scholarships \$257K: Historically used by Global and Disney students
 - Fringes \$164K: Primarily Unused Budgeted Retirement Benefits
 - Unbudgeted Deferred Maintenance -\$151K: Pool, Fire Marshall's walkway, chiller, etc.

Guiding Principals:

- Conserve cash by utilizing Federal and State programs
- Minimizing economic harm to any employee and/or
- Not disrupting the enrollment outcomes of the College

The College is NOT oversized but rather managers will need to prioritize assignments, recognizing some work cannot be completed in order to conserve cash and bank fund balance reserves for 2020-21.

Summer Furloughs

- Design: Utilizing NY Shared Work and designed with help and support of all three effected unions (CSEA, PAA & Faculty Unions)
- Duration: 6/1 to 7/31, unless Pandemic Unemployment Assistance (PUA) program is extended, then will assess and discuss w/unions
- Participants: 100% of the non-teaching staff
- Furlough Days: 20% to 60%
- Expected Savings: \$498K

Summer Furlough			
Non-Teaching Employees 6/1-7/31			
% Furloughed	# Employees	Avg Net Savings to College	Total Net Savings to College (in 000)
20%	84	\$2,436	\$205
40%	22	\$4,298	\$95
60%	37	\$5,349	\$198
Total	143	\$3,483	\$498

Federal Aid: CARES Act

- The Summer Furlough takes advantage of the \$600 unemployment along with the refund of our unemployment payments
- Student Portion: \$922K is being returning to students. Distribution began week of 6/8.
- College Portion: \$922K used to assist Students adjust the Pandemic and to offset lost College Revenues. Majority will be used to offset faculty salaries and benefits in the Spring semester for those that migrated classes from face-to-face to remote learning
- Paycheck Protection Program (PPP) is expected to cover the shortfalls of the year and allows the College to suspend a large portion of its contribution in 2020-21 to FSA
 - Faculty Student Association: \$450K (2/3rd FSA and 1/3rd Foundation)
 - Coltivare: \$191K
- HEROES Act, if passed, would extend \$600 unemployment check and extend funds to States and Municipalities. The House passed but currently the Senate does not support.

- TC3 is at risk of losing \$3M instate funding across 2019-2021
 - The State has made its June 2019-20 payment but withheld 20% (\$520K) for TC3
 - TC3 has already lost \$450K in 2020-21 State funding from the approval of the 2020-21 State Budget
 - The State is also likely to reduce its 2020-21 funding to the College by 20% or \$2M if the Feds do not provide relief to the State
- The Counties are under the same pressure from the State in addition to having lost sales revenues
 - The Counties have instituted furloughs in response

2019-21 Operating Response to fallout of COVID

- Key Initiatives
 - Enhance the experience of Blended Learning w/new technology and training
 - Target the Fall semester with >50% sections with some form of face-to-face
 - Assess Academic Programs
 - Restructure with the further adoption technology
 - Aggressively promote Metal Plans to the College (benefits)
 - Continue the Job Share Program with the Foundation
 - Work closely with Unions to develop contingency plans to implement if State does not abandon the 20% cut.
 - Continue to work with the Counties to develop bridge funding if the State does not abandon the 20% cut

Ask of Sponsoring Counties

- \$150K reimbursement for spent 2019-20 unbudgeted Deferred Maintenance
Need to replace operating funds
- \$600K in 2020-21 transitional bridge funding aligned with staffing reductions
No material savings in first years as reductions require 3 to 12-month notices followed by unemployment expense
One-time funding by the Counties
- \$350K 2020-21 Deferred Maintenance
A reality to prevent further damage and expenses
- Create a “Line of Credit” in 3 weeks to smooth cash flow
Without, we are stretched to make payroll on July 3rd and cannot make payroll on July 19th.
- Lobby Albany not to further decrease State Aid beyond the \$450K lost with the passing of the 2020-21 budget.
This would leave us with a balanced budget in 2020-21.

Academic Developments

- **Work Force Development Grant:** The College has reached the second stage for a 3.2 million dollar Work Force Development grant, which would help us meet workforce needs required to help lift our region out of recession. This would require a temporary Capital loan, that would be reimbursed by the grant.
- **Micro-Credentials:** We have developed 6 Micro-Credentials after discussions with local constituents in industry. We are in the process of developing more to meet local needs.
- **Full On-Line Degrees:** TC3 already had 14 fully online degrees or certificates. This helped our shift to remote/online instruction.
- **Blended Learning (HyFlex):** We are developing teaching approaches that give students greater flexibility by allowing them to alternate between face-to-face and remote/online work. This approach is called HyFlex.
- **Institutional Learning Outcomes:** The College recently revised its Institutional Learning Outcomes to include sustainability. To meet this outcome, we have asked faculty to review the United Nations Sustainable Development Goals, which start to address many of the injustices about which people are protesting around the country and the world.

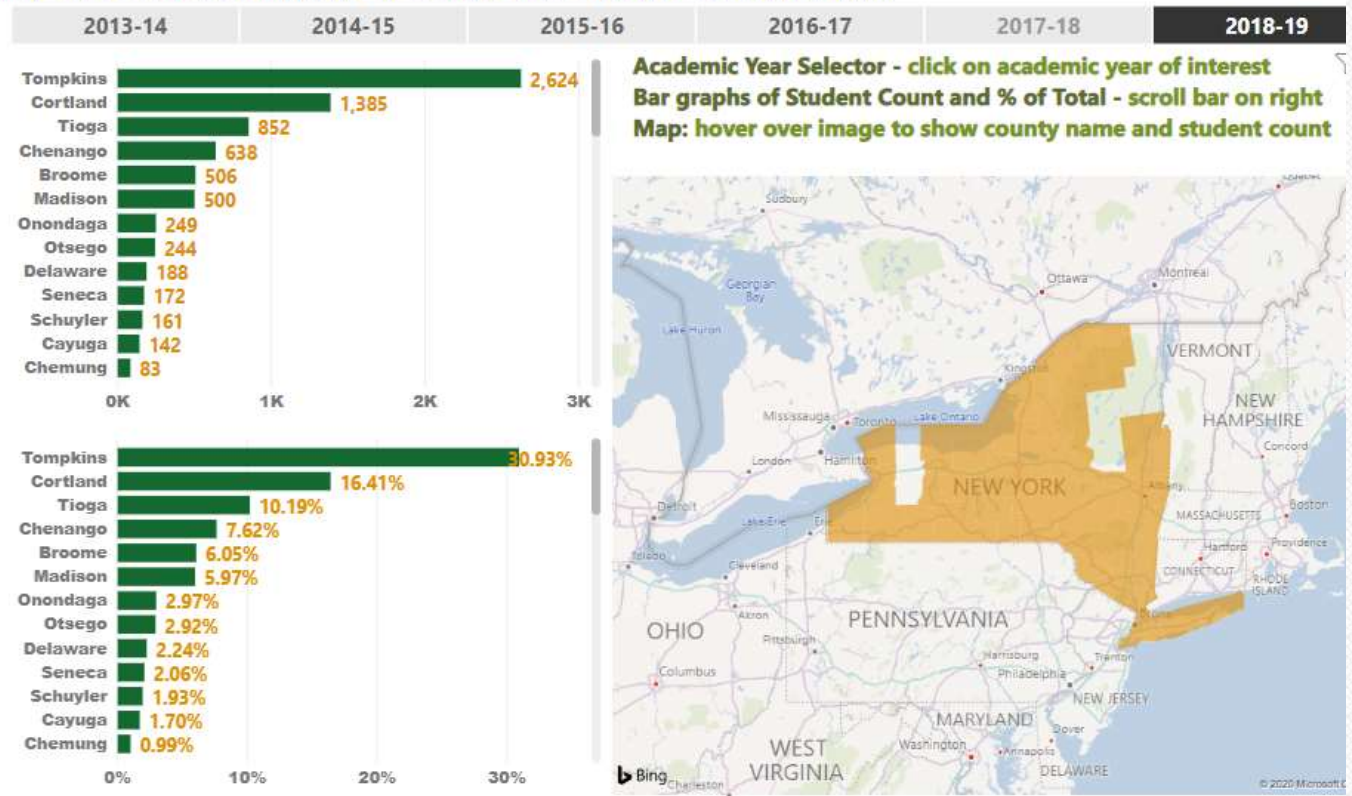
Community Developments

- **P-Tech | Partnership with TST BOCES:** Preparing at-risk students for jobs (Technology, manufacturing, healthcare and finance)
 - No cost to students - begin in 9th grade and continue to complete AAS degrees
 - Students connect with business professionals through mentorship, job shadowing, worksite visits, and internships
- **Extension Centers:**
 - **New Partners:** BOCES ESL, College Initiative Upstate, and regional office for the SBDC (Ithaca)
 - **Make it Work :** Re-designed set of courses offered in evenings at Cortland in Accounting and Human Services (Cortland)
- **Manufacturing Day:** Celebrated National Manufacturing Day with a hands-on career day aimed at high school and college students meant to foster greater understanding of and interest in manufacturing-related fields.
 - Tompkins Cortland BIZ coordinated the event in conjunction with TST BOCES and Tompkins Workforce New York-Under 25
- **SUNY Applied Learning** – College awarded \$150,000 over two years to support coordinator position
 - Coordinator will establish formal Career Development Center with placements for internships, apprenticeships, local jobs, and career services under one roof – a one stop shop.
- **Food Bank of the Southern Tier:** Hosted food distribution hub in the parking lots on campus to replace Mobile Pantries that were shut down as a result of Covid-19.
 - April and May drive-throughs had over 450 clients. Two more scheduled for June & July.

