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**SUNY CORNING COMMUNITY COLLEGE  
REGIONAL BOARD of TRUSTEES MEETING**

**AGENDA**

**DATE:** Thursday, March 7, 2019  
**TIME:** 5:30 p.m. Dinner  
6:15 p.m. Meeting  
**LOCATIONS:** Health Education Center, 132 Denison Parkway East, Room 110, Corning, NY

**5:50 – 6:10 p.m. - Dessert Presentation:** Siemens Energy Retrofit, David Turner, , and Eric Russell, Senior Account Executive

1. Call to Order
2. Approval of the Meeting Minutes of the [January 17, 2019, Meeting](#)
3. Chair's Report
4. President of the College's Report
5. Student Trustee's Report
6. CCC Development Foundation, Inc., Report
7. Approval of Agenda
8. Approval of Consent Agenda  
RESOLUTION #T4572-19 – [Appointments, Promotions, and Separations](#)
9. Regular Agenda  
[CASS Committee](#)  
[EXECUTIVE Committee](#)  
[EXTERNAL AFFAIRS Committee](#)  
[FINANCE AND FACILITIES Committee](#)  
RESOLUTION #T4573-19 – [Operating Reports for October and November 2018](#)  
RESOLUTION #T4574-19 – [Bond Resolution](#)  
[HUMAN RESOURCES Committee](#)  
RESOLUTION #T4575-19 – [SUNY CCC and NYS Law Enforcement Officers Union, Council 82, AFSCME, AFL-CIO Agreement](#)
10. Old Business
11. New Business
12. Executive Session to discuss matters pertaining to the status of the Presidential search, pending litigation, and collective bargaining.
13. Adjournment

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**SUNY CORNING COMMUNITY COLLEGE  
REGIONAL BOARD of TRUSTEES**

**January 17, 2019**

Health Education Center – 110

**MEETING MINUTES**

Trustees: Chair Blowers, Vice-Chair Wightman, G. Baity, T. Blumer, D. Creath, S. Epp, C. Heyward, N. Milliken, N. Parks, A. Winston

Excused: J. Kelley, M. Wayne

Senior Staff: President Douglas, Provost Fisher, VP Winger, Executive Director Eschbach,  
Executive Director May, Executive Director Park, Director Maarit Clay

Support Staff: R. Stanley, J. Toribio

1. CALL TO ORDER. Chair Blowers called the meeting to order at 6:15 p.m.
2. APPROVAL OF MINUTES of the December 4, 2018, meeting (Blumer, Baity; unanimously approved). Motion to approve all actions taken by the Executive Committee during the Special Meeting held on December 4, 2018, (Blumer, Winston; unanimously approved).
3. CHAIR'S REPORT.
  - Chair Blowers provided an update on the status of the presidential search.
  - A special meeting will be held on January 31, 2019, at 1 p.m.
4. PRESIDENT OF THE COLLEGE'S REPORT.
  - FY'20 Budget. The Governor presented his proposal which included no increase for community colleges, but the good news: the capital projects submitted by the College were approved, include the Planetarium, campus safety updates, and critical maintenance projects.
  - CTIE hosted the January retreat with over 50 full and part-time faculty.
  - The search for the VP of Administrative Services and CFO entered the active recruitment stage.
  - In December, Alfred University graduated five students from the College's University Center, a ceremony honoring the graduates will be held in the HEC on January 23.
  - Great Value Colleges ranked CCC's business program as one of the top 75 programs in nation.
  - Spring Visiting Scholar Series speaker, Piper Kerman, will discuss mass incarceration and prison reform on April 9, 2019, in CMoG.
  - Annual State of the College presentations are scheduled: Schuyler County on February 6 at 9 a.m.; Steuben County and Chemung County on February 25 at 10 a.m. and 7 p.m. respectively.
  - President Douglas and Provost Fisher are teaching a course this term; Humanities 2020 Lessons in Leadership in a hybrid format (face-to-face and online).
5. STUDENT TRUSTEE REPORT.
  - Congratulations to the cross country women's team made it to nationals in their first year.
  - New event was recently introduced - Team Yahtzee.
  - The GripM8 team won the NYS Aging Innovation challenge.
  - Good in the Hood event was coordinated by the Community and Public Health students.
  - The President of SAEB resigned; the position was filled by the VP; SAEB is in the process of electing a new VP.
6. CCC DEVELOPMENT FOUNDATION, INC., REPORT. The report will be reviewed in the External Affairs report.
7. APPROVAL OF AGENDA (Creath, Heyward; unanimously approved).
8. APPROVAL OF THE CONSENT AGENDA (Baity, Heyward; unanimously approved).

**RESOLUTION #4555-19 - Patrick Tomassi, Campus Safety Officer (resignation)**

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the resignation of Patrick Tomassi, Campus Safety Officer effective January 15, 2019.

BE IT FURTHER RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College extends its appreciation to Patrick Tomassi for service to the College and conveys best wishes for his future endeavors.

**RESOLUTION #4556-19 - Dr. Sabrina Johnson-Taylor, Assistant Dean of Learning Resources (salary adjustment)**

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies an equity salary adjustment for Dr. Sabrina Johnson-Taylor, Assistant Dean of Learning Resources effective January 5, 2019.

