



VISION

*To see strengths and unique potential in every person.
To inspire people to make the courageous choice to learn, grow, and serve.*

MISSION

We serve our community by meeting educational needs, creating an environment for student success, and preparing our students and ourselves for citizenship in a global community.

VALUES

*Learning
Excellence
Opportunity
Innovation
Relationships
Diversity*

BOARD OF TRUSTEES **THURSDAY, DECEMBER 3, 2009** **BOARD ROOM** **5:30 P.M.**

AGENDA

1. Call to Order
2. Roll Call
3. Welcome Guests
4. Approval of Agenda
5. Public Comment*
6. Approval of Minutes – October 29, 2009
7. Communications
8. Presentations (routine, periodic reports or special topics of interest to the Board of Trustees):
 - a. Pandemic Planning – Shari Shapleigh and Blixxy Taetzsch
9. College-wide Goals:
 - a. Access – Student Success Initiatives – Khaki Wunderlich
 - b. Climate – Portal and Other Communications Enhancements – Tim Densmore and Bob Edgecomb
10. Vice Presidents' Reports (highlight Consent Agenda items and updates on major initiatives):
 - a. Provost and Vice President of the College
 - i. Teaching
 1. Faculty Recruiting
 2. Academic Integrity
 3. Online Teaching Loads
 - ii. Resources
 1. Human Resources Updates
 - b. Vice President for Global Initiatives
 - i. Department of State Program
 - ii. Disney Program
 - iii. Global Connections Summer 2010
 - iv. China Initiatives

11. Consent Agenda (Action Items):
 - a. Capital Payments
 - b. Treasurer's Report – September 30, 2009
 - c. Appointment of Personnel
 - d. Approval of Classified Staff Positions – Peace Officers
 - e. 2009 Toro Infield Groomer Bid Award
 - f. Multicultural Office Renovations Bid Award – Electrical
 - g. Multicultural Office Renovations Bid Award – General Construction

12. Standing Reports:
 - a. College Forum – Co-Chairs, Sophia Georgiakaki and Leah MacLeod
 - b. Faculty Student Association – Beverly Baker
 - c. Tompkins Cortland Community College Foundation, Inc. – Ray Dalton
 - d. Chairperson's Report – Roxann Buck
 - e. Liaison Report (Cortland County) – John Troy
 - f. Liaison Report (Tompkins County) – Duane Randall
 - g. Student Trustee's Report – Evan Gaetano
 - h. President's Report
 - i. Indicators of Goal Achievement

13. Dialogue Session (to begin at approximately 7:00 p.m.) – Student Mobility

14. Upcoming Events:
 - a. December Graduation Ceremony, December 11, 2009
 - b. College Closed, Winter Break Holiday, December 24, 2009 – January 4, 2010
 - c. Next Meeting – January 21, 2010

15. 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.

**TOMPKINS CORTLAND COMMUNITY COLLEGE
BOARD OF TRUSTEES
OCTOBER 29, 2009
BOARD ROOM**

PRESENT: Kay Breed, Roxann Buck, Elizabeth Burns, Ray Dalton, John Daniels, Judy Davison, Evan Gaetano, William Raynor, and Raymond Schlather

ABSENT: Beverly Baker

**COUNTY
LIAISONS:** None

STAFF: Susan Dewey, Carl Haynes, Martha Hubbard, Leah MacLeod, Ken McEwan, Cathy Northrop, Carl Penziul, Walter Poland, Blixy Taetzsch, Jim Turner, Peter Voorhees

GUESTS: Josh Carey, WHCU

1. **Call to Order:** The meeting was called to order at 5:36 p.m. by Chairperson Buck in the Board Room at the College.
2. **Roll Call:** Ms. Northrop called the roll.
3. **Welcome Guests:** Chairperson Buck welcomed guests.
4. **Approval of Agenda:** Mr. Raynor moved that the agenda be approved as presented; seconded by Mr. Daniels; carried unanimously.
5. **Public Comment:** None.
6. **Approval of Minutes –** Ms. Davison moved that the minutes of the September 24, 2009, meeting be approved as presented; seconded by Mr. Daniels; carried unanimously.
7. **Communications:** President Haynes mentioned that Beth VanDine had sent out a communication asking people to think about inviting one or two of our international students to their home for Thanksgiving dinner.
8. **Presentations (routine, periodic reports or special topics of interest to the Board of Trustees):**
 - a. **Sabbatic Presentation – Ken McEwan –** Professor McEwan thanked the Board, President Haynes and Provost Conners for the opportunity for this sabbatic leave. Professor McEwan spoke about establishing internship opportunities and service learning opportunities for students in the Human

Services Program. During his sabbatic, he established contacts and lodging for internships and service learning opportunities.

9. College-wide Goals:

- a. **External Relationships – Update on TC3.biz** – Martha Hubbard, Director of TC3.biz, spoke about TC3.biz. She shared all of the different offerings at the Cortland and Ithaca Extension Centers. TC3.biz provides customized training for businesses, manufacturers, not for profits, and government. She provided information on a Long Term Care Project and discussed open enrollment programming. She also talked about the TC3.biz initiatives for 2009-2010. A Lean Office initiative will be undertaken for the TC3.biz department. President Haynes mentioned that there is a proposal in process for TC3.biz to provide service of Lean Office initiatives for Tompkins County.

- b. **Resources – Construction and Facility Update** – Jim Turner spoke on sustainability initiatives that are being considered. He mentioned that the College has reduced its energy consumption by 33 percent between the 2003-2004 academic year and the 2008-2009 academic year for electricity per square foot. The goal for the President's Climate Commitment is to decrease energy consumption by another 20 percent, which would translate to a savings of approximately \$100,000 a year. However, that dollar amount doesn't take into account the recent rate increases that were announced. He mentioned that if the NYSEG rate increase goes into effect fully, it would mean a 12 percent increase. Mr. Turner said that two or three of the top reasons how we have achieved this level of efficiency are that we have paid closer attention to building controls, turned off lights, and closed off spaces. The question was raised as to a standard for energy consumption that we can compare to. LEEDS certified is a standard for approximately 45,000 to 50,000 btu's per square foot. Because of the age of our building, we would not be able to attain that level. Some of the issues have to do with the existing structure and that there are LEEDS points that we won't get because they are just not available. Another question was raised as to whether or not we could negotiate a long-term contract for commodities for a fixed price. Mr. Turner said that is difficult to do, as the College typically runs on an annual budget and with long-term contracts for commodities, the service requires payment up front. We are looking at a combined heat and power plant where we produce our own electricity – somewhere in the 200 to 300 kilowatt range. We are also looking at making some changes to the lighting system. He mentioned that we had just put in two LED's and doing some quick calculations, if we changed 916 screw in light bulbs to LED's, we reduce the wattage from 27 to 7 watts, which is 17 percent of our total electric consumption. We could do an in-house performance contract to use the energy savings to pay for any of the repairs. To accomplish the energy saving initiatives, we are looking at a cost of approximately \$3 to \$4 million dollars. A list will be developed that will show the opportunities with costs and energy savings, and then the total cost will be figured out, together with a plan