Enrollment by County

Top 3 Counties
 Tompkins – 31%
 Cortland – 16%
 Tioga – 10%

NEW YORK STATE ENROLLMENT BY COUNTY FOR SELECTED ACADEMIC YEAR



Student Transfers

The majority of TC3 students transfer to partner institutions and less than a quarter are satisfied with an associates degree. TC3 starts them off and keeps their overall cost of attendance lower.

Degree_Level	Private	Public	Total
Bachelors	3,953	5,629	9,482
Associates	198	2,825	3,019
Masters	1,051	1,154	2,191
Cert	95	309	404
PhD	134	137	271
JD	90	40	128
Unknown	87	6	93
Doctor	47	24	71
DVM		25	25
Post MA Cert	1		1
Total	4,916	8,729	13,164

College Name	2014	2015	2016	2017	2018	2019	Total
SUNY COLLEGE - CORTLAND	201	195	181	159	211	180	1,042
CORNELL UNIVERSITY	173	162	107	122	104	75	681
SUNY BINGHAMTON	92	125	106	119	141	131	660
ITHACA COLLEGE	118	102	53	78	63	81	455
SUNY OSWEGO	80	65	63	60	65	57	374
SUNY UNIVERSITY AT BUFFALO	49	59	59	65	50	65	293
SUNY MORRISVILLE	31	37	50	38	62	67	263
SYRACUSE UNIVERSITY	45	66	38	37	43	43	258
SUNY COLLEGE ONEONTA	39	37	41	46	46	50	248
SUNY COLLEGE - BROCKPORT	41	54	35	31	42	56	247
SUNY ONONDAGA COMMUNITY COLLEGE	32	45	38	45	37	33	229
ROCHESTER INSTITUTE OF TECHNOLOGY	43	40	36	38	33	42	226
Total	2,740	2,902	2,338	2,486	2,603	2,492	13,164

Retention Rates

The College's intentional investment in Academic Support and Student Services has materially improved retention and graduation rates.

Enrollment by County: 2018 - 2019

	Tompkins County	Cortland County
Student Enrollment	2624	1385

Student Retention Rate Improvements

	% Retained Next Fall	%Retained + Graduation + Transfer Rates
First time enrolled in 2017	39.1%	46.2%
First time enrolled in 2018	43.6%	57.6%

TC3 2019-2021 Fund Balance Adjustments (as of 7/16/2020)

	Adjustments to Fund Balance	Fund Balance
Beginning 2019-20 Fund Balance		\$1,254,748
Approved to Appropriate within Budget		<u>(\$562,000)</u>
Budgeted 2019-20 EOY Fund Balance		\$692,748
Net Surplus Before COVID	\$262,000	
Net Surplus During COVID	\$187,000	
Net Surplus from Furlough	\$400,000	
Job Sharing w/Foundation	\$120,000	
College Driven Initiatives	<u> </u>	\$969,000
CARES Act - Institution reimbursements		<u>\$720,000</u>
Forecasted EOY Fund Balance before State Losses		\$2,381,748
NYS June Payment 20% Reduction		<u>(\$520,000)</u>
Forecasted 2019-20 EOY Fund Balance		<u><u>\$1,861,748</u></u>
Net Fund Balance Surplus (Deficiency)		<u><u>\$607,000</u></u>

Note:

The proactive accumulation of Fund Balance in 2019-20 will enable the College to respond in 2020-21 to the many unpredictable events that may require access to this accumulated fund balance:

- Greater reduction in enrollment than budgeted
- Allowance to offer face-to-face classes in the Fall
- Lead time to communicate/advertise our face-to-face classes
- A 2nd College closure in the fall
- A suspension or limitation of Athletics
- A loss of interest to Board at our Dorms
- Further State Cuts
- Student Receivables

TC3 2020-21 Executive Budget (to be approved)

Expenses	2019-20 Original Budget	2020-21 Executive Budget	Variances Fav(UnFav)
Salaries (100's)	\$18,134,543	17,553,233	\$581,310 ¹
Equipment (200's)	\$161,872	48,480	\$113,392 ²
Contractual (400's)	\$5,505,512	5,205,512	\$300,000 ³
Tuition Scholarship Offsets	\$3,322,159	3,594,156	-\$271,997 ⁴
Fringes (900's)	\$8,571,433	8,696,941	-\$125,508 ⁵
Operating Expenditures	\$35,695,519	\$35,098,322	\$597,197
Revenues			
Tuition	\$13,462,614	\$13,621,176	\$158,563 ⁶
Student Fee Revenue	\$1,135,540	\$1,318,908	\$183,368 ⁷
State Aid	\$10,479,311	\$9,917,183	-\$562,128 ⁸
Chargebacks	\$4,584,500	\$4,780,207	\$195,707 ⁹
Other Revenues	\$588,800	\$580,800	-\$8,000 ¹⁰
Sponsoring Contributions	\$4,882,882	\$4,882,882	\$0 ¹¹
Operating Revenues	\$35,133,647	\$35,101,156	-\$32,491
Surplus (Deficiency) to Fund Balance	-\$500,000	\$2,834	
Allocation of Designated Reserves	-\$61,872	\$0	
Total Revenue	\$35,695,519	\$35,098,322	

Major Changes from Prior Year Budget

- 1-Salaries: Net Less Positions \$460K, Job Share w/Foundation \$200K, Raises (-\$80K)
- 2-Equipment: Gross spend \$350K w/\$300K offset from Sponsoring Counties
- 3-Contractuals: Suspend \$293K FSA Direct Funding for 1 year
- 4-Tuition Offsets: Concurrent (3% growth and 5% increase in tuition)
- 5-Fringes: 3% avg. increase offset by \$140K savings from new HC Plan moves
- 6-Tuition: 5% increase (\$5,355 per academic year, \$178.50 per credit) & 22% FT Fall Reduction
- 7-Student Fees: \$3 per credit increase on Tech Fees (\$20 to \$23)
- 8-State Aid: Loss of \$450K from formula change passed in State budget & \$100K less FTEs
- 9-Chargebacks: Increase from State's funding reduction
- 10-Other Rev: Nothing Materials
- 11-Sponsor Contributions: No additional funds other than Deferred Maint required

TC3 2020-21 Operating Budget (to be implemented)

Expenses	2019-20 Original Budget	2020-21 Operational Budget	Variances Fav(UnFav)
Salaries (100's)	\$18,134,543	17,353,233	\$781,310 ¹
Equipment (200's)	\$161,872	48,480	\$113,392 ²
Contractual (400's)	\$5,505,512	5,205,512	\$300,000 ³
Tuition Scholarship Offsets	\$3,322,159	3,594,156	-\$271,997 ⁴
Fringes (900's)	\$8,571,433	8,696,941	-\$125,508 ⁵
Operating Expenditures	\$35,695,519	\$34,898,322	\$797,197
Revenues			
Tuition	\$13,462,614	\$13,621,176	\$158,563 ⁶
Student Fee Revenue	\$1,135,540	\$1,318,908	\$183,368 ⁷
State Aid	\$10,479,311	\$8,045,550	-\$2,433,761 ⁸
Chargebacks	\$4,584,500	\$5,597,337	\$1,012,837 ⁹
Other Revenues	\$588,800	\$580,800	-\$8,000 ¹⁰
Sponsoring Contributions	\$4,882,882	\$5,482,882	\$600,000 ¹¹
Operating Revenues	\$35,133,647	\$34,646,653	-\$486,994
Surplus (Deficiency) to Fund Balance	-\$500,000	-\$251,669	
Allocation of Designated Reserves	-\$61,872	\$0	
Total Revenue	\$35,695,519	\$34,898,322	

Major Changes from Prior Year Budget

- 1-Salaries: Net Less Positions \$460K, Job Share w/Foundation \$200K
- 2-Equipment: Gross spend \$350K w/\$300K offset from Sponsoring Counties
- 3-Contractuals: Suspend \$293K FSA Direct Funding for 1 year
- 4-Tuition Offsets: Concurrent (3% growth and 5% increase in tuition)
- 5-Fringes: 3% avg. increase offset by \$140K savings from new HC Plan moves
- 6-Tuition: 5% increase (\$5,355 per academic year, \$178.50 per credit) & 22% FT Fall Reduction
- 7-Student Fees: \$3 per credit increase on Tech Fees (\$20 to \$23)
- 8-State Aid: Loss of \$450K through State budget, \$1.9M @ 20% reduction & \$80K less in rent grant.
- 9-Chargebacks: Increase from State's funding reduction
- 10-Other Rev: Nothing Materials
- 11-Sponsor Contributions: \$600K in a one-time bridge funding and Deferred Maint.