**RESOLUTION #4557-19 - Sandra Congdon, Instructor (resignation)**

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the resignation of Sandra Congdon as Instructor, effective January 17, 2019.

BE IT FURTHER RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College extends its appreciation to Sandra Congdon for her service to the College and wishes her the best of luck in her future endeavors.

**RESOLUTION #4558-19 - Carissa Orcutt, Cleaner (resignation)**

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the resignation of Carissa Orcutt as a Cleaner, effective January 11, 2019.

BE IT FURTHER RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College extends its appreciation to Carissa Orcutt for her service to the College and wishes her the best of luck in her future endeavors.

9. REGULAR AGENDA

COMMITTEE ON ACADEMIC AND STUDENT SERVICES (CASS)

Trustee Blumer reported:

- The Committee discussed and reviewed three academic programs presented by ADI Cole: Mechanical Technology (A.A.S.), Manufacturing Technology (A.A.S.), and Computer Aided Drafting (Certificate).
- Provost Fisher provided an overview of programs/activities/events in Academic Affairs and Student Development and Enrollment Management:
  - 84% first-time pass rate for recent nursing graduates taking the NCLEX, higher than national average and 10% higher than last year's graduates.
  - SUNY CCC is partnering with the Food Bank of the Southern Tier to address food insecurity.

- Provost Fisher provided an overview of winter term enrollment.
- Student Trustee update. Congratulations to Student Trustee Epp and the members of the GripM8 team.

**RESOLUTION #4559-19** - Program Review: Mechanical Technology (A.A.S.), Manufacturing Technology (A.A.S.), and Computer Aided Drafting (Certificate) (Blumer, Creath; unanimously approved)

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby approves the continuation of the Mechanical Technology (A.A.S.), Manufacturing Technology (A.A.S.), and Computer Aided Drafting (Certificate) as program offerings of SUNY Corning Community College.

**RESOLUTION #4560-19** - Sabbatical Leave Recommendation for 2018-2019 (Blumer, Winston; unanimously approved)

BE IT RESOLVED, that the Board of Trustees of SUNY Corning Community College hereby approves the following sabbatical leave for the 2019-2020 Academic Year: Dr. Gregg Caruso (Fall 2019).

**RESOLUTION #4561-19** - Academic Calendar (Blumer, Wightman; unanimously approved)

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby approves the proposed academic calendar contained herein for 2019-2020, with parallel calendars authorized for 2020-2021, and for 2021-2022.

#### EXECUTIVE COMMITTEE

- Presidential Search Update.
  - Vice-Chair Wightman provided an overview of the search to-date. The three finalists will be visiting campus at the end of January.
  - The consultant will facilitate RBOT meeting on 1/31.
  - SUNY CCC will recommend a presidential appointee to the SUNY Board. The recommendation will be considered by the SUNY board. Once ratified on March 20, 2019, SUNY and SUNY CCC will make a joint statement.
- Vice President of Administrative Services and CFO Search Update. The search committee timeline will forward the finalists for consideration in early April. This will enable the incoming president to have input into the selection process.
- PACE Survey. The Results from the PACE climate survey in; the report will be presented during the next RBOT meeting.

#### EXTERNAL AFFAIRS COMMITTEE

- Executive Director May provided an overview of the highlights from the Foundation report:
  - CCCDF reviewed and approved the 2019 budget.
  - The Housing LLC budget approved, including an increase in the marketing budget for Perry Hall.
  - Increase of room rent for spring and summer term room rent, including the Corning Summer Intern program.
- Leadership giving is up significantly.
- The CCCDF Board reviewed the STEAM Innovation Center brochure/communication piece.
- Red Baron golf tournament: Grateful for Corning Enterprise's gift recognizing honorary tournament chairs Paul and Kate Douglas.
- Retirement celebrations: On Campus Friday, May 31, private reception in the Corning Country Club on June 14, 2019.

- Report from Provost Fisher: currently 6 social media campaigns promoting SUNY CCC.
- Executive Director Eschbach shared highlights of the Workforce Education and Academic Pathways report.
  - Four months into the fiscal year and WEAP is almost halfway towards meeting goals for corporate training and open enrollment.
  - Laura Clark started on November 5, replacing Alan Yeck, as director.
  - CAF USA is funding a full-time corporate trainer; an offer was made and accepted.
  - Grants development: the College received a \$1m grant from NYS; Perkins grant final acceptance
- Legislative Affairs:
  - Trustee Winston will be forwarding a link for RBOT members to live stream the budget hearing on January 28, 2019.
  - Four RBOT members will be attending the ACCT legislative summit in February.

## FINANCE AND FACILITIES COMMITTEE

VP Winger reported:

- The Committee reviewed financial reports for October and November. Highlights of the November report:
  - Revenues exceeded expenses by \$4.4m.; expenses were 23% of budgeted expenses.
  - Cash position \$10.4m (representing 130 days of college operations).
  - The Committee reviewed the President's expenses for the Fall semester.
  - Nothing new to report on capital projects.
- President Douglas reported that the College received three new capital approvals in the Governor's budget.
- Preliminary enrollment projections for spring term. The lower enrollment projection as much as 230 FTEs off budget with a higher projection off 200.
- President Douglas commended Provost Fisher and the team on efforts taken to increase enrollment.
- The College is researching and discussing initiatives to extend instruction in prisons.
- Proposing a 14-month associate degree, night and weekend hybrid program to be rolled out in late spring.