for what we can finance. The budget for utility bills will remain the same, but as utility costs go down, we can use that money to pay for the upgrades. President Haynes mentioned that we have done this type of process before. The Board will be involved with this in a two step process. We will have to get an engineering firm to validate all of the work for which the Board will need to award an "RFP." The College will then need to secure financing and the awarding of the contract. The hope is to get through this process this year and start working on these projects next summer. Even with the amortization, we do think there will be some net benefit. There is also some NYSERDA funding that might be available. As part of the commitment to do a carbon reduction, there is an opportunity to purchase wind credits (carbon offset credits), by purchasing 100 percent you can do a carbon offset for every kilowatt hour that we use on campus for \$13,000. For the President's Climate commitment, we need to reduce our carbon footprint by 50 percent. What we are really doing is paying a fee that goes to a company that makes it available to people generating the wind energy. The \$13,000 is an annual price. This would give us an opportunity to help meet President's Climate commitment until such a time as the industry (photovoltaics/wind energy, etc.) becomes economically feasible. Even if a private entity put up a windmill on our property, we could not get any carbon reduction because we wouldn't own the windmill. The question was raised as to an alternative to buying these credits. Mr. Turner said that part of our reporting is on kilowatt hours, gasoline used, travel that people within the campus do for business, personal commuting, composting, recycling, etc., and there is an opportunity for us to look at solar and wind power. He reported that the solar collector will be installed on November 4th. Expanding the solar to heating water would help. The question was asked about the ramifications if we don't meet our goal of the 50 percent reduction. Mr. Turner said there is no financial penalty, but the goal is something to aspire to. We are trying to provide leadership to our community and it makes a big impact when TC3 joins with Cornell, Ithaca College, and SUNY Cortland to say we are working to meet these reduction goals. Regarding buying wind credits, the suggestion was made to bring our sustainability group together to see how we could do the same thing by actually reducing our carbon footprint. The College is in negotiations with TCAT for expanded services and additional routes. The sustainability council is not really agreeable with using carbon credits.

10. Vice Presidents' Reports (highlight Consent Agenda items and updates on major initiatives):

a. Provost and Vice President of the College – Provost Connors was attending the SUNY Chief Academic Officer Conference, so was unable to attend the Board meeting.

i. Resources

1. Human Resources Updates: No discussion.

2. **Compliance Report:** President Haynes said this is a document for the Board's information and we are not required to submit this report to any office. The focus of the document is to help various offices focus on what our various reporting requirements are and how much the reporting requirements are costing the College. This report shows that it takes approximately nine full-time equivalent staff to meet the reporting requirements that the College needs to comply with. President Haynes said this document is sent to SUNY so they can be aware of the cost of meeting their reporting requirements. Mr. Schlather mentioned compliance with the training regarding workplace violence and how onerous this can be, and wondered if it might be possible for the training to be computer based.
3. **Annual Contracts:** No discussion.

b. Vice President for Global Initiatives –

- i. **China Trip:** Vice President Poland reported on his trip with the AACC to participate in a joint conference between AACC and a Chinese association of vocational technical colleges. Vice President Poland participated on a panel presentation at the conference. The second half of the trip was to visit 5 technical colleges between Beijing and Shanghai. The schools visited were among the top 28 vocational technical colleges in the country and they offer a 3-year diploma program. These institutions receive focused resources from the government and each of the institutions are demonstration projects. Because they are technical institutes, there is no transferability between technical institutes and universities. With a partnership with TC3, they would be able to transfer to universities. A couple of agreements have been signed with institutions in China.
- ii. **ESOL – Cornell – Update:** Vice President Poland reported that this project is going along well.
- iii. **Disney – Update:** President Haynes reported on this in his written report to the Board.

11. Consent Agenda (Action Items): Highlights of the Consent Agenda were discussed during the meeting. Mr. Daniels moved that the Consent Agenda be approved; seconded by Ms. Burns; carried unanimously.

- a. **Capital Payments –** No discussion.
- b. **Appointment of Personnel –** No discussion.
- c. **Approval of Classified Staff Position – Secretary –** This is for two secretary positions that are being created – one for the multicultural office (1/2 time) and one for public safety (evening coverage).

12. Standing Reports:

- a. **College Forum –** Co-chair Leah MacLeod reported that the student members have not been selected, as we are waiting for SAB elections. Residence Life staff have been contacted regarding the tobacco-free campus concern and it is

planned that a designee from Residence Life attend a College Forum meeting for this discussion. The respective union leaders will also be contacted to discuss how they plan to solicit input from their membership. Two concerns were recently brought to the College Forum and to the Health and Safety Committee regarding the lack of quick access to emergency services in parking lots (by athletic fields, at the entrance of new athletic building, etc.), and the lack of adequate sidewalks/lighting in crucial locations (i.e. Bahar Drive from the main building to Route 13, and from the south end of the main building to the north end of the main building, etc.).

A recent community meeting at SUNY Cortland regarding off-campus student residents was mentioned. This was a meeting of a community group and those in attendance tended to live in the SUNY Cortland college area. TC3 did have representation at the meeting. There is going to be a group here at the College who are going to be looking at the issues discussed at the Cortland meeting. Beau Saul, Director of Public Safety, also mentioned that our student code of conduct policy is being followed for students who live off-campus and that was highlighted at the Cortland meeting. We don't have many of our students living in the Cortland area. We are active in town gown meetings with Cortland police. We have a policy of applying our code of conduct to our students whether or not they are on campus. President Haynes suggested it might be good for Ms. Burns to come over and meet with our internal folks involved in the judicial process to hear the perspective on some cases for her to learn what we are doing and to share her observations on how we are adjudicating things.

- b. Faculty Student Association** – Ms. Dewey reported on the FSA meeting. She said there was an FSA audit presentation where they reported there were no findings or issues of any kind. She also said there were routine reports and evaluations of the directors. There is not a full complement of FSA Board members, as they are still waiting on election results for students.
- c. Tompkins Cortland Community College Foundation, Inc.** – Dr. Dalton reported on the fall donor recognition event to occur on November 3. He also reported on a special meeting to approve a resolution regarding a restructuring of the housing bonds. The next meeting is scheduled for December 1. This issue has to do with reducing the risk of our bond ratings, which can cause extreme fluctuations of interest costs. If this had not been done, it would cost an additional \$900,000 a year in interest.
- d. Chairperson's Report** –
 - i. Board Retreat Agenda:** Chairperson Buck reminded the Trustees that the Board Retreat is scheduled for November 5 at the Ithaca Country Club. Members are to arrive anytime after 5:00 p.m., and the group will be seated and order from the menu at 6:00 p.m.