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE TUITION AND FEE SCHEDULE – 2020-2021
TOMPKINS CORTLAND COMMUNITY COLLEGE**

Tuition -	New York State residents who are residents of the sponsorship area or non-residents of the sponsorship area who present a Certificate(s) of Residence:	
	Full-Time (per academic year)	\$5,355.00
	Part-Time (per credit hour)	\$200.00
Tuition -	New York State residents who are not a resident of the sponsorship area and do <u>not</u> present a Certificate of Residence:	
	Full-Time (per academic year)	\$11,010
	Part-Time (per credit hour)	\$410.00
Tuition -	New York State residents who have been awarded the Excelsior Scholarship and who are residents of the sponsorship area or non-residents of the sponsorship area who present a Certificate(s) of Residence:	
	Full-Time (per academic year)	\$4,790.00
Tuition -	New York State residents who have been awarded the Excelsior Scholarship and who are not a resident of the sponsorship area and do <u>not</u> present a Certificate(s) of Residence:	
	Full-Time (per academic year)	\$9,880.00
Tuition -	Out-of-State Students:	
	Full-Time (per academic year)	\$11,010.00
	Part-Time (per credit hour)	\$410.00
Tuition -	Auditing a Course (per credit hour)	\$200.00
	Non-Resident	\$410.00
	Out-of-State	\$410.00
Off Semester, Off Hours, Off Campus Tuition (per credit hour):		
	Web-Based Courses	\$200.00
	Concurrent Enrollment Program - Resident	\$ 79.00
	Concurrent Enrollment Program – Nonresident	\$158.00
Tuition Deposits-	Full-Time	\$50.00
	Part-Time	-0-

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE TUITION AND FEE SCHEDULE – 2020-2021
TOMPKINS CORTLAND COMMUNITY COLLEGE**

The following fees are charged only to those who receive the services rendered (fees are nonrefundable):

<u>Student Service Fee</u>		<u>Charge Per</u>	<u>Service Rendered</u>
Transcript Fee	\$ 8.00	Transcript	Online Request – Paper
	\$ 8.00	Transcript	Online Request – Electronic
	\$ 15.00	Transcript	Manual Request and Payment
	\$ 25.00	Transcript	Emergency Service
International Application Fee	\$ 50.00	Application	Begin Admissions Process
Technology Service Fee	\$ 23.00	Credit	Technology Services
Web Course Fee	\$ 6.00	Credit	Technology Services
OER Fee	\$ 10.00	Student	Course Materials
Course Fee:			
ART 123	\$ 70.00	Student	Course Materials
ART 124	\$ 30.00	Student	Course Materials
BIOL116	\$3,150.00	Student	Course Travel
BIOL215	\$3,150.00	Student	Course Travel
CSCI210	\$ 95.00	Student	Course Materials
CULI101	\$ 400.00	Student	Lab Fee – Culinary Center
CULI102	\$ 400.00	Student	Lab Fee – Culinary Center
CULI110	\$ 200.00	Student	Lab Fee – Culinary Center
CULI205	\$ 300.00	Student	Lab Fee – Culinary Center
ENGL134	\$2,900.00	Student	Course Travel
ENVS116	\$ 100.00	Student	Lab Fee – Farm
ENVS117	\$ 100.00	Student	Lab Fee – Farm
ENVS141	\$ 100.00	Student	Lab Fee – Farm
ENVS142	\$ 100.00	Student	Lab Fee – Farm
ENVS202	\$ 100.00	Student	Lab Fee – Farm
ENVS203	\$ 100.00	Student	Lab Fee – Farm
FITN101	\$ 10.00	Student	Red Cross Fee
FITN102	\$ 10.00	Student	Red Cross Fee
FITN107	\$ 210.00	Student	Scuba Fee
FITN109	\$ 242.00	Student	Greek Peak
FITN112	\$ 10.00	Student	Red Cross Fee
FITN120	\$ 25.00	Student	Equipment Rental
FITN121	\$ 25.00	Student	Equipment Rental
FITN203	\$ 120.00	Student	Lane Rental - Cortlanes
FITN216	\$ 85.00	Student	Red Cross Fees
FITN221	\$ 100.00	Student	Greek Peak
FSS131	\$ 10.00	Student	Testing Fee
HLTH205	\$ 40.00	Student	Red Cross Fee
HLTH216	\$2,900.00	Student	Course Travel
HRMG105	\$ 40.00	Student	Testing Fee
HRMG220	\$4,950.00	Student	Course Travel
HSTY230	\$2,200.00	Student	Course Travel

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE TUITION AND FEE SCHEDULE – 2020-2021
TOMPKINS CORTLAND COMMUNITY COLLEGE**

Service Fees (Continued):

<u>Student Service Fee</u>		<u>Charge Per</u>	<u>Service Rendered</u>
Course Fee (continued):			
HSTY262	\$2,200.00	Student	Course Travel
MATH098	\$ 120.00	Student	Course Materials
NURS102	\$ 25.00	Student	Lab Fee
NURS110	\$ 380.00	Student	Course Materials
NURS223	\$2,900.00	Student	Course Travel
NURS225	\$ 399.00	Student	Exam Fee & Materials
PSED160	\$ 10.00	Student	Exam Fee
RECR107	\$ 210.00	Student	Equipment Fee
RECR110	\$ 40.00	Student	Conference Attendance Fee
RECR/FITN160	\$ 30.00	Student	Course Equipment/Travel
RECR/FITN161	\$ 30.00	Student	Course Equipment/Travel
RECR/FITN163	\$ 30.00	Student	Course Equipment/Travel
RECR/FITN164	\$ 25.00	Student	Course Equipment/Travel
RECR/FITN165	\$ 30.00	Student	Course Equipment/Travel
RECR/FITN166	\$ 30.00	Student	Course Equipment/Travel
RECR274	\$ 30.00	Student	Course Equipment/Travel
RECR276	\$ 285.00	Student	Course Travel
WINE110	\$ 400.00	Student	Lab Fee – Culinary Center
WINE120	\$ 300.00	Student	Lab Fee – Culinary Center
WINE130	\$ 200.00	Student	Lab Fee – Culinary Center
WINE200	\$ 200.00	Student	Lab Fee – Culinary Center
WINE202	\$ 300.00	Student	Lab Fee – Culinary Center
WINE220	\$ 200.00	Student	Lab Fee – Culinary Center
Late Payment Fee			
Part-Time	\$ 10.00	Student	Acceptance of Late Payment
Full-Time	\$ 20.00	Student	Acceptance of Late Payment
Matriculation Fee	\$ 50.00	Student	Provides for free unofficial transcripts and cost of cap and gown for graduation.
Experiential Credit	\$ 50.00	Evaluation	Portfolio Evaluation
Proficiency Exams	\$ 10.00	Credit	Administration of Exam
	\$ 30.00	Minimum	
	Note: there is an additional charge for the Dante exam		
Nursing Proficiency Exam	\$105.00	Exam	Administration of Exam
Returned Check Charge	\$ 25.00	Occurrence	Processing Returned Check

**STATE UNIVERSITY OF NEW YORK
COMMUNITY COLLEGE TUITION AND FEE SCHEDULE – 2020-2021
TOMPKINS CORTLAND COMMUNITY COLLEGE**

Service Fees (Continued):

<u>Student Service Fee</u>		<u>Charge Per</u>	<u>Service Rendered</u>
		<u>Occurrence</u>	
Library Lost Book Fee	\$ 15.00		Processing Fee for Replacement Book
Library Reserved Materials Late Fines	\$.25	Hour	
Late Return of Media Equipment	\$ 5.00	Hour	
Resume Preparation	\$ 8.00	Page	Typing and Duplicating
Study Abroad Program Fee	\$200.00	Semester	Administrative Services
Administrative Withdrawal Fee			
Full-Time	\$100.00	Semester	Administrative Services
Part-Time	\$ 10.00	Credit	Administrative Services
Student Non-Credit Fees	Various	Course	