### **RESOLUTION #4562-19 - Operating Report (Milliken, Heyward; unanimously approved)**

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby approves the Operating Reports for the periods ending October 31, 2018 and November 30, 2018.

### **RESOLUTION #4563-19 - Good Neighbor Tuition Program (Milliken, Epp; unanimously approved)**

WHEREAS, SUNY Corning Community College desires to attract out-of-state students, and;  
 WHEREAS, resident tuition has risen in recent years as a result of declining state support, and;

WHEREAS, the College currently charges twice the resident rates to non-resident students,

NOW, THEREFORE, BE IT RESOLVED, that the Regional Board of Trustees, hereby approves, effective with the Fall 2019 semester, that the non-resident tuition rate will be equal to the resident tuition rate plus the chargeback rate per student.

### **RESOLUTION #4564-19 - Audit Contract (Milliken, Blumer; unanimously approved)**

WHEREAS, the College has received a proposal from Insero & Co. to extend its contract for audit services through fiscal year 2021, and;

WHEREAS, Insero & Co. is proposing to maintain its basic audit service fee at \$40,000 per year, and;

WHEREAS, the College has been satisfied with the audit services that Insero & Co. has been providing, and;

WHEREAS, with the appointment of a new President and Vice President of Administrative Services, it is important to maintain the continuity and knowledge of the College that Insero & Co. can provide during the transition period,

NOW, THEREFORE, BE IT RESOLVED, that the Regional Board of Trustees, hereby approves a three-year contract with Insero & Co. to provide audit services for the College.

**RESOLUTION #4565-19 - Banner Consulting Funding (Milliken, Creath; unanimously approved)**

RBOT stipulated that an implementation plan would need to be developed and that frequent reports on progress and expenditures would be required expected.

WHEREAS, the Regional Board of Trustees of SUNY Corning Community College has been previously briefed on the serious problems that the College has been experiencing with Banner, its core processor, and;

WHEREAS, the results of a staff survey indicate that the annual cost of wasted time resulting from Banner problems is estimated to be approximately \$500,000, and;

WHEREAS, there is a need to hire consultants to work with College staff to implement the recommendations of the Ellucian consultant report issued in 2016, and;

WHEREAS, the Regional Board of Trustees has established a designated fund for Professional and Technical Currency which totals \$650,000,

NOW, THEREFORE, BE IT RESOLVED, that the Regional Board of Trustees, hereby approves, spending up to \$500,000 of this fund to hire consultants to assist the College in resolving its issues with Banner and to provide staff training.

**HUMAN RESOURCES COMMITTEE**

Trustee Baity provide an overview of the agenda, including the following highlights:

- The Committee reviewed and discussed a proposed presentation of staffing changes in the Human Resources agenda to streamline resolutions. Trustee Baity received feedback and agreed to consider additional suggested revisions.
- The Committee reviewed Diversity and Inclusion activities and events on campus.
- The Committee discussed the status of the diversity climate survey.

**RESOLUTION #4566-19 - Breana Losey, Director of Academic Outreach (new hire) (Baity, Parks; unanimously approved)**

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the appointment of Breana Losey as the Director of Academic Outreach, effective December 10, 2018.

**RESOLUTION #4567-19** - Kiflom Gebremichael, Visiting Instructor of Mechatronics (new hire) (Baity, Parks; unanimously approved)

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the appointment of Kiflom Gebremichael as a Visiting Instructor, effective January 16, 2019 (subject to employment eligibility).

**RESOLUTION #4568-19** - Laura Clark, Director of Workforce Education (new hire) (Baity, Winston; unanimously approved)

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the appointment of Laura Clark, Director of Workforce Education effective November 5, 2018.

**RESOLUTION #4569-19** - Krista Powers, Instructor of Nurse Education (new hire) (Baity, Parks; unanimously approved)

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the appointment of Krista Powers as Instructor of Nurse Education, effective January 16, 2019.

10. OLD BUSINESS. None.

11. NEW BUSINESS. None.

12. EXECUTIVE SESSION. None.

13. ADJOURNMENT. Chair Blowers adjourned the RBOT meeting at 7:43 p.m. (Winston, Heward).

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HUMAN RESOURCES COMMITTEE

RESOLUTION #T4572-19

Appointments, Promotions, and Separations

WHEREAS, Human Resources has affirmed the eligible qualifications of hires, transfers and promotions;  
 WHEREAS, Human Resources has verified the adherence to internal policy and procedures related to hires, transfers and promotions;  
 WHEREAS, Human Resources has reviewed and confirmed the separation of current employees;  
 BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the following employment actions to be taken.