- e. **Liaison Report (Cortland County)** – Mr. Daniels reported that the County is waiting for asbestos removal bids for the property and the hope is for a mid-December transfer of the property to the College. They are looking for a year-end closing.
 - f. **Liaison Report (Tompkins County)** – No report.
 - g. **Student Trustee’s Report** – Mr. Gaetano reported that students are very favorable regarding the new meal plan. He also reported that the students were very pleased with the outcome of the location for the Multicultural Office. The Big Brother/Big Sister group is coming to campus next week to recruit volunteers. Also, club budgets are being done on a rolling basis. He said that the students are pleased with the line of communication between students and the College.
 - h. **President’s Report** – President Haynes spoke to his written report and expanded upon the budget concerns regarding the Governor’s budget proposal.
- 13. Upcoming Events** – The Board Retreat will be held at the Ithaca Country Club on November 5, 2009. The December Graduate ceremony is scheduled for December 11, 2009.
- 14. Adjournment:** Mr. Daniels moved that the meeting be adjourned; seconded by Ms. Breed; carried unanimously. The meeting adjourned at 7:43 p.m.

Respectfully submitted,

Cathy A. Northrop
Clerk of the Board of Trustees

To: Board of Trustees

From: John R. Connors

Date: November 24, 2009

Re: December report

Faculty Recruiting – At the end of this year, four full-time members of the faculty and will be retiring. Because in the year following a retirement the College pays the retirement incentive, we normally wait one year before filling a vacancy. We have decided, however, to replace three of these retiring faculty members (in Hotel and Restaurant Management, Nursing, and Photography/Fine Arts) right away for two major reasons. The first is the College's large recent increase in enrollment; with an increase of fourteen percent this year alone, we are seeing a greater percentage of credit hours being taught by adjunct faculty members. Because it is important to maintain a significant presence of full-time faculty members, and because of the uncertainty of future adjunct applicant pools, it is important to fill these positions now.

The other reason is programmatic. The Nursing program will engage in its eight-year reaccreditation process this year and next, culminating in a visit from NLNAC in Spring 2011, so it is advisable to have full staffing throughout the process. With the Wine Marketing program just beginning this year and with enrollment in Hotel and Restaurant Management experiencing a significant increase, filling the position in this area will allow us to maintain the momentum we have built over the past few years. In Photography, we feel it is imperative to replace the only full-time faculty member (and Chair) immediately to ensure continuity and quality.

Academic Integrity – Over the past two semesters, we have witnessed a significant increase in the number of reported cases of cheating. Our system provides for penalties imposed by the faculty member, including course failure, in the case of a student's first offense, and more severe penalties imposed by the Provost for a second offense. I suspended one student last Spring for a repeat offense and have already suspended two this semester. In each case, the suspension is for two semesters.

This is a troubling phenomenon throughout higher education. To gain greater understanding and to develop a strategy for addressing this problem systematically, Carl Penziul and I are engaging in a lengthy process. We are meeting this semester with small groups of administrators, librarians, and counselors to benefit from their perspectives, and next semester we will meet with small groups of faculty members and students to benefit from theirs. By the end of the year, we will develop a report and outline strategies to address this issue.

On-line Teaching Loads – For the past several years, we have assigned teaching loads to some faculty members composed exclusively of on-line courses. While this situation provided substantial support for on-line degree programs, its unintended consequences included the nearly total absence from campus of some faculty members and their resulting lack of participation in campus life. This resulted in some inequities and resentment within the faculty. After much deliberation and consultation for well over a year, I decided that we will require every faculty member to teach at least part of his or her load on campus beginning Fall 2010.

The attached memo, which I sent to the faculty in early October, addresses this situation further. As you might imagine, there were very strong opinions on both sides of this issue and some faculty members are resentful and angry that I have chosen to effect such a change in their course scheduling. I am nevertheless certain that this is the fairest and most equitable path. I should add that both the union and I sought legal counsel to reaffirm that the faculty contract unequivocally supports the College's right to assign load; we agree on this issue.

To: The Faculty

From: John R. Connors

Date: October 2, 2009

Re: On-line teaching

Over the past several years, concerns have been raised about the assignment of teaching loads that are completely on-line. The principal objections expressed to me have concerned the equitable distribution of workload, including both advisement and service to the College, as well as the fundamental philosophical issue of what it means to be a fully participating member of this faculty. Over these years, I too have developed a significant level of concern about these matters.

I discussed this issue at the August meeting of the faculty, at which time I shared my thinking and asked for advice. Because of the quality of arguments made on both sides of the issue, I decided to take the month of September to deliberate and consult before reaching a final decision. After extensive thought about this issue and discussions with numerous colleagues – including the President, the Provost's Council, and many individual faculty members – I have decided to require all full-time faculty members to teach at least part of their base load on campus, beginning Fall 2010.

Should you have any questions about this decision, please contact me.

TOMPKINS CORTLAND COMMUNITY COLLEGE
 Human Resources Updates - Status of Open Positions
 as of November 24, 2009

UNCLASSIFIED STAFF

<u>POSITION</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>ADVERTISED</u>	<u>APPLICATION DEADLINE</u>	<u>CURRENT STATUS</u>
Global Initiatives Coordinator	August 2009	July 2009	August 2009	Hired Jenna Lenhardt 11/9/09
Associate Director of Admissions	October 2009	July 2009	August 2009	Hired Kar-Leam Toxey 11/23/09

CLASSIFIED STAFF

<u>POSITION</u>	<u>DEPARTMENT</u>	<u>DESIRED EMPLOYMENT DATE</u>	<u>CURRENT STATUS</u>
Campus Peace Officer Part-time, permanent	Public Safety	November 2009	Canvassing Civil Service list
Security Officer Part-time, permanent	Public Safety	November 2009	Canvassing Civil Service list
Campus Peace Officer Full-time, permanent	Public Safety	December 2009	Canvassing Civil Service list

TOMPKINS CORTLAND COMMUNITY COLLEGE

Human Resources Updates
Status of Grievances
as of November 23, 2009

COMPLAINANT	SUBJECT	DISPOSITION
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CSEA

None

FACULTY ASSOC.