**TOMPKINS CORTLAND COMMUNITY COLLEGE
CAPITAL PAYMENTS - JULY 2020**

	AMOUNT	SUBTOTAL	GRAND TOTAL
<hr/>			
Childcare Facility Project			
Design/Architectural Services			
Claudia Brenner Design (PO #31685) Architectural Design & Related Administration Invoice #3267	\$780.00		
Total Design/Architectural Services		<u>\$780.00</u>	
TOTAL CHILDCARE FACILITY PROJECT			<u>\$780.00</u>
TOTAL CAPITAL PAYMENTS			<u><u>\$780.00</u></u>

Appointment of Personnel
Monday, July 6, 2020
Presented to the Board of Trustees

Employee	Department	Title/Rank	Salary	Employment Dates
May				
Orejuela, Jorge	BIOL116-SLC1 (Lab payment; 2-credit lecture contract issued 01/21/20)	Adjunct	\$4,995.00	5/19/2020 To 5/26/2020
Webb, Marilyn	Adjunct Library Assistant	Adjunct	\$4,439.40	5/19/2020 To 8/24/2020
Arnold, Melanie	Teach per-student class compensated at independent study rate (COMM110-BL1/2 students)	Adjunct	\$380.00	5/27/2020 To 6/30/2020
Coleman, Cynthia	Teach per-student class compensated at independent study rate (SOCI205-BL1/2 students)	Adjunct	\$1,140.00	5/27/2020 To 7/24/2020
DeFranco, Anthony	Teach per-student class compensated at independent study rate (BUAD203-BL1/5 students)	Adjunct	\$2,850.00	5/27/2020 To 7/24/2020
DeFranco, Anthony	Teach per-student class compensated at independent study rate (COMM100-BL1/2 students)	Adjunct	\$380.00	5/27/2020 To 6/30/2020
Earley, Bernard	ENGL100 BL3 ENGL102 BL1	Adjunct	\$7,140.00	5/27/2020 To 8/7/2020
Eckert, Regina	Teach per-student class compensated at independent study rate (HSTY111-BL1/5 students)	Adjunct	\$2,850.00	5/27/2020 To 7/24/2020
Galezo, David	PHIL101 BL1 PHIL201 BL1	Adjunct	\$7,140.00	5/27/2020 To 8/7/2020
Gonzalez Suarez, Aleja	Teach per-student class compensated at independent study rate (DRAF118-BL49/1 student)	Adjunct	\$570.00	5/27/2020 To 8/7/2020
Kobre, Michael	BIOL114 BL1 BIOL132 BL2 BIOL114 BL2	Adjunct	\$13,387.50	5/27/2020 To 8/7/2020
McLane, Todd	Teach per-student class compensated at independent study rate (ENVS203-F15/5 students)	Adjunct	\$2,850.00	5/27/2020 To 8/7/2020
Panzer, Nina	Teach per-student class compensated at independent study rate (SOCI101-BL1/4 students)	Adjunct	\$2,280.00	5/27/2020 To 7/24/2020
June				
McConnell, Kathleen	Budget and Finance	Comptroller	\$67,975.00*	6/22/2020 To 6/22/2020
July				
Archer, Pamela	CAPS121 BL2	Adjunct	\$1,295.37	7/6/2020 To 8/7/2020
Gammage-Sikora, Gina	SPAN101 BL1	Adjunct	\$4,760.00	7/6/2020 To 8/7/2020
Gilbert, Mary	ENGL102 BL2	Adjunct	\$3,570.00	7/6/2020 To 8/7/2020
Kyle, John	CAPS131 BL1	Adjunct	\$1,388.73	7/6/2020 To 8/7/2020
Lipa, Thomas	HLTH208 BL1	Adjunct	\$3,570.00	7/6/2020 To 8/7/2020
Williams, Diane	ASTR101 BL1	Adjunct	\$3,570.00	7/6/2020 To 8/7/2020
August				
Green, David	Computer Science/Computer Information Systems	Instructor	\$59,085.00	8/24/2020

TOMPKINS CORTLAND COMMUNITY COLLEGE

Presented to the Board of Trustee

July 16, 2020

Resignations/Retirements/Separations

<u>NAME</u>	<u>EFFECTIVE</u>	<u>REASON</u>
Diane Morley	07/31/20	Retirement

FACULTY STUDENT ASSOCIATION

None.

BISTRO

None.

TOMPKINS CORTLAND COMMUNITY COLLEGE
EXECUTIVE/MANAGEMENT CONFIDENTIAL

POSITION TITLE

Vice President of Human Resources
and Organizational Development

GRADE

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ORGANIZATIONAL UNIT

President's Office

REPORTS TO

President

APPROVED BY

SUMMARY

The Vice President of Human Resources and Organizational Development provides College-wide leadership and vision for the human resources function of the College and related organizations to develop and maintain a positive, respectful culture. Related organizations include: the Faculty Student Association (FSA), the TC3 Bistro LLC, and the TC3 Farm LLC. Responsible for the development and administration of all human resource functions of the College including organizational development, employment services, employee and labor relations, and oversight of compensation and benefits administration. Ensures compliance contract are in place for policies and procedures related to the personnel function. Serves as part of the senior leadership team for Tompkins Cortland Community College reporting to the President.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Provides strategic and collaborative leadership in the implementation of human resources policies, standards, and procedures for the College and its related organizations, including FSA, TC3 Bistro, and TC3 Farm.
2. Responsible for the development, execution and evaluation of College-wide policies and procedures for personnel administration, human resource and organizational development.
3. Serves as a lead administrator for labor negotiations with bargaining units. Serves as the lead administrator for labor relations including the oversight grievances procedures, employee appeals related to working conditions and contract management. Develops and maintains positive and respectful labor relations.
4. Responsible for College-wide organizational development. Works strategically with the leadership team to identify, assess and develop training opportunities to meet the College's goals. Works closely with the Chief Diversity Officer to assist with training initiatives for the College's Fall and Mid-Winter professional development days. Serves as a co-facilitator for the PEAKS Leadership Program.
5. Responsible for the College's supervisory training program to aid in the maintenance of satisfactory employee and labor relations.
6. Oversees the administration of benefit programs, including retirement, health, dental, vision, and life insurance, employee assistance, worker's compensation, and unemployment programs for the College and its related organizations.

TOMPKINS CORTLAND COMMUNITY COLLEGE
EXECUTIVE/MANAGEMENT CONFIDENTIAL

POSITION TITLE

Vice President of Human Resources
and Organizational Development

GRADE

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ORGANIZATIONAL UNIT

President's Office

REPORTS TO

President

APPROVED BY

7. Oversees the recruitment and hiring of College faculty and administrative staff and all staff of College's related organizations. Provides support and guidance to screening committees.
8. Provides oversight of the student employment program. Provides direction to the student employment team and works collaboratively with Financial Aid staff to ensure the program is in compliance with state and federal regulations.
9. Serves as the liaison between Tompkins County and College departments to facilitate the hiring and development of position descriptions for all Civil Service employees. Maintains a working knowledge of applicable New York State Civil Service laws, rules and regulations.
10. Presents to the College's Board of Trustees on highly confidential matters. May serve as Deputy Clerk of the Board. Participates in board meetings and record minutes in collaboration with the Clerk of the Board. Maintain permanent records of Board minutes and related material in the absence of the Clerk of the Board.
11. Provides assistance and guidance to executive management, supervisors, and employees in human resources related matters.
12. Provides leadership and vision to ensure compliance with campus health and safety needs. Works collaboratively with other College departments to ensure compliance with safety standards and monitor and address needs as they arise.
13. Responsible for administering programs regarding employees' rights, responsibilities, and obligations under the Americans with Disabilities Act as amended in 2008, Section 504 of the Rehabilitation Act, and other legislation as needed.
14. Serves as the Senior Title IX Coordinator and Affirmative Action Officer for the College and related organizations.
15. Serves as chair of the Human Resources Committee for the Faculty Student Association.
16. Assures the efficient use of material resources by assessment of department needs, development of budget recommendations, and management of the department within the budgetary constraints imposed by the College.
17. Directs the staff of the Human Resources Department. Assures the effective use of human resources by recommending hiring, disciplinary, and other administrative actions, together

TOMPKINS CORTLAND COMMUNITY COLLEGE
EXECUTIVE/MANAGEMENT CONFIDENTIAL

POSITION TITLE

Vice President of Human Resources
and Organizational Development

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ORGANIZATIONAL UNIT

President's Office

REPORTS TO

President

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with the training, motivating, evaluating, and counseling of assigned personnel. Conducts all personnel matters in accordance with federal, state, and local Equal Employment/Affirmative Action Laws, other applicable laws, regulation, and collective bargaining agreements.