| Employee Name                       | Title                            | Action           | Effective | Background Notes (not included in the formal resolution)                                                                                                                                |
|-------------------------------------|----------------------------------|------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Margaret Hamman                     | Educational Planner              | Termination      | 1/5/19    | After the conclusion of the 1-year leave of absence, Margaret Hamman will not return to employment and therefore the College has terminated her appointment.                            |
| Rianne Collson                      | Cleaner                          | Resignation      | 2/22/19   | Rianne Collson resigns after one year of service. She has accepted another position with the Tompkins County government. A needs assessment will be conducted on the full time vacancy. |
| Donald Earle                        | Chief Waste Water Plant Operator | Resignation      | 1/30/19   | Donald Earle resigns after 13.5 years of service. He plans to retire from the NY State system. A needs assessment will be conducted on the full time vacancy.                           |
| Collin Wright                       | Admissions Recruiter             | Resignation      | 2/8/19    | Collin Wright resigns after 10 months of service. He plans to remain at home with the birth of his new child. A needs assessment will be conducted on the full time vacancy.            |
| Tashana Curtis                      | Registrar                        | Resignation      | 2/8/19    | Tashana Curtis resigns after 1.5 years of service. She has accepted a full time position with another university outside the region.                                                    |
| Justine Maxson                      | Cleaner                          | Leave of Absence | 2/18/19   | As allowed by the CSEA contract, a 1.5 month leave of absence request has been approved for Justine Maxson with an expected return date of 4/1/19.                                      |
| <a href="#">Mary Wolfe*</a>         | Instructor of Nurse Education    | New Hire         | 2/5/19    | This is a 10-month, tenure track, academic appointment at an annual pay rate of \$52,000. This hire was a result of an open search.                                                     |
| <a href="#">Christopher Mulroy*</a> | Corporate Trainer                | New Hire         | 1/30/19   | This is a 12-month standard position, professional pay grade of 204, externally funded at an annual pay rate of \$45,000.                                                               |

*\*Resumes are available in the HR folder as a supplement for the HR Committee agenda*

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**FINANCE AND FACILITIES COMMITTEE**

**RESOLUTION #T4573-19**

Operating Report

BE IT RESOLVED, that the Regional Board of Trustees of SUNY Corning Community College hereby approves the Operating Reports for the periods ending December 31, 2018 and January 31, 2019.

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[Finance and Facilities Agenda](#)

## FINANCE AND FACILITIES COMMITTEE

## RESOLUTION #T4574-19

Bond Resolution Dated February 26, 2019

A RESOLUTION AUTHORIZING THE ISSUANCE OF \$3,525,000 BONDS OF THE REGIONAL BOARD OF TRUSTEES OF CORNING COMMUNITY COLLEGE, STEUBEN, SCHUYLER AND CHEMUNG COUNTIES, NEW YORK, TO PAY THE COST OF the construction of energy efficiency improvements to and reconstruction of various community college facilities FOR SAID COLLEGE

WHEREAS, all conditions precedent to the financing of the capital project hereinafter described, including compliance with the provisions of the State Environmental Quality Review Act ("SEQRA") as a Type II Action, have been performed and it has been determined that said capital project will thus not have any significant adverse effect on the environment; and

WHEREAS, special legislation, being chapter 492 of the Laws of 2010, authorizes the Regional Board of Trustees of Corning Community College, Steuben, Schuyler and Chemung Counties, New York (the "Regional Board of Trustees") to finance capital assets of the Corning Community College and this Regional Board of Trustees has determined to undertake and to finance the construction of energy efficiency improvements to and reconstruction of various Corning Community College facilities, including in each case, original furnishings, equipment, machinery, apparatus, appurtenances and incidental improvements and expenses in connection therewith, at a maximum estimated cost of \$3,525,000, with \$3,525,000 obligations of said Regional Board of Trustees to be issued therefor, which purpose has been approved by the Counties of Steuben, Schuyler and Chemung and the State University of New York in accordance with the requirements of Section 6310(10) of the Education Law; and

WHEREAS, it is now desired to provide for the authorization of such purposes and for the financing thereof;

NOW, THEREFORE, BE IT RESOLVED, by the affirmative vote of not less than two-thirds of the total voting strength of the Regional Board of Trustees of Corning Community College, Steuben, Schuyler and Chemung Counties, New York, as follows:

Section 1. The construction of energy efficiency improvements to and reconstruction of various Corning Community College facilities, including original furnishings, equipment, machinery, apparatus, appurtenances and incidental improvements and expenses in connection therewith, for the Corning Community College, Steuben, Schuyler and Chemung Counties, New York, a class of objects or purposes, is hereby authorized at a maximum estimated cost of \$3,525,000.

Section 2. The plan for the financing of the aforesaid aggregate maximum estimated cost shall be by the issuance of not exceeding \$3,525,000 bonds of said Regional Board of Trustees hereby authorized to be issued therefor, pursuant to the provisions of Section 6304(1)(c) of the Education Law as enacted by Chapter 492 of the Laws of 2010, and the applicable provisions of the Local Finance Law; **PROVIDED, HOWEVER**, that to the extent that any Federal or State grants-in-aid or other monies are received for such class of objects or purposes, the amount of bonds to be issued pursuant to this resolution shall be reduced dollar for dollar.