None

PAA

None

Tompkins Cortland Community College
Global Initiatives Report
For the Board of Trustees
December 2009

1. Department of State Program

The Community Colleges for International Development (CCID) was notified recently that TC3 would not be able to continue its participation in the program due to the new financial structure of the grant which would unduly burden the College in already difficult financial times. The new formula of fewer students, significantly lower reimbursement rates per student, and an increase in the required matching funds from TC3 raises the actual out-of-budget costs to the College significantly.

2. Disney Program

The Disney Academic Internship Program has been cancelled for the January arrivals due to a program audit of our J-1 visa provider, Nassau Community College. However, in anticipation that the outcome of the audit will be positive, Disney has agreed to an additional arrival date for early summer in hopes of accommodating as many of the January group as may be interested and able to accept the internship at that time. The next regularly scheduled arrival will be in August.

3. Global Connections Summer 2010

Recruiting for Summer 2010 is actively underway. Indications are that next summer should be equal to or exceed last year.

4. China Initiatives

TC3 partnership development in China is moving ahead following my participation in a program sponsored by the American Association of Community Colleges (AACC). The trip was a combination of an international conference with visits to 6 of the top 28 Vocational and Technical Colleges in China. These colleges have a strong interest in partnering with US Community Colleges for programs such as our Global Connections from which these students may gain additional education and degrees from the US.

TOMPKINS CORTLAND COMMUNITY COLLEGE

CAPITAL PAYMENTS

DECEMBER 2009

		Amount	Subtotal	Grand Total
Cafeteria Renovations Project				
77 83	Frey and Campbell, Inc. (PO #26501) Application #4, Plumbing	\$5,418.70		
77 84	Hep Sales Visa Charge, Freezer Drain	\$22.64		
77 85	RE Michel Company Visa Charge, Fuses for Freezer	\$9.66		
77 86	Paul Yaman Construction Invoice #09-123-2, Additional Cabinetry	\$1,500.00		
	Total Cafeteria Renovations Project		\$6,951.00	
Signage				
77 87	American Sign & Engraving (PO #26907) Invoice #1725, Signage	\$303.86		
77 88	Gibian Design Group Invoice #0915, Design/Consulting	\$350.00		
77 89	The GlassSmith, Inc. Visa, Donor Recognition Sign	\$24.62		
77 90	2//90 Sign Systems (PO #26987) Invoice #0000168528, Signage B. Commons	\$6,218.91		
	Total Signage		\$6,897.39	
Multicultural Office Renovation				
77 91	Gannett Central NY Newspapers Invoice #0001366418, Bid Notice	\$106.77		
	Total Multicultural Office Renovation		\$106.77	
Grand Total			\$13,955.16	

TOMPKINS CORTLAND COMMUNITY COLLEGE

TREASURER'S REPORT

SEPTEMBER 30, 2009

TOMPKINS CORTLAND COMMUNITY COLLEGE

INDEX TO TREASURER'S REPORT

SEPTEMBER 30, 2009

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CASH AND TEMPORARY INVESTMENTS - (PAGE 3)

Our present cash in time deposits consists of \$5,892,843 in a money market savings account averaging .50% interest earnings for Sept and \$102,000 in savings. The maximum amount available for investment will fluctuate with a peak of \$2,700,000 available over the next six months.

ACCOUNTS RECEIVABLE - (PAGE 3)

Accounts Receivable from students of \$4,782,245 is an increase from \$1,396,588. Student receivables are underwritten by various funding agencies such as TAP, PELL, TRA, Student Loan and local employers.

DUE FROM OTHER GOVERNMENTS AND FUNDS - (PAGE 3)

Out of county chargebacks have an outstanding balance of \$204,614. The interfunds account balance of \$2,085,082 consists of federal, state grant and capital payments made by the current operating fund. Reimbursement from other funds is in transit at the end of each period.

LIABILITIES - (PAGE 3)

Payroll Liabilities include amounts due to retirement systems (New York State Retirement and the TIAA-CREF), governmental agencies for payroll-related liabilities, and accrued vacation. Student Financial Aid Liabilities primarily consists of NYS TAP rosters received, and not yet disbursed. Accrued Liabilities represents miscellaneous liabilities such as amounts due to FSA, and various reserves. Due to State governments represents overpayment of state aid in the prior year.

FUND BALANCE - (PAGE 3)

The current fund balance represents surplus revenues over expenditures from prior years.

TOTAL EXPENDITURES - (PAGES 4-6)

As of Sept 30, total expenditures amounted to \$2,742,183 or 7.94% of the 2008-2009 budget. Comparable expenditures for period one last year were \$2,397,407 or 7.42% of the 2008-2009 budget.

TOTAL REVENUES - (PAGE 7)

Revenues to date of \$10,201,841 are 29.46% of the revenue budget. Prior year revenues were \$6,733,935 OR 20.84% of total budgeted revenue

CAPITAL FUNDS - (PAGE 9)

The 1994-95 Capital Construction project remaining open is the Campus Master Plan with an amended budget of \$ 7,439,572. To date, \$7,439,572 has been committed for the Campus Master Plan.

The 2000-2001 Capital Construction Budget totals \$7,071,250 for the HVAC System Replacement and Campus Master Plan Update. To date, \$7,068,658 has been committed for 2000-2001 projects.

The 2002-2007 Capital Construction Budget totals \$34,253,262. As of July 2009, \$33,875,406 has been committed.

TOMPKINS CORTLAND COMMUNITY COLLEGE
BALANCE SHEET
September 2009

	Current Month 9/30/2008	Previous Month 8/31/2009	Previous Year 9/30/2008
ASSETS			
Cash in Demand Deposit	\$254,514	\$271,893	\$562,122
Cash in Time Deposits	5,992,962	3,604,077	849,404
Petty Cash	1,730	1,730	1,730
Accounts Receivable--Students	4,782,245	1,396,588	6,231,761
Accounts Receivable--Misc.	(150,765)	53,183	(97,832)
Prepaid Expenses	(86,131)	(68,772)	(67,047)
Due From Other Funds	22,137	1,829,228	3,114,073
Due From Sponsor Governments	0	0	0
Due From State Governments	2,479,281	0	10,435
Due From Other Governments	204,614	241,146	28,722
	<hr/>	<hr/>	<hr/>
TOTAL ASSETS	\$13,500,587	\$7,329,073	\$10,633,368
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LIABILITIES AND SURPLUS			
Vouchers Payable	\$110,439	\$580,968	\$126,174
Payroll Liabilities	125,820	1,419,110	1,738,502
Student Financial Aid Liabilities	1,502,179	1,331,712	1,269,349
Accrued Liabilities	3,451,433	1,113,281	2,518,282
Due to Other Funds	2,626	2,626	258,356
Due to State Governments	26,148	26,148	0
Student Tuition Collected in Advance	0	1,768,257	0
Fund Balance	1,086,971	511,441	511,441
Revenue Over (Under) Expenditures	7,194,971	575,530	4,211,264
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TOTAL LIABILITIES AND SURPLUS	\$13,500,587	\$7,329,073	\$10,633,368
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TOMPKINS CORTLAND COMMUNITY COLLEGE
APPROPRIATIONS 2009-2010
FINANCIAL REPORT FOR THE PERIOD ENDING September 30, 2009