18. Serves on various committees as appropriate, including the President's Cabinet, Executive Committee, Wellness Council, DEAC, Health & Safety Committee, PAA Classification Committee and performs other job related tasks as assigned.

SUPERVISION

Types Supervised (check each category):

 X Classified Staff
 X Administrative
 Faculty
 Adjunct Faculty
 Students

Indicate number in each category:

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

MINIMUM QUALIFICATIONS

Master's Degree in Business, Human Resources Administration, or closely related field, and minimum of eight years of experience, or Bachelor's degree and six years of experience administering Human Resource programs in a business or educational institution. Experience in areas including compensation, benefits, workforce development, labor relations, consulting and advising senior-level executives in broad areas of human resources.

PREFERRED QUALIFICATION

SPHR, PHR, SHRM-CP, or SHRM-SCP certification.

TOMPKINS CORTLAND COMMUNITY COLLEGE
EXECUTIVE/MANAGEMENT CONFIDENTIAL

POSITION TITLE

Executive Assistant to
the President

GRADE

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ORGANIZATIONAL UNIT

President's Office

REPORTS TO

President

APPROVED BY

SUMMARY

The Executive Assistant shall provide administrative staff support to the President and the Board of Trustees of the College. In this capacity, the Executive Assistant will assume all the executive secretarial responsibilities, maintain all files, assist in the preparation of special reports and budgets, and supervise any student staff employed in the President's Office. The Executive Assistant will serve as liaison between the President, the Board of Trustees, the President's Executive team and the College community. The Executive Assistant serves as a member of the President's Cabinet.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Assists the President in all administrative functions of the office and completes a broad variety of administrative tasks for the President including but not limited to preparing correspondence for their signature, setting meetings, sending communications to senior administration and college community, and coordinating and maintaining the President's calendar.
2. Serves as the initial point of contact for the Offices of the President and the Board of Trustees to both the internal and external college community, handling phone calls/inquiries, citizen and student complaints, inquiries or issues, and other matters coming to the office via telephone, electronic, or personal visit.
3. Develops and prepares in consultation with the President, the agendas, resolutions, and other documents of the Board of Trustees.
4. Records the minutes of the regular, committee and special meetings of the Board, prepares the minutes for signature of the Chairman and-Clerk of the Board, and distributes them to the members of the Board.
5. Ensures compliance with applicable rules and regulations set in Board Bylaws, including advance distribution of materials and notices of meetings to college community and media.
6. Prepares for the President's review and action, any correspondence or related documents necessitated by action taken at Board meetings, such as appointment letters, resolutions to be forwarded to the County Legislature, etc.
7. Maintains the Electronic Board Portal, ensuring Trustee access and updated, accurate information is posted.
8. Researches and provides information/data/history to the President on special projects, initiatives, issues, concerns, etc. as needed, including those of a sensitive or confidential nature.

TOMPKINS CORTLAND COMMUNITY COLLEGE
EXECUTIVE/MANAGEMENT CONFIDENTIAL

<u>POSITION TITLE</u>	<u>GRADE</u>	<u>PAGE</u>
Executive Assistant to the President		2 of 3

<u>ORGANIZATIONAL UNIT</u>	<u>REPORTS TO</u>	<u>APPROVED BY</u>
President's Office	President	

9. Serves as event coordinator for special events sponsored by the Office of the President and/or the Board of Trustees.
10. Coordinates travel, accommodations, and activity arrangements for the President and members of the Board of Trustees for special events, board retreats, conferences, graduations, inaugurations, etc.
11. Works with and assists in coordinating and submitting SUNY Chancellor's Awards for Excellence with the Academic Senate President, the selection committee chairs, and the President to ensure all nominees meet criteria, have complete packets for submission, and are submitted in a timely manner to SUNY.
12. Serves as a member of the President's Cabinet and Executive Council, drafts meeting agendas, prepares minutes and disseminates to President and Executive team following meetings, following up on any pending items or actions needed as appropriate.
13. Prepares President's List for Fall and Spring Semesters; issues letters and certificates to students from the President.
14. May work with the Provost/Vice President for Academic Affairs in submitting appropriate paperwork (hard copy and/or electronically) to the State University of New York for new program curricula, and other academic program actions as appropriate and required.
15. Maintains the official Procedures Manual of the College; and distributes all revisions to appropriate offices, and ensures inclusion on the College's internal website. This involves continual review of existing procedures with Senior Administration to ensure they are in accordance with current practices and any legal compliance.
16. Maintains the official Policy Manual of the Board of Trustees. This involves periodic review of the policies with the President and President's Cabinet and submitting needed changes through the Board Policy Committee for action by the full Board.
17. Interfaces with members of the Tompkins and Cortland County Legislatures, other and Tompkins and Cortland County department heads, the President's Cabinet, and the College community. Serves as liaison to and Tompkins and Cortland County Legislative Liaison to the Board by ensuring monthly Board agendas and materials are sent for meetings in a timely manner and Liaison receives notices of meetings (including committee meetings).
18. Directs the student staff of the President's Office. Assures the effective use of human resources by recommending hiring, disciplinary, and other administrative actions, together with the training, motivating, evaluating, and counseling of assigned personnel. Conducts all personnel matters in accordance with federal, state, and local Equal Employment/Affirmative Action Laws, other applicable laws, regulation, and collective bargaining agreements.

TOMPKINS CORTLAND COMMUNITY COLLEGE
EXECUTIVE/MANAGEMENT CONFIDENTIAL

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Executive Assistant to the President		3 of 3

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President's Office	President	

19. Assures the efficient use of material resources by assessment of President's Office and the Board of Trustees needs, development of budget recommendations, and management of the department within the budgetary constraints imposed by the College.

20. Serves on various committees as appropriate, including the President's Cabinet, Executive Committee, and performs other job related tasks as assigned.

SUPERVISION

Types Supervised (check each category):

_____ Classified Staff

_____ Administrative

_____ Faculty

X Non-credit adjunct faculty,
students, etc.

Indicate number in each category:

_____ # of Classified Staff

_____ # of Administrative

_____ # of Faculty

1-2 # of Non-credit adjunct faculty,
students, etc.

MINIMUM QUALIFICATIONS

Bachelor's Degree or equivalent plus four years of experience in office management in the field of business or education. Five to seven years' administrative experience with heavy emphasis on word processing, communication, and organizational skills. Must be proficient in the use of Microsoft Office software.

PREFERRED QUALIFICATIONS

Related work experience in higher education.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Vice President of Finance
& Administration

GRADE

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ORGANIZATIONAL UNIT

REPORTS TO

President

APPROVED BY

SUMMARY

Serves as Chief Financial Officer, providing leadership and vision for the finance and administrative functions of the College and the Faculty Student Association (FSA). Directs the planning, management, and evaluation of finance and administrative functions to enhance student learning and success. Establishes and maintains internal controls to safeguard the assets of the College and its related organizations. Major functional areas reporting to the Vice President include: Budget and Finance, Facilities, and Campus Police.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Ensures the development and administration of an effective budget and finance program that includes comprehensive assessment of resource needs, allocation of available resources in alignment with College-wide goals, the proper safeguarding of assets, and compliance with relevant financial recording and reporting requirements.
2. Provides leadership and direction for all budget and finance functions including: purchasing, accounts payable, payroll, cash receipts, student accounts, restricted fund accounting, capital project accounting, budgeting, and general ledger for the College and its related organizations.
3. Develops and Administers College operating, Faculty Student Association Budget and capital budgets: advises budget managers on the development and implementation of departmental budgets, advises College executive staff with the budget development process and resource allocation, and monitors departmental budgets and the use of financial resources.
4. Ensures the development, implementation, and effective operation of a comprehensive facilities management program and facilities master plan. Provides leadership and vision to ensure facilities programs are designed to support and enhance student learning and success.
5. Responsible for contract administration, insurance, and legal matters for the College and its related entities.
6. Responsible for grant administration; coordinates and collaborates with appropriate program delivery personnel and the senior leadership team.
7. Ensures efficient use of material resources for finance and administration by assessment of needs, development of budget recommendations, and management of resources within the budgetary constraints imposed by the College.
8. Designs and implements a variety of financial analyses to support College operational decisions: current-year ongoing financial forecasting, long-term financial forecasting and budgeting, historical analysis of financial performance for the College as well as individual programs and initiatives, and other analyses as requested by internal or external sources.