Section 3. It is hereby determined that the period of probable usefulness of the aforesaid class of objects or purposes specified in Section 1 hereof is twenty-five (25) years, pursuant to subdivision 12(a)(1) of paragraph a of Section 11.00 of the Local Finance Law.

Section 4. The payment of the principal of and interest on such bonds as the same respectively become due and payable shall be paid from any revenues or other monies of the Regional Board of Trustees legally available therefor pursuant to Section 6304(1)(c) of the Education Law. An annual appropriation shall be made in each year sufficient to pay the principal of and interest on such bonds becoming due and payable in such year. Such bonds shall constitute valid and legally binding unsecured obligations of the Regional Board of Trustees.

Section 5. Subject to the provisions of the Local Finance Law, the power to authorize the issuance of and to sell bond anticipation notes in anticipation of the issuance and sale of the bonds herein authorized, including renewals of such notes, is hereby delegated to the Chairman of the Regional Board of Trustees, the chief fiscal officer. Such notes shall be of such terms, form and contents, and shall be sold in such manner, as may be prescribed by said Chairman of the Regional Board of Trustees, consistent with the provisions of the Local Finance Law.

Section 6. The powers and duties of advertising such bonds for sale, conducting the sale and awarding the bonds, are hereby delegated to the Chairman of the Regional Board of Trustees, who shall advertise such bonds for sale, conduct the sale, and award the bonds in such manner as he shall deem best for the interests of said Corning Community College, including, but not limited to, the power to sell said bonds to the Dormitory Authority of the State of New York (the "Dormitory Authority") or the United States Department of Agriculture; provided, however, that in the exercise of these delegated powers, he shall comply fully with the provisions of the Local Finance Law and any order or rule of the State Comptroller applicable to the sale of municipal bonds. The receipt of the Chairman of the Regional Board of Trustees shall be a full acquittance to the purchaser of such bonds, who shall not be obliged to see to the application of the purchase money.

Section 7. All other matters except as provided herein relating to the bonds herein authorized, including sale pursuant to Section 57.00, Section 62.10 or Section 63.00 of the Local Finance Law, the date, denominations, maturities and interest payment dates, within the limitations prescribed herein and the manner of execution of the same, including ability to issue bonds with substantially level or declining annual debt service, shall be determined by the Chairman of the Regional Board of Trustees, the chief fiscal officer. Such bonds shall contain substantially the recital of validity clause provided for in Section 52.00 of the Local Finance Law, and shall otherwise be in such form and contain such recitals, in addition to those required by Section 51.00 of the Local Finance Law, as the Chairman of the Regional Board of Trustees shall determine consistent with the provisions of the Local Finance Law.

Section 8. The Chairman of the Regional Board of Trustees is hereby further authorized, at his sole discretion, to execute agreements with the Dormitory Authority and/or the United States Department of Agriculture, including amendments thereto, and including any instruments (or amendments thereto) in the effectuation thereof, in order to effect the financing or refinancing of the class of objects or purposes described in Section 1 hereof, or a portion thereof, by (i) a bond, and/or note issue of said Regional Board of Trustees in the event of the sale of same to the Dormitory Authority or the United States Department of Agriculture, or (ii) a financing through the auspices of the Dormitory Authority, including authority to enter into a loan agreement, financing agreement, and/or other agreements and ancillary documents with the Dormitory Authority.

Section 9. The validity of such bonds and bond anticipation notes may be contested only if:

- 1) Such obligations are authorized for an object or purpose for which said Regional Board of Trustees is not authorized to expend money, or
- 2) The provisions of law which should be complied with as of the date of publication of this resolution are not substantially complied with, and an action, suit or proceeding contesting such validity is commenced within twenty days after the date of such publication, or
- 3) Such obligations are authorized in violation of the provisions of the Constitution.

Section 10. This resolution shall constitute a statement of official intent for purposes of Treasury Regulations Section 1.150-2. Other than as specified in this resolution, no monies are, or are reasonably expected to be, reserved, allocated on a long-term basis, or otherwise set aside with respect to the permanent funding of the object or purpose described herein.

Section 11. This resolution, which takes effect immediately, shall be published in summary form in the official newspaper(s) of said Regional Board of Trustees for such purpose, together with a notice of the Secretary of the Regional Board of Trustees substantially in the form provided in Section 81.00 of the Local Finance Law.

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**HUMAN RESOURCES COMMITTEE**

**RESOLUTION #T4575-18**

SUNY CCC and NYS Law Enforcement Officers Union, Council 82, AFSCME, AFL-CIO Agreement

BE IT RESOLVED that the Regional Board of Trustees of SUNY Corning Community College hereby ratifies the Agreement between SUNY CCC and Council 82, effective February 7, 2019 – August 30, 2022.

**BACKGROUND NOTES**

With the successful conclusion of the negotiations process, the College and Council 82 have come to a four year agreement.

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Committee on Academic and Student Services**  
**March 7, 2019**  
Health Education Center – 110

**MISSION:**

The Committee on Academic and Student Services shall consider and make recommendations to the Board of Trustees with respect to all aspects of academic and student matters.