				PER CENT YEAR	0.08%
	<u>Original Budget</u>	<u>Modified Budget</u>	<u>Expenditures To Date</u>	<u>Unexpended Balance</u>	<u>% Expended</u>
Instruction					
Personal Services	8,829,493	8,829,493	775,241	8,054,252	8.78%
Equipment	22,500	22,500	0	22,500	0.00%
Contractual Expenses	3,496,948	3,496,948	526,624	2,970,324	15.06%
Employee Benefits	<u>2,815,043</u>	<u>2,815,043</u>	<u>271,092</u>	<u>2,543,951</u>	9.63%
Total Instruction	<u>15,163,984</u>	<u>15,163,984</u>	<u>1,572,957</u>	<u>13,591,027</u>	<u>10.37%</u>
Public Service					
Personal Services	51,923	51,923	2,436	49,487	4.69%
Equipment			0	0	0.00%
Contractual Expenses	575	575	0	575	0.00%
Employee Benefits	<u>16,554</u>	<u>16,554</u>	<u>852</u>	<u>15,702</u>	5.15%
Total Public Service	<u>69,052</u>	<u>69,052</u>	<u>3,288</u>	<u>65,764</u>	<u>4.76%</u>
Academic Support					
Personal Services	1,429,652	1,429,652	81,272	1,348,380	5.68%
Equipment	76,900	76,900	0	76,900	0.00%
Contractual Expenses	299,718	299,718	29,363	270,355	9.80%
Employee Benefits	<u>455,806</u>	<u>455,806</u>	<u>28,445</u>	<u>427,361</u>	<u>6.24%</u>
Total Academic Support	<u>2,262,076</u>	<u>2,262,076</u>	<u>139,080</u>	<u>2,122,996</u>	<u>6.15%</u>
Libraries					
Personal Services	528,284	528,284	36,974	491,310	7.00%
Equipment			0	0	0.00%
Contractual Expenses	171,976	171,976	13,961	158,015	8.12%
Employee Benefits	<u>168,429</u>	<u>168,429</u>	<u>12,941</u>	<u>155,488</u>	<u>7.68%</u>
Total Libraries	<u>868,689</u>	<u>868,689</u>	<u>63,876</u>	<u>804,813</u>	<u>7.35%</u>

APPROPRIATIONS 2009-2010 (Cont.)

PER CENT YEAR

0.08%

	<u>Original Budget</u>	<u>Modified Budget</u>	<u>Expenditures To Date</u>	<u>Unexpended Balance</u>	<u>% Expended</u>
Student Services					
Personal Services	2,966,923	2,966,923	174,059	2,792,864	5.87%
Equipment	0	0	0	0	0.00%
Contractual Expenses	1,901,745	1,901,745	133,600	1,768,145	7.03%
Employee Benefits	<u>945,923</u>	<u>945,923</u>	<u>61,163</u>	<u>884,760</u>	<u>6.47%</u>
Total Student Services	<u>5,814,591</u>	<u>5,814,591</u>	<u>368,822</u>	<u>5,445,769</u>	<u>6.34%</u>
Maintenance and Operation of Plant					
Personal Services	2,216,889	2,216,889	104,236	2,112,653	4.70%
Equipment	11,100	11,100	495	10,605	0.00%
Contractual Expenses	1,662,642	1,662,642	21,373	1,641,269	1.29%
Employee Benefits	<u>748,242</u>	<u>748,242</u>	<u>36,482</u>	<u>711,760</u>	<u>4.88%</u>
Total Maintenance and Operation of Plant	<u>4,638,873</u>	<u>4,638,873</u>	<u>162,586</u>	<u>4,476,287</u>	<u>3.50%</u>
Institutional Support					
Personal Services	1,333,374	1,333,374	94,769	1,238,605	7.11%
Equipment	0	0	0	0	0.00%
Contractual Expenses	395,449	395,449	29,742	365,707	7.52%
Employee Benefits	<u>425,110</u>	<u>425,110</u>	<u>33,169</u>	<u>391,941</u>	<u>7.80%</u>
Total Institutional Support	<u>2,153,933</u>	<u>2,153,933</u>	<u>157,680</u>	<u>1,996,253</u>	<u>7.32%</u>
General Institutional Services					
Personal Services	1,778,236	1,778,236	107,702	1,670,534	6.06%
Equipment	174,500	174,500	2,390	172,110	0.00%
Contractual Expenses	1,138,305	1,138,305	124,546	1,013,759	10.94%
Employee Benefits	<u>566,941</u>	<u>566,941</u>	<u>39,256</u>	<u>527,685</u>	<u>6.92%</u>
Total General Institutional Services	<u>3,657,982</u>	<u>3,657,982</u>	<u>273,894</u>	<u>3,384,088</u>	<u>7.49%</u>
TOTAL APPROPRIATIONS	<u>34,629,180</u>	<u>34,629,180</u>	<u>2,742,183</u>	<u>31,886,997</u>	<u>7.92%</u>

2009-2010 APPROPRIATIONS
SCHEDULE OF EMPLOYEE BENEFITS

PER CENT YEAR 0.08%

	<u>Original Budget</u>	<u>Modified Budget</u>	<u>Expenditures To Date</u>	<u>Unexpended Balance</u>	<u>% Expended</u>
Retirement Incentives	52,000	52,000	30,497	0	0.00%
State Employee's Retirement	510,000	510,000	68,574	441,426	13.45%
State Teacher's Retirement	163,000	163,000	16,168	146,832	9.92%
Optional Retirement Fund	980,000	980,000	85,850	894,150	8.76%
Social Security	1,430,235	1,430,235	105,969	1,324,266	7.41%
Workers Compensation	115,000	115,000	106,755	8,245	92.83%
Misc Employee Benefits	120,000	120,000	9,241	110,759	7.70%
Disability Insurance	13,000	13,000	1,011	11,989	7.78%
Hospital and Medical Insurance	2,550,812	2,550,812	215,753	2,335,059	8.46%
Employee Tuition Benefits	133,000	133,000	70,845	62,155	53.27%
Life Insurance	10,000	10,000	879	9,121	8.79%
Vacation Benefits	60,000	60,000	5,000	55,000	8.33%
Unemployment Insurance	5,000	5,000	0	5,000	0.00%
Total Employee Benefits	<u>6,142,047</u>	<u>6,142,047</u>	<u>716,542</u>	<u>5,404,002</u>	<u>11.67%</u>