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Vice President of Finance
& Administration

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ORGANIZATIONAL UNIT

REPORTS TO

President

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9. Responsible for compliance with applicable laws and regulations, including the conduct of the College, College Foundation, and Faculty Student Association annual independent audits.
10. Maintains the expertise necessary to ensure that all financial accounting and reporting is conducted in compliance with FASB, GASB, and SUNY requirements through research and continuing professional education.
11. Manages cash flow for the College and FSA by managing the timing of purchasing, slowing accounts payable when necessary, negotiating favorable payment terms with vendors, increasing collection rates and negotiating prepayments with the sponsoring counties and/or State. Enhance the budgeting process and financial reporting by including cash flow projections.
12. Directs the staff of Budget and Finance, Facilities, and Campus Police. Ensures effective use of human resources by recommending hiring, disciplinary, and other administrative actions together with the training, motivating, evaluating, and counseling assigned personnel. Conducts all personnel matters in accordance with federal, state, and local Equal Employment/Affirmative Action Law, other applicable laws, regulations, and collective bargaining agreements.
13. Assures the efficient use of material resources by assessment of department needs, development of budget recommendations, and management of the department within the budgetary constraints imposed by the College.
14. Represents the College in matters of finance and administration, interacting with local, state, and federal agencies.
15. Assists the President with college-wide planning and resource allocation. Maintains enrollment projection model in collaboration with members of the senior leadership team.
16. Serves as one of the negotiators for the College in matters of collective bargaining. Convenes and leads labor management committee discussions in collaboration with Union leadership and the Vice President for Human Resources.
17. Serves on Executive Leadership Team, President's Cabinet, and other College committees. Performs other related tasks as assigned

TOMPKINS CORTLAND COMMUNITY COLLEGE

POSITION TITLE

Vice President of Finance
& Administration

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ORGANIZATIONAL UNIT

REPORTS TO

President

APPROVED BY

SUPERVISION

Types Supervised (check each category):

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

Indicate number in each category:

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

MINIMUM QUALIFICATIONS

Master's degree in Business Administration or related field plus ten years administrative/supervisory experience with a staff greater than five. Management of a budget in excess of \$15M.

PREFERRED QUALIFICATIONS

- CPA
- Experience in an institution of higher education,

July 2020
Provost Report

Global Director Search: We have made the decision to fail the search for our Global Director and restart it in the future. There are myriad reasons. *First*, we believe that international student mobility in the coming year will be increasingly difficult, and that our ability to travel to visit and engage with new partners will be similarly impacted by COVID-19. This will hamper the goal of establishing new international partnerships. Furthermore, we believe we can develop a small number of partnerships via work with some consultants with whom we have existing relationships.

Second, we need to continue our efforts in working with current partners, which has been on-going. That work has been bolstered by the addition of Karen Miller to our Global team, who together established a list of priorities and goals to accomplish during our time working remotely in this new landscape.

Third, when we started this search we were fairly open about the approach that a new director may take to increase enrollment in Global. We knew we had to maintain and/or rebuild existing relationships, but we also wanted to look at new markets and partnerships. However, we are unsure of what a Post-Covid landscape will yield, and what approaches will be best suited for TC3. So we would like time to see how things develop. This leads to a common question: if you fail a search do you have any reason to believe you will find qualified candidates the next time around. In this case, we believe that we do, which is consequence of high unemployment and the current tight market in higher education.

Finally, we considered this move for budgetary reasons. Please note a director would help the work listed above, but the work can be accomplished without one in the short term.

This decision was not made lightly, and the reasons above were a large part. I'd very much like to thank the Screening Committee and the members of our Global team for all they are doing during this time and their help with this work.

Faculty Meeting: We held a faculty meeting on Tuesday. We wanted to go over our planning for Fall 2020 instruction and field some questions. We also wanted to demo some of the lecture/audience capture equipment with which the College has been working. The good news is that Malvika and I worked to answer as many questions for folks as we could. The bad news is that it felt like almost everything that could have gone wrong with the demo did go wrong! We started late, we had connectivity issues, I forgot to record it, and we lost power on campus during the meeting (for real!). It is ok: we'll learn from what happened and make proper adjustments.

Lecture/Capture: We tested this equipment we wanted to demo last week using Teams. Tuesday morning we ran a test of it to make sure it worked with Zoom. We had folks in the classroom and we had folks at home on zoom. It all worked, and it was pretty cool. So we decided we would run the meeting using that room and the lecture-capture equipment to give faculty a feel for what it may be like. It is important to note that the room we were using had some concerns, and it was just a room to test the equipment; we had no plans to use this room in the fall for a few reasons (slower computer, poor lighting, and size). There are some good things to learn here. I'll work with IT to find out more specifically if we can figure out what went wrong. Then we will act accordingly to set up procedures to

help ensure that it doesn't happen again in the rooms we plan to use for the Fall. We already knew that we needed some updated equipment (computers with faster CPUs and better memory), but it hadn't been a problem with our testing yet. So you can anticipate more tests of this and more meetings using this equipment to make sure that it is all functioning well.

Fall Instruction Planning Update: Malvika and I (mostly Malvika) have been working with Chairs to work on our plans for Fall. Our goal is to offer students flexibility and options in their schedule in a safe environment. We have been focused on what courses can be switched to face to face, based on curriculum needs. We focused first on labs, developmental courses, first-year experience courses, and common multi-sections courses to start. Now we are merging into other areas where face-to-face is workable. We are also working on determining the best rooms to use. We have around 10-12 of our largest spaces that we are exploring right now, including Sprole and the Forum. We will have much more clarity in the coming weeks, but this is a heavy lift. In the meantime, we ask humbly for your patience as we work through these changes and work out a schedule that provides what our students need to fulfill their academic goals.

Annual Reports and Programmatic Learning Outcomes: I've been trying to work through annual reports from faculty, chair reports, and programmatic learning outcome reports as well. This is basically on-going work throughout the whole summer, but it has taken a bit of a backseat this summer because of COVID planning.

Vice President for Student Services BOT report
July 2020

Student Services continues to support students in non-traditional means, primarily in an online environment, both for current and prospective students. The Student Services team of Tompkins Cortland Community College remains committed to supporting students during this time and adapting to students needs and expectations.

Below is a department-by-department guide on how they are supporting students.

Enrollment Services Center (Room 101)

Applications:

2060 Fall 2020 applications
1286 Accepted students
334 Registered accepted students
916 Eligible to register with no registration holds

Initiatives:

2 Post card mailings
Accepted students and applicants
Message is "now is the time to register"
Promotes filing for financial aid and completing housing application
General population of Tompkins and Cortland counties
Geared towards adult learner
Promotes job training, flexible scheduling with on-campus and online class options,
degrees that put graduates to work upon graduation

Virtual Information Sessions:

First session targets accepted students who are registered
90 minute program focused on financial aid, housing, myTC3, billing and certificates of residency
Subsequent sessions to focus on unregistered new students
Program based information sessions
Financial aid information sessions
Housing information sessions
Return to complete information sessions

CARES Act Emergency Grants to students

As of July 8, 2020, the College has distributed \$344,250 emergency grants to 404 students

As reported previously, Enrollment Services continues to offer virtual office hours to answer student questions about admissions, financial aid, registration, and student billing. . The rooms are available, Monday through Friday, 9:00-4:00 pm.

Student Success: Advising, Career & Transfer Services

Students Success has continues to meet with new students to register for Fall 2020. A total of 419 appointments have been completed since 3/30/2020. 952 students have been sent invitations to schedule a START appointment. Outreach continues to this group of students via phone, email and text messaging.

Athletics and Campus Rec

On Wednesday evening, Athletics and members of our Student Athlete Council met about the NJCAA guidelines and changes to some practice and game schedules for 2020-21 school year. Our group discussion was deep and hit on many of the topics of concern about coming back to campus, traveling, reduced number of contests and protecting our students and staff.

Mick attended the NJCAA eSports virtual convention on Tuesday and Thursday. Exciting to know that we can begin participation this fall even if we do not purchase campus equipment or have a dedicated space at the beginning of fall semester. Team members may participate from remote locations. Games offered this fall include PUBG, FIFA, Rocket League, Super Smash Bros. Hearthstone, Overwatch, Rainbow Six Siege, and Madden NFL 20. More information to come soon about TC3 Panthers NJCAA e Sports!