**MINUTES**

**DISCUSSION ITEMS:**

1. [Provost Report](#)
2. [Student Trustee Report](#)

**ACTION ITEMS:** None.

**NEXT COMMITTEE MEETING:** April 16, 2019

**Measurable Standards for the CASS Committee are:**

- Review for approval academic programs at least every six years and receive a follow-up on recommendations to ensure viability for continued offering;
- Review status of the Strategic Enrollment Plan addressing student success as demonstrated by recruitment, retention and graduation.
- Review Academic Support/Student Services and Retention/Enrollment Planning programs for effectiveness;
- Review progress of the Academic Plan annually to align strategies and initiatives with the College-wide Strategic Plan;
- Receive from the president recommendations for promotion, tenure, and professional leave for the faculty;
- Monitor progress of the institution's effort to assess student learning to meet accreditation requirements established by the Middle States Commission of Higher Education;
- Review action items forwarded to the President from the Faculty Assembly that require the approval of the Regional Board of Trustees (such as program reviews);
- Receive updates regarding student-guided funding of activities and services.
- On a regular basis, monitor the College's interaction with business, economic and community leaders to ensure college educational opportunities are aligned with regional needs.
- Review status of the Online Education plan addressing infrastructure, quality, enrollment and effectiveness of online courses, programs, and service
- Review efforts by the institution to establish partnerships with transfer institutions to provide seamless experiences for students.
- Review efforts that integrate faculty into recruitment and retention efforts of the institution, where needed.

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Committee on Academic and Student Services**  
**February 26, 2019**  
Health Education Center – 110

**MINUTES**

**Present:** Trustees: Chair Blowers, S. Epp, C. Heyward, N. Milliken, M. Wayne  
Other Trustees in Attendance: G. Baity, D. Creath, N. Parks, N. Wightman, A. Winston  
Guest: Jack Benjamin  
Senior Staff: President Douglas, VP Winger, Provost Fisher, Executive Director Eschbach, Executive Director May, Executive Director Park, Director Clay  
Support Staff: Robert Stanley, Jina Toribio

**Excused:** Trustees: T. Blumer, J. Kelley

In Trustee Blumer's absence, Trustee Heyward called the CASS Committee meeting to order at 6:53 p.m. and noted that there are no action items on the agenda.

- Academic Services. Provost Fisher provided the following highlights from the agenda:
  - Digital Design program update
  - Blackboard Ally
  - SUNY Geneseo is in the process of negotiating with SUNY CCC for a dual admissions program
  - Library database conversion will take place in June
  - Academic Programs.
    - Professional Studies: Business Admin AAS program in ACP is a direct result of Corning, Inc., administrative pipeline needs, focused on working adult; the program will be hybrid online/in-person model.
    - Additional programs are under development: Recovery center planning underway
  - Accessibility service awareness activities will be held in April
  - CTIE is training faculty on applied and online learning
- Student Development and Enrollment Management. Provost Fisher provided the following highlights from the agenda:
  - Athletics update
  - Workgroup is developing onboarding plan for students; developing toolkit of offerings on campus
  - Enrollment events taking place in high schools
  - ACE automated registration processes modeling Monroe CC
  - Women's basketball made it to regionals
  - Men's basketball tied for 3rd in mid-state
- Student Trustee Report. Student Trustee Epp provided the following highlights:
  - Executive Board update: President Krystopher Mosher has assumed duties of the post.
  - Vice President Rose Rulen was recently elected.
  - Events and activities update:
    - Mobile food pantry,



- CCCs got talent event

Trustee Heyward adjourned the CASS Committee meeting at 7:03 p.m.

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**Committee on Academic and Student Services**  
**Report by the Provost**  
**March 7, 2019**

Academic Services

- A new academic program for Digital Design has cleared governance processes and has been transmitted to the Office of the SUNY Provost for circulation to other SUNY institutions for comment. Assuming no objections, the program would be submitted to SUNY and NYSED for its review and approval.
- A Blackboard Ally project is underway for Spring 2019 to train faculty (full-time and adjunct) on the use of the Blackboard plug-in. Ally indicates accessibility gaps and automatically creates multiple accessible methods for the student to use a learning tool within Blackboard.
- Productive conversations have occurred with SUNY Geneseo related to establishing 2+2 agreements in almost all majors at SUNY Geneseo, excluding those in the College of Education. Partnership discussions are also underway with Alfred State and Penn Tech. The Alfred State partnership would “redirect” students not admitted to Alfred State to pathways from SUNY Corning Community College to Alfred State.
- The library database conversion to Alma/Primo is on-track to go live in June. This is a database conversion project to move library systems to a common SUNY-supported system.
- Professional Studies has developed a 16 months AAS-Business Administration program path that will be offered at Airport Corporate Park, beginning May 2019. It will rely upon online courses, except for one three hours per week classroom experience for a hybrid course. The program design is a response from the communicated needs of Corning, Inc.
- The Office of the Provost has requested each academic division to develop and deliver at least one online or alternatively scheduled program of study to be available by Fall 2019. Human Services will be offered as an alternatively organized degree program focused on Elmira, beginning Fall 2019, with a blend of hybrid and online courses. Humanities and Social Sciences and STEM are also configuring options to be available for the 2019-2020 academic year.
- A Career Expo was organized for January 31 at the Elmira Center. Fifteen community partners participated to share job opportunities with the 78 prospective students in attendance.
- The Guided Pathways team has developed a construct to share with faculty and staff to create a community of support for SUNY CCC students and will be providing incentive grants to stimulate unique department/program based student success interventions. The funds come from a grant (led by the Director of Strategic Initiatives) and gift funds to Academic Affairs.
- Using a mini-grant, Professional Studies faculty are leading the implementation of a Recovery Center, including the development of peer support services.
- Accessibility Services is organizing a disability awareness month of activities for April 2019, and will include an organ donor awareness event in that month.
- CTIE has accomplished a faculty training needs survey and that survey has informed the professional development plan for the current semester for the Center for Teaching Innovation and Excellence.