**TOMPKINS CORTLAND COMMUNITY COLLEGE
REVENUE 2008-2009
FINANCIAL REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2008**

PER CENT YEAR 0.08%

	<u>Budget Adopted</u>	<u>Modified Budget</u>	<u>Realized To Date</u>	<u>To Be Realized</u>	<u>% Realized</u>
Tuition					
Fall & Spring	\$12,762,608	\$12,762,608	6,255,306	6,507,302	49.01%
Summer	1,201,986	1,201,986	0	1,201,986	0.00%
Nonresident Tuition	1,620,320	1,620,320	879,079	741,241	54.25%
Student Fee Revenue (Tech Fee)	974,800	974,800	501,969	472,831	51.49%
Total Tuition	<u>16,559,714</u>	<u>16,559,714</u>	<u>7,636,354</u>	<u>8,923,360</u>	<u>46.11%</u>
Government Appropriations					
New York State	9,861,551	9,861,551	2,479,281	7,382,270	25.14%
Local Sponsors	4,254,915	4,254,915	0	4,254,915	0.00%
Appropriated Cash Surplus				0	
Charges to Other Counties	<u>3,249,000</u>	<u>3,249,000</u>	<u>0</u>	3,249,000	<u>0.00%</u>
Total Government Appropriations	<u>17,365,466</u>	<u>17,365,466</u>	<u>2,479,281</u>	<u>14,886,185</u>	<u>14.28%</u>
Other Revenues					
Service Fees	149,000	149,000	37,960	111,040	25.48%
Interest Earnings	20,000	20,000	1,408	18,592	7.04%
Rental of Real Property	22,000	22,000	0	22,000	0.00%
Contract Courses	105,000	105,000	10,831	94,169	10.32%
Noncredit Tuition	190,000	190,000	31,969	158,031	16.83%
Grant Offsets	173,000	173,000	538	172,462	0.31%
Unclassified Revenues	<u>45,000</u>	<u>45,000</u>	<u>3,500</u>	<u>41,500</u>	<u>7.78%</u>
Total Other Revenues	<u>704,000</u>	<u>704,000</u>	<u>86,206</u>	<u>617,794</u>	<u>12.25%</u>
TOTAL REVENUES	<u>\$34,629,180</u>	<u>\$34,629,180</u>	<u>\$10,201,841</u>	<u>\$24,427,339</u>	<u>29.46%</u>

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**TOMPKINS CORTLAND COMMUNITY COLLEGE
CURRENT OPERATING FUND - CASH FORECAST
September 2009 To January 2010**

	<u>SEPTEMBER</u>	<u>OCTOBER</u>	<u>NOVEMBER</u>	<u>DECEMBER</u>	<u>JANUARY</u>
<u>CASH BALANCE - BEGINNING OF PERIOD</u>	<u>\$3,877,700</u>	<u>\$5,663,680</u>	<u>\$2,702,961</u>	<u>\$1,317,961</u>	<u>\$1,868,717</u>
<u>RECEIPTS</u>					
Student Accounts Receivable	\$414,228	\$350,000	\$425,000	\$250,000	\$1,500,000
Student Financial Aid	\$5,385,606	\$2,350,000	\$600,000	\$0	\$50,000
Sponsor Payments	\$0	\$0			\$659,511
Chargebacks to Other Counties	\$34,141	\$300,000	\$500,000	\$300,000	\$200,000
State Aid	\$0	\$2,479,281		\$2,460,756	\$0
Repayment of Grant Fund Advances	\$53,678	\$0	\$0	\$10,000	\$10,000
Repayment of Capital Fund Advances	\$300,000	\$0		\$250,000	\$0
Other Receipts	\$176,065	\$100,000	\$250,000	\$120,000	\$120,000
Projected Cash Receipts	<u>\$6,363,718</u>	<u>\$5,579,281</u>	<u>\$1,775,000</u>	<u>\$3,390,756</u>	<u>\$2,539,511</u>
<u>DISBURSEMENTS</u>					
Payments to Students	\$107,749	\$3,800,000	\$450,000	\$130,000	\$130,000
Accounts Payable	\$2,051,771	\$3,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Payroll and Fringe Benefits	\$1,730,452	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000
Grant Fund Advances	\$22,226	\$10,000	\$10,000	\$10,000	\$20,000
Capital Fund Advances	\$665,540	\$30,000	\$0	\$0	\$0
Projected Cash Disbursements	<u>\$4,577,738</u>	<u>\$8,540,000</u>	<u>\$3,160,000</u>	<u>\$2,840,000</u>	<u>\$2,850,000</u>
<u>PROJECTED CASH BALANCE - END OF PERIOD</u>					
MONEY MARKET/ SAVINGS	\$5,613,680	\$2,652,961	\$1,267,961	\$1,818,717	\$1,508,228
CASH IN TIME DEPOSITS	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>
TOTAL CASH IN TIME DEPOSITS	\$5,663,680	\$2,702,961	\$1,317,961	\$1,868,717	\$1,558,228