As of today, we know that the following schools have suspended fall sports for Fall 2020: Erie CC, Columbia-Greene CC, Monroe CC, and Onondaga CC. C-G has also suspended M&W Basketball for this entire year. Region III members are working on modified schedules for this fall and a Plan B if there is not fall sport competition. Plan B includes moving fall competition to the spring 2021 semester in some fashion.

Bob continues communications with some outside groups as well as some internals on activity and events normally planned for the fall.

With moving into NYS Phase Four, Tammi and Alfie have been active in looking at re-opening possibilities for our FC and Pool. While not permitted at this time, we are hopeful that guidance will come soon so we can be ready for any level of opening.

The FSA Human Resources Committee meeting was cancelled last week. With August right around the bend, Mick is working with VP McCalley to get this group together and to involve

our FSA employees in discussions about Fall 2020. There has been no FSA HR discussion with staff or the HR Committee since before we moved to remote work in March.

Even with all of the unknowns, we still have coaches getting it done with recruiting. Just this week alone, Coach McMullin and Coach Coffman have gotten two commitments for 20-21 Panthers Lacrosse. Keep up the fantastic work everyone!

Press releases and updates on new athlete signings are updated daily at <https://www.tcpanters.com/landing/index>

Health Services

Health Services has completed the search for a new campus nurse. Angeline McComb will begin her employment on July 13th. Angeline is currently a nurse with the Cortland School District, with further experience as an ER Nurse, a Cardiac Telemetry Nurse and an Intensive Care Aide.

Student Life

Continuing to transition Orientation to the online format, we will be using Comevo, an online Orientation Platform as well as Campus Groups, a Student Engagement Platform. Comevo will be used to provide information to students, examples can be found here:

<https://www.comevo.com/example-school-orientations/>

Campus Groups uses a student interest matching software that will allow students to connect virtually.

Planning Fall STAY IN(volved) programming and low-risk on campus programming (pending the decisions made regarding events on campus).

The Student Trustee Selection Committee made the decision to postpone the selection process until Fall due to COVID 19. Spring 2020 students were adapting to a new learning environment and the concerns with the pandemic, therefore we did not feel it was an appropriate time to recruit for this important role. The committee believes the candidate pool will be stronger and more eager to be involved in the upcoming fall semester.

Residence Life

Work continues to prepare the residence hall for fall move-in. In response to COVID-19, students will be assigned 2 per room, versus the normal 4 per room. This means we need to address some maintenance and physical issues in rooms that have been offline. The facilities

team, along with Orinthia, Greg, Bill and Mutale toured the rooms and ascertained next steps to prepare the rooms.

We currently have 4 students living in the residence hall for the summer term.

Student Conduct and Community Standards

Work is being done in Student Conduct/Title IX to incorporate the new Title IX regulations into our current policies. Based on advice/support from SUNY counsel, they are being incorporated through add-on policies which can be easily removed if pending litigation delays or changes the new regulations.

General updates are also being made to the non-academic code of student conduct – mostly in the form of minor process updates.

The conduct office is also looking at additional ways to use Maxient to streamline work in other areas. We added health and safety forms and general fyi reporting for RAs in residence life. We have also added a form for students requesting late withdrawal/waiver of liability appeals and are working with the academic side to implement this process.

July 2020 Chief Diversity Officers Report

July 8, 2020

Applied Learning Screening Committee

Participated as the DEAC representative for the grant-funded recruitment search

Dialogue Expansion Planning, Tompkins-Cortland area | June 18

Exploring a dialogue center to initiate and support comprehensive racial equity-based dialogue work in the Tompkins-Cortland area. Further discussion is planned to develop a model for a dialogue center that would be staffed and financially sustainable.

“Cortland Forward” | June 24 and July 7

Is an Advisory Board to Cortland City Council. The advisory board bowls are to provide feedback and recommendations to the City Council that makes Cortland a more equitable community. The Cortland City Council unanimously approved recognizing, “Cortland Forward” as an advisory board to the city council. Right now this is still a loosely affiliated group that has had some zoom calls and has started a discussion about a mission statement and objectives. A subgroup of this advisory board has begun looking at police-community relationships. We will have a standing zoom meeting Mondays, 4:30 pm.

Cortland County Chamber Diversity and Inclusion Committee | July 7

The Committee is in the process of reviewing diversity and inclusion training to be offered to County businesses. The training may involve Tompkins Cortland CC, SUNY Cortland, and other agencies as consulting resources.

LSAMP NSF Update | July 8

Dr. James Jacob and I met with the LSAMP NSF project development team by Zoom with representatives from SUNY Cortland Utica College SUNY ESF Ithaca College SUNY Cortland in Utica College.

Diversity equity and action Council

The topics below are being addressed in the different working committees:

- Supporting culturally responsive curriculum development and programming
- Diversity, Equity, and Inclusion map for campus departments
- Hiring Process
 - Moving from DEAC Representatives to Recruitment all committee members trained in DEI Recruitment
 - Hiring Recruitment Search Process Map

report

Date: July 6, 2020

To: President Montague

From: Deborah Mohlenhoff
AVP for College Relations

RE: Monthly Report to the President and Board of Trustees

EXTENSION CENTER:

The Extension Centers remained closed with all staff working remotely. It is the hope that we can bring staff back in early August to provide access in a space that is easy to modify for social distancing so that any students who need to meet with an enrollment specialist can do so in person, safely.

COMMUNITY ENGAGEMENT:

Much of our normal work in this area has been suspended to focus on COVID19 related issues.

Food Bank of the Southern Tier (FBST): The College hosted a third Drive-Through Food Distribution in our parking lots on May 21. We had 494 households and 13 deliveries at this drive-through, an uptick from the last two.

We have one more scheduled for July 22nd. Here is the link to sign up as a volunteer:

Wednesday, July 22, 8:30-12:30pm: <https://foodbankst.volunteerhub.com/event/index/12094460>

We will continue to host these to support the FBST as long as it is feasible.

Dryden School District: We continue to be in conversation with the Dryden High School principal about the use of our parking lots for an outdoor High School graduation ceremony on July 31st. We are not currently allowing the use of any indoor facilities.

GOVERNMENT RELATIONS:

I have been representing TC3 at various COVID19 related committees and calls including:

- Economic Recovery Cabinet (led by City of Ithaca and TCAD)
- Tompkins County Reopening Task Force (led by Tompkins County)
- Higher Education Reopening Task Force (led by Tompkins County)
- Higher Education Communications subcommittee (led by Tompkins County)

I have also been coordinating COVID 19 updates and planning with both County Legislatures, our other local Higher Ed partners. I have been keeping track of and interpreting the various Executive Orders issued from the Governor's Office and their impact on the College.

I have a standing weekly meeting with a representative from SUNY Cortland to coordinate reopening efforts.

Census 2020:

The College continues to coordinate messaging around the census with the other campuses.

COLLEGE REOPENING PLAN:

- Have taken the lead to organize an on-campus working group to establish the policies and procedures needed to execute the College's reopening plan.
- Wrote the draft plan that was submitted to SUNY
- Edited and submitted changes recommended by SUNY
- Meet weekly with College Reopening Groups – each subgroup will be working on templates that will document in detail specific plans for facilities and programs. These will be added to the plan that was submitted to SUNY and will be posted to the College's website.

LEADERSHIP TOMPKINS AND LEADERSHIP CORTLAND:

We hosted a successful virtual workshop on LinkedIn with about 45 participants – several current class members and alumni participated. We will be working with the Advisory Boards from both programs at a virtual retreat in July or August to determine how to structure these programs for the future. It seems likely that we will suspend both programs for the 2021 classes as it will be too complicated to modify and 'pivot' to remote given the uncertainty of group gatherings and other restrictions. We completed a survey of the board members of both programs and the consensus is that the face-to-face elements and the tours of local facilities are the strengths of the programs. This will also be significantly challenging to execute in the current climate. We will make the final decision on this by August 1st.

WORKS IN PROGRESS:

SUNY Applied Learning – Grant Funding: This funding has not been pulled, and it cannot be redirected to another purpose, so we are moving forward with the search for a Coordinator of Applied Learning.

We held the 2nd round interviews and are currently performing reference checks on the finalist that was recommended to the President.

College Town Halls: Coordinated the content and facilitated the zoom meeting for the second campus wide town hall. We will be holding one per month through the summer to keep our faculty and staff informed and engaged.

COMMUNICATIONS:

- Created and sent two postcards; one to target students who need to complete the registration process and one to all households in Tompkins and Cortland counties for general information – highlighting flexibility & safety.
- Working on an overhaul to the College's COVID-19 page – it will shift to reopening plan and information for the Fall

Introduction

Below is an overview of the impact of COVID remote work transition on the Campus Technology services and a high-level assessment of where our priorities are set for a successful reopening in the fall.