Student Development and Enrollment Management

- The women’s basketball team (coached by Mike Wright) finished 4th in Region III and has qualified to compete in the NJCAA National Championship qualifiers.
- Men’s basketball is currently tied for 3rd in the Mid-State Athletic Conference. SUNY CCC’s team will be competing in the regional tournament of Onondaga Community College. Two individuals qualified in the doubles competition: Cameron Luca and Sam McDonald.
- The NJCAA National Bowling Championship will occur at Erie Community College from February 28, 2019 to March 2, 2019. Coached by Paul

Andrews, the men's and women's teams will be competing.

- Student Services/Athletics are partnering with the Sexual Assault Resource Center to host "Take Back the Night" as a part of Sexual Assault Awareness Month. Tentatively, April 30 is scheduled for "Take Back the Night."
- SUNY CCC's partnership with the Food Bank of the Southern Tier continues with monthly visits for the mobile food pantry and regular stocking support for the food pantries at the Spencer Hill campus and the Elmira Center.
- A communication every two weeks is being generated to high school teachers in Chemung, Steuben, Schuyler, and Tioga Counties to highlight faculty, alumni, programs, and special events. The intent is to influence influencers regarding college choice.
- Workgroups have been organized within Student Development and Enrollment Management to discuss and identify solutions for the following areas: Matriculation/Onboarding; Student Engagement; Financial Support Systems; and a Website Content Audit. Those recommendations will flow to Senior Staff for evaluation and prioritization.
- A follow-up letter welcoming students to SUNY Corning Community College and identifying partnerships and enrollment dates is now being sent by the Office of the Provost, as a follow-up to the initial letter of acceptance.
- Special enrollment events are being organized at high schools in our three service counties throughout April. This should eliminate many of the enrollment barriers (e.g. obtaining a transcript; immunization records). The dates are being coordinated with high school counselors to maximize availability of students based on local schedules.
- TRiO/SSS is in the planning stages for a Summer Bridge Program for matriculating students. The program will be grant-funded.
- Remote Red Baron Enrollments will be organized in April in Northern Tier Pennsylvania counties to leverage the Keystone Residential Scholarship and the Good Neighbor rate.
- Biweekly communications are now occurring to all enrolled students with messaging about important dates, resources, WellConnect, 15 to Finish themes, and other student success focused messages.
- Recruiting staff are accomplishing multiple visits from February through April to all high schools in our service counties as well as high schools in Bradford, Sullivan, Tioga and Potter Counties in northern Pennsylvania.
- ACE continues to explore options to build out the program further and to achieve efficiencies, using Monroe Community College as a model.

**COMMITTEE ON ACADEMIC AND STUDENT SERVICES**

**Report by the Student Trustee**

**March 7, 2019**

- Krystofer Mosher will be serving as President of Student Government for Spring 2019, and Rose Ruland will be serving as the Vice President.
- Student Government supported campus awareness for the mobile food pantry visit.
- SUNY CCC Got Talent was a successful event to highlight campus talented performances.

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# SUNY CORNING COMMUNITY COLLEGE

## Regional Board of Trustees

### Executive Committee

March 7, 2019

Health Education Center – 110

#### **MISSION:**

The Executive Committee shall consist of the officers: Chair, Vice-Chair, Treasurer, of the Board of Trustees; the Chairperson of the Academic and Student Services Committee; the Chairperson of the External Affairs Committee; the Chairperson of the Human Resources Committee; Chairperson of Finance and Facilities Committee; and the immediate past Chairperson.

The Board of Trustees is responsible for establishing all policies regarding the operation of the College. During the interim between Board meetings, the Executive Committee is empowered to act in lieu of the Board. All actions of the Executive Committee are to be ratified by the Full Board at the next regularly scheduled meeting of the Board of Trustees.

The Committee recommends, through the Board, to the appropriate appointing authorities candidates for replacement of Board members as vacancies develop. The Committee will also assist in discussing appointments to the Foundation Board, Alumni (ae) Association Board of Directors. Advisory Committees will be appointed by the Regional Board of Trustees upon the recommendation of the President of the College. The Executive Committee will review Advisory Committee appointments and will recommend action by the Full Board.

In conjunction with the President of the College, the Committee shall monitor general operations as they pertain to the approved strategic plan.