TOMPKINS CORTLAND COMMUNITY COLLEGE
 CAPITAL FUND SUMMARY
 FINANCIAL REPORT FOR THE PERIOD ENDING SEPT 30, 2009

	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Expenditures To Date</u>	<u>Encumbrances</u>	<u>Total Committed</u>	<u>Uncommitted Budget</u>
<u>CAPITAL CONSTRUCTION 1994-95</u>						
Campus Master Plan	<u>8,689,572</u>	<u>7,439,572</u>	<u>7,439,572</u>	<u>0</u>	<u>7,439,572</u>	<u>0</u>
TOTAL	<u>8,689,572</u>	<u>7,439,572</u>	<u>7,439,572</u>	<u>0</u>	<u>7,439,572</u>	<u>0</u>
<u>CAPITAL CONSTRUCTION 2000-2001</u>						
HVAC System Replacement	<u>5,571,250</u>	<u>7,071,250</u>	<u>7,067,173</u>	<u>1,485</u>	<u>7,068,658</u>	<u>2,592</u>
TOTAL	<u>5,571,250</u>	<u>7,071,250</u>	<u>7,067,173</u>	<u>1,485</u>	<u>7,068,658</u>	<u>2,592</u>
<u>CAPITAL CONSTRUCTION 2002-2007</u>						
Administrative Costs	1,236,384	3,781,122	3,588,204	0	3,588,204	192,918
Site Improvements (Phase 1A)	1,332,100	1,954,616	1,854,054	0	1,854,054	100,562
Athletic Facility Construction (Phase 1B)	15,546,945	15,867,354	15,622,108	0	15,622,108	245,246
Interior Renovations (Phase 2A)	2,411,195	2,559,694	2,525,512	0	2,525,512	34,182
Interior Renovations (Phase 2B)	5,667,505	6,417,812	6,125,033	0	6,125,033	292,779
Interior Renovations (Phase 2C)	2,307,885	2,419,883	2,402,248	0	2,402,248	17,635
Office Renovations	135,395	135,395	128,815	0	128,815	6,580
Field Irrigation	177,000	204,217	203,031	0	203,031	1,186
Furniture Fixtures & Equipment	<u>1,452,803</u>	<u>1,452,803</u>	<u>1,426,401</u>	<u>0</u>	<u>1,426,401</u>	<u>26,402</u>
TOTAL	<u>30,267,212</u>	<u>34,792,896</u>	<u>33,875,406</u>	<u>0</u>	<u>33,875,406</u>	<u>724,572</u>
CLASSROOM PROJECT 2008-2009	<u>2,000,000</u>	<u>2,000,000</u>	<u>1,215,993</u>		<u>1,215,993</u>	<u>784,007</u>

CAPITAL CASH SUMMARY

CASH BALANCE - SEPT 1, 2009

Campus Master Plan Money Market	59,584
Cash in time Deposits	<u>720,174</u>

\$779,758

CASH RECEIPTS

County Payment - Campus Master Plan	0
State Aid	0
Reimburse from interfunds	0
Investment Income - Savings	520
Investment Income - CMP	24
Chargeback Revenue	<u>2,280</u>

\$2,824

DISBURSEMENTS

Athletic Facility	
Savings Reimburse Advance from Operat	700,000
MM Reimburse Advane from Oper	0
HVAC Replacement	0
Campus Master Plan	<u>0</u>
	700,000

CASH BALANCE -SEPT 30, 2009

Campus Master Plan Money Market	(640,392)
Cash in Time Deposits	<u>722,974</u>

\$82,582

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2009-2010-15**

APPOINTMENT OF PERSONNEL

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

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

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

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

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

I, CATHY A. NORTHROP, CLERK of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 3rd day of December 2009, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 3rd day of December 2009.

Clerk of the Board of Trustees
Tompkins Cortland Community College

Appointment of Personnel
November 23, 2009
Presented to the Board of Trustees

Employee	Department	Title/Rank	Grade	Salary	Employment Dates
August 2009					
Ratray, Jamie	Additional student in HLTH 126-AL6	Adjunct	N/A	\$50.00	8/20/09 - 12/21/09
Brenner, Mary	Concurrent Enrollment - Drafting Department	Adjunct	N/A	\$249.60	8/31/09 - 11/06/09
Gammage-Sikora, Gina	Concurrent Enrollment - Foreign Language Dept.	Adjunct	N/A	\$416.00	8/31/09 - 11/06/09
Stremlin, Tatiana	Concurrent Enrollment - Music Department	Adjunct	N/A	\$166.40	8/31/09 - 11/06/09
October 2009					
Rodzai, Ann	Independent Study ESOL 095B	Adjunct	N/A	\$1,080.00	10/21/09 - 12/18/09
Berens, Julia	Dr. Lucille S. Baker Commons	Tutor	N/A	\$1,509.90	10/29/09 - 12/18/09
November 2009					
Carr, Kyle	Communications Cage coverage and tutoring	Adjunct	N/A	\$830.45	11/02/09 - 12/18/09
McGee, Louise	Infection Control workshop	Adjunct	N/A	\$240.00	11/07/09
Lenhardt, Jenna	Global Initiatives - Global Initiatives Coordinator		3	*\$45,507.00	11/09/09
Pask, Margery	FileMaker Pro 8.0 Level II workshop	Adjunct	N/A	\$720.00	11/13/09 - 12/11/09
Toxey, Kar-Leam	Admissions - Associate Director of Admissions		4	*\$52,845.00	11/23/09

*Annual salary to be prorated

TOMPKINS CORTLAND COMMUNITY COLLEGE

Presented to the Board of Trustee

November 23, 2009

Resignations/Retirements/Separations

<u>NAME</u>	<u>EFFECTIVE DATE</u>	<u>REASON</u>
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None

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2009-2010-14**

**APPROVAL OF CLASSIFIED STAFF POSITIONS
PEACE OFFICERS**

WHEREAS, the Human Resources Administrator has reviewed, in concert with the Tompkins County Commissioner of Personnel, a request for the creation of two (2) Campus Peace Officer positions, labor grade J, Competitive class, and

WHEREAS, monies have been allocated in the 2009-2010 operating budget, be it therefore

RESOLVED, that the request for the creation of two (2) Campus Peace Officer positions, labor grade J, Competitive class, be approved.

STATE OF NEW YORK:
SS:
COUNTY OF TOMPKINS:

I, CATHY A. NORTHROP, CLERK of the Board of Trustees of Tompkins Cortland Community College, **DO HEREBY CERTIFY** the foregoing resolution is a true copy of a resolution duly adopted by the Board of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 3rd day of December 2009, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 3rd day of December 2009.

Clerk of the Board of Trustees
Tompkins Cortland Community College

**TOMPKINS CORTLAND COMMUNITY COLLEGE
RESOLUTION 2009-2010-16**

2009 TORO INFIELD GROOMER BID AWARD

WHEREAS, Tompkins Cortland Community College requires the purchase of a Toro Model #3040 Infield Groomer with attachments, and

WHEREAS, it has been determined that Grassland Equipment of Liverpool, New York is the sole source for this equipment, and

WHEREAS, Grassland Equipment of Liverpool, New York provided a quote in the amount of \$14,698.30; be it therefore

RESOLVED, that the Board of Trustees of Tompkins Cortland Community College hereby awards the Infield Groomer Bid to Grassland Equipment Company in an amount not to exceed \$14,698.30.

STATE OF NEW YORK:

SS:

COUNTY OF TOMPKINS:

of Trustees of Tompkins Cortland Community College at a regular meeting of said Board on the 3rd day of December, 2009, and the same is a complete copy of the whole of such resolution.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of Tompkins Cortland Community College to be hereunto affixed this 3rd day of December 2009.