Key points

- The majority of students have access to both computers and reliable internet service. High speed Internet access and access to specialized software is a barrier for many students
- We were very well prepared as an institution to support fully online instruction. We were less well prepared for the hybrid online environment that is planned for fall and are working quickly to advance in that area.
- Many of the administrative areas have had to evolve through a process of ‘digital transformation’. This process continues and is producing many challenges, but will ultimately be very beneficial for the long-term utilization of technology to improve service and gain efficiency.

Student Technology

After the unexpected move to remote instruction we did not see a large number of students who lacked access to computers. We only loaned around 25 laptops to students in spring. In preparation for fall, we currently have 40 available for loan and are planning to acquire at least 80 more. What we more frequently saw were students without internet access and/or without access to specialized software.

Internet Access

The College currently has 50 Wi-Fi hotspots which can be loaned to students without decent internet access. That currently costs \$3,100 a month which is a large expense relative to the number of students we can service. For reference the total internet bill for the main campus is \$2,800 a month. At the end of spring we were also able to provide Wi-Fi access in parking lots 1 and 2 for ‘drive through’ internet access. This will remain available in the fall for students who need internet but do not want to come in the building. We did not see any usage of that service over the summer.

Specialized Software

As mentioned above, getting access to a computer does not seem to be a challenge for the overwhelming majority of our students. Having access to specialized software (e.g. AutoCad in the Construction Technology degree program, Adobe CS for the Media Arts programs) and a high-end computer needed to run those software packages is a more acute problem.

One of the solutions we have in place for specialized software needs is Azure Desktop. This is a cloud-based platform that allows students to remotely log into a College academic lab computer via the web browser on their personal computer. The lab computers are not physical computers on our campus, they are virtual computers hosted in the cloud and we are able to scale them up automatically based on demand. This service cost ~\$900 a month based on usage.

Instructional Technology

Classroom Preparations

Preparing classrooms for lecture capture technology is our top priority at the moment. Over the next 4 weeks we will install additional equipment into 15 classrooms which will allow for live-streaming of the on-premises class lecture and discussion, while allowing the equal involvement of remote learners. This is a challenge for us as an institution because we do not have a lot of experience with this type of

technology or this type of teaching. We have had to quickly assess options available without time to conduct a proper pilot program. We have limited time to complete the rollout of equipment. Top concerns on this project will be receiving the equipment on schedule and having enough time to do training with all instructors. Any small delay in any aspect of the project over the next four weeks will be problematic. Huge thanks to Greg Kiehl (Dir, Library) for his leadership and assistance on classrooms.

Laptops

Currently there are forty fulltime teaching faculty who do not have College issued laptops. They were sent remote with the desktop PCs from their offices in April – but travelling to and from campus in fall will require them to have laptops. We are working on deploying these 40 laptops out by the beginning of August. That is a lot of computers for us to deploy in one month – especially so on reduced working hours and without the student worker help we normally have in the summer. It typically took about 4.5 hours of preparation per computer to configure it with all the required settings and software before handing it over to the end-user. We have streamlined that process and cut that down to 3.75 hours per computer, and we reprioritized other work in order to accelerate laptop deployments, changes which should allow us to meet the goal.

It should be noted that the College does not issue computing equipment to adjunct instructors. We have not had requests from adjuncts regarding access to a computer. We have had some inquiries about internet access.

Online Platforms: Blackboard, Teams, Zoom, Collaborate

We have a number of tools and services available to deliver instruction online. This is one area where things have gone really well for us. The investments the College has made over the last 10 years in online learning platforms, and specifically our partnership with Open SUNY, has allowed us to handle online remote instruction really well in terms of both the availability of the services, Campus Tech's ability to support those platforms, and the depth of previous experience many instructors had with online platforms.

Administrative Technology

Online Solutions & Business Process Redesign We have been actively reprioritizing various projects with a focus on enabling fully online office workflows and processes. Some examples of projects that have been modified/prioritized are a new non-matriculated student registration process, online nursing registration, and running new student START appointments remotely.

Below is a list of technologies and services that have been key to the unimpeded operation of administrative functions:

- **VPN:** VPN allows the administrative staff to connect their College issued computers to on-site systems from home. It is not as fast as being on campus - and that slowed productivity significantly. We are continuing to deploy alternate methods for using on-premises legacy applications remotely.
- **Remote Desktop Support:** Campus Tech acquired a tool in March, Bomgar, to remotely support users at home by allowing remote desktop viewing/control.

- **College Phones:** Approximately 40 people have been setup for ShoreTel Softphones that allows them to make to, and receive calls from, their College extension using a computer at home over the VPN.
- **Mongoose Cadence:** Cadence is SMS texting platform that allows robust two-way communication via text messaging. We were able to use this tool effectively when we first went remote and are continuing to explore how to use it for recruitment, admissions, enrollment services, and student success.

Copy and Mail Center Mail operations continue on-premise with postal mail being delivered and sent out 3-4 times a week. The Mail Room was instrumental in quickly shipping computers to the students who requested them. At the end of July, the Copy and Mail Center is typically very busy with the duplication or open source textbooks/workbooks/course-packs – we are unsure at this time what the demands will be for those printed resources given the changes in the instructional modes.

Behind the curtain, [some] business as usual

Summer is usually a busy time for us deploying new technology and upgrading existing technology. This summer, the typical work was reprioritized a bit but there were two planned projects I wanted to note due to their importance and scope (both projects are being conducted with outside consultation, which was selected via an RFP process):

Firewall replacement project with CommSource This project will replace the College's firewalls and intrusion detection system. This is an essential technology for the College to be connected to the internet – it affects both internet performance and network security. The technology directly enables VPN and ultimately enables everything we do online.

Comprehensive IT Security Assessment with CyberStone This project is an outcome of our financial audit. We are about five weeks into the comprehensive security review, which puts us at about the 40% point with the review. At the end of this process, a report will be delivered to us, and will be shared with the Board.

Lastly, I just want to thank the tremendous efforts of all the staff within Campus Technology. We are not a very large team relative to the breadth of services that are required of a modern College. For each project above there is one, sometimes two people with knowledge in that specific area of technology. The nature of IT work is however ripe with change and uncertainty so in some ways this is business as usual for us – but at a higher level and a more rapid pace.

Tompkins Cortland Community College Foundation
Thursday, July 16, 2020
Board of Trustees Report

Monica Dykeman, school food grant coordinator began on June 1. A two-year grant was secured through the Park Foundation. Monica will be working with Tompkins County schools and partnering with others community agencies addressing nutritional needs of school age children.

The Coltivare Task Force Work Group participated in a Zoom meeting on June 8 to discuss their reopening plans.

June 10th the Executive Committee met via Zoom, and the agenda items for the upcoming July 14th Board meeting took place.

Upcoming Meetings

Board meeting - July 14 at 4:00 pm



TO: Board of Trustees
FROM: Orinthia Montague, President
DATE: July 16, 2020
SUBJECT: President's Report to the Board

- SUNY has approved the high level reopening plan we submitted. The College established a Reopening Work Group to identify more granular steps needed. Approximately 45 staff and faculty volunteered for this effort being led by Deb Mohlenhoff.
- The College received messages from two individuals external to the College expressing their concerns regarding the reopening plans for Cornell, Ithaca College and TC3. The message was also sent to the Tompkins County Legislature. We will provide a written response to both individuals.
- As a member of the American Association of Community Colleges (AACC) Rural Commission the College has been afforded an opportunity to apply for an NSF grant. NSF would like to partner with 45 rural colleges to pursue Project Vision, a five year \$3.6 million project to increase the number of rural colleges participating in NSF grants.

Miscellaneous

Weekly meetings with Tompkins County regarding reopening protocols/strategies

- 6/19 Participated in a Cortland County Communities of Color (C4) Juneteenth Discuss *C\$ is a joint venture between TC3 and SUNY Cortland to support individuals of color with professional and social interaction within Cortland Co
- 6/22 Interviewed College AOD Prevention Coordinator (Grant Funded position)
Met with representatives from Cayuga Medical to discuss reopening strategies
Met with residents and leaders from Cortland County to discuss diversity and inclusiveness issues within Cortland
- 6/23 NYCCAP meeting
- 6/23 SUNY Reopening Mtg specific to TC3
- 6/24 SUNY Chancellors meeting
- 6/24 Ithaca College Board of Trustees Meeting
- 6/24 Interviewed AOD Prevention Coordinator (Grant Funded Position)
- 6/25 Participated in New York State Police Reform and Reinvention Collaborative mtg
- 7/1 Walkthrough with members of Cayuga Medical Center regarding reopening assessment