Clerk of the Board of Trustees
Tompkins Cortland Community College

To: Blixey Taetzsch

From: Kevin Caveney

Date: November 12, 2009

Re: Purchase of Infield Groomer

In consultation with Ray Scott, Grounds Supervisor, we are recommending the award of the Toro Infield Groomer, model #3040 with attachments, to Grassland Equipment of Liverpool, New York in the amount of \$14,698.30. Research was completed and it was determined that this particular model of groomer was best suited for the needs of the college in terms of value, reliability, and performance. The quote from Grassland Equipment is based on a GSA (U.S. Government Services Administration) contract. The item is not available on New York State contract. In consultation with the Toro Company, we were advised that Grassland Equipment is the only authorized dealer in our area from which this model of equipment may be purchased.

**Bidding Results Electrical
Office of Multicultural Services**

Electrical Construction	Bid	Shisler Electrical In Project	Award Amt	G.R. Noto Electrical Construction Bid	In Project	Award Amt	Bid	In Project	Award Amt
Base Bid	\$ 4,562.00	1	\$ 4,562.00	\$ 9,600.00	-	\$ -		-	\$ -
Total of low bid			\$ 4,562.00						

Shisler Electrical
408 Second Street
Ithaca, NY 14850

G.R. Noto Electrical Construction, Inc.
Shady Lane Business Park
2 Skyline Drive
Clarks Summit, PA 18411

There were 2 firms that bid on the electrical work.

TC3 College wide Indicators of Goal Achievement

Amended and recommended to president Fall 2008

Goal	Indicators	Anticipated Evidence
<p>Learning To consider learning first in every decision, policy, program, and practice</p>	Students are prepared at program completion with the necessary skills and knowledge to succeed in employment or transfer to baccalaureate programs.	<ul style="list-style-type: none"> • SUNY General Education assessments • Program reviews • Program-related employment rates for students in AAS Degree Programs • Transfer rates • TC3 Academic Program Outcomes assessment reports
	Faculty and staff have the appropriate tools, time, support and training to continually improve their contribution to student success.	<ul style="list-style-type: none"> • Summary of participation in professional development activities, on and off campus • Faculty/staff survey • Percentage of college budget spent on employee support related to classroom learning
	Students, staff, and faculty demonstrate a collective sense of responsibility for standards of academic excellence and integrity.	<ul style="list-style-type: none"> • Students who fall below academic standards: <ul style="list-style-type: none"> 1) Do they stay or go; 2) If they stay, what happens? • TC3 faculty/staff survey • CCSSE²/ Student Opinion Survey
<p>Teaching To continuously improve instruction, foster standards of academic excellence and ethics, and celebrate exemplary teaching</p>	Instruction is available in multiple and innovative modes of delivery.	<ul style="list-style-type: none"> • Percentage of course sections available in nontraditional formats, e.g. online, hybrid, time schedule options, multiple classroom methodologies • Student Opinion Survey/ CCSSE² • TC3 faculty/staff survey
	Faculty are reflective teachers who engage in ongoing assessment (both formal and informal) of student learning and modify their practice accordingly	<ul style="list-style-type: none"> • Provost's summary of faculty annual reports (Information related to reflective practices.) • TC3 program outcomes reports submitted by program chairs each spring

Goal	Indicators	Anticipated Evidence
<p>External Relationships To build and maintain partnerships that support learning, cultivate resources, and respond to community needs.</p>	<p>External relationships create opportunities for learning.</p> <p>External relationships add richness and relevance to curriculum.</p> <p>External relationships create benefits for external partners.</p> <p>External relationships generate financial resources.</p>	<ul style="list-style-type: none"> • Number of students doing internships/coops and number of external organizations served. (Indicators 1, 2, 3) • Number of people taking non-credit courses.(Indicators 1, 3, 4) • Number of students and high schools served in concurrent enrollment. (Indicators 1, 3, 4) • Revenue generated from customized training, concurrent enrollment, and donors (Indicator 4) • Survey data assessing satisfaction and quality with tc3.biz and concurrent enrollment programs. (Indicator 3)
<p>Resources To strengthen organizational capacity and systems that generate and allocate resources necessary for student success.</p>	<p>Resources (people, facilities, equipment) are adequate to meet the needs of students, faculty, and staff. <i>“Do we have enough?”</i></p> <p>Resources are allocated in a collaborative process based on priority needs and consistent with our Mission, Vision, Values and principles of a learning-centered college. <i>“How are we using what we have?”</i></p>	<ul style="list-style-type: none"> • Budget requests versus what is funded. • Space utilization and comparison with other institutions. • Staffing comparison with other institutions: faculty/student ration; staff/student ration, etc. • TC3 faculty/staff survey • IPEDS (or other) comparison data • SUNY annual report
<p>Access To fully realize our mission of access by offering targeted services and resources necessary for people to become engaged in a learning environment</p>	<p>Students have sufficient resources to allow them to actively participate in programs and services.</p>	<ul style="list-style-type: none"> • Annual audit indicates that financial aid processing and disbursement is done in a timely manner. • CCSSE² • Unmet Financial Need
	<p>Quality advisement services are provided to assist students in identifying an educational goal and a plan to attain it.</p>	<ul style="list-style-type: none"> • TC3 faculty/staff survey • CCSSE² • Tracking of educational goals – change and completion • Participation in advisor training programming • Reduction in amount of Title IV refunds
	<p>Members of targeted, identified at-risk populations are enrolling and succeeding in achieving their educational goals.</p>	<ul style="list-style-type: none"> • Percentage of developmental students who successfully complete post-developmental or upper-level courses. • Enrollment, academic standing, retention, graduation , and academic goal attainment of students identified in targeted groups.(e.g. economically and academically disadvantaged students directly from high school, economically and academically disadvantaged adult students. Students with disabilities) • CCSSE

Goal	Indicators	Anticipated Evidence
Climate To inspire a culture of learning based on an environment of mutual respect, collaboration, transparency, and trust	Enrollment, employment, and retention of students, staff, and faculty reflect appropriate diversity and, in any area considered lacking, intentional efforts are made to create an appropriately diverse learning environment.	<ul style="list-style-type: none"> • Annual report of student and staff diversity cohorts • PULSE³ Survey • TC3 faculty/staff survey, Community College Faculty Survey of Student Engagement • Student Opinion Survey
	Internal communication and collaboration are effective and mutually respectful.	<ul style="list-style-type: none"> • TC3 faculty/staff surveys • Report from HR regarding staff exit interviews.
	All within the institution demonstrate a collective sense of responsibility for student success.	<ul style="list-style-type: none"> • TC3 faculty/staff surveys

¹ SUNY Student Opinion Survey is administered every three years, last in Spring 2006.

² The Community College Survey of Student Engagement (CCSSE) is a nationally normed annual survey. Last administered Spring 2007.

³ PULSE Survey is administered every three years, last in Spring 2007.