#### **MINUTES**

#### **EXECUTIVE SESSION MINUTES**

#### **DISCUSSION ITEMS:**

1. County Legislatures Annual Presentations
2. VP Administrative Service/CFO search update
3. Higher Education Climate Leader's Summit
4. Regional Community College Councils
5. Interest in RBOT Student Excellence Award
6. Strategic Initiatives
  - a. OER Update
  - b. Prison Education
  - c. [Dashboard](#)

**ACTION ITEM:** None.

**EXECUTIVE SESSION:** Status of Presidential search, pending litigation, employment, and collective bargaining matters.

**NEXT COMMITTEE MEETING:** April 16, 2019

#### **Measurable Standards for the Executive Committee are:**

- Review and maintain Trustee Orientation Program;
- On an annual basis, monitor the progress of the Strategic Budgeting Plan, the Strategic Plan, and Report Card and refer issues to appropriate Regional Board of Trustees Committee;
- Plan and Implement the Annual Board Retreat;
- Coordinate the evaluation of the President's review process;
- Coordinate the annual evaluation process for Board effectiveness at the Annual Retreat;
- On a bi-annual basis, review the existing By-Laws of the Regional Board and recommend appropriate changes;
- On an annual basis, review and approve the composition of all Advisory Boards for academic programs and recommend appointments for replacements as needed;
- At the Annual Retreat, review report of Regional Board of Trustees resolutions;
- Review the Regional Board of Trustees policy manual at least annually;
- Review of Presidential contract in second calendar quarter;
- Monitor the development of the plan for the establishment of campus sites;
- Review President's expenses on semiannual basis;
- Review and discuss Regional Board of Trustees attendance at the annual retreat;
- Ensure that actions are consistent with Strategic Initiatives

- Maintain relationships with county legislators through annual presentations of the State of the College during the first quarter of every calendar year.
- Invest NYS legislative software through NYCCAP.
- Support community college advocacy staff representations in Albany through annual budget cycles.
- Forward legislation information to RBOT members quarterly.
- Support faculty and student participation in SUNY Legislative Days in Albany.
- Nurture Senior Staff interaction with Legislators.
- Annually host elected officials to inform, advocate, and expose them to our campuses.

**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Executive Committee**  
**February 26, 2019**  
Location: Health Education Center – 110

**MINUTES**

Present: Trustees: Chair Blowers, G. Baity, M. Wayne, A. Winston  
Other Trustees in Attendance: Vice-Chair Wightman, D. Creath, S. Epp, C. Heyward, N. Milliken, N. Parks  
Senior Staff: President Douglas, Provost Fisher, VP Winger, Executive Director Eschbach, Executive Director May, Executive Director Park, Director Clay  
Support Staff: Robert Stanley, Jina Toribio

Chair Blowers called the Executive Committee meeting to order at 7:15 p.m.

- Siemens Energy Retrofit Conference presentation. President Douglas shared that the presentation was well received at the national conference.
- Regional Community College Councils. The RCCC is being reconvened. President Douglas will provide an update on the makeup of the College's committee comprised of the President, RBOT member, faculty member, community member, and student representative.
- Consideration for RBOT Student Award. Due to declining enrollment, Chancellor's Awards for Student Excellence allocated by FTEs was reduced from 2 to 1. A request has been made to consider creating an RBOT Student Excellence Award. RBOT discussed and asked President Douglas to develop criteria for review and consideration.
- Strategic Initiatives. Director Clay provided an overview of highlights:
  - OER. Twenty courses are being converted to OER. The College kicked off SUNY OER event that was well attended.
  - Prison Education Initiative. The College is partnering with the Cornell prison education program. The initiative is funded by foundations and private grants supporting expansion of the program into the Elmira Correctional facility. The College is currently working on the MOU.
  - Institutional Dashboard: The Committee reviewed and discussed the condensed version of the institutional dashboard.
- Visiting Scholar Series. President Douglas shared that the upcoming April Visiting Scholar Series Speaker, Piper Kerman, will discuss the topic and impacts of mass incarceration; Professor Caruso will host two lectures on campus leading to the Visiting Scholar presentation at CMOG on April 9, 2019.

Chair Blowers adjourned the Executive Committee at 7:29 p.m.

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# Strategic Plan 17-21 Dashboard

| Opportunity         |                                        |        |         |         |           | Theme 2: Student Retention & Achievement |                                         |        |               |         |           | me                                    |                                                             |        |       |         |                          |     |
|---------------------|----------------------------------------|--------|---------|---------|-----------|------------------------------------------|-----------------------------------------|--------|---------------|---------|-----------|---------------------------------------|-------------------------------------------------------------|--------|-------|---------|--------------------------|-----|
| SP                  | Performance Indicator                  | Status | Y/S     | Measure | 8/21 Goal | SP                                       | Performance Indicator                   | Status | Y/S           | Measure | 8/21 Goal | SP                                    | Performance Indicator                                       | Status | Y/S   | Measure | 8/21 Goal                |     |
| 1.1                 | New Student (F18, 1st day)             |        | FL18    | 700     |           | 2.1                                      | Retention                               |        | F17           | 59.8%   | 62%       | 3.1                                   | HCT Student Participation                                   |        | 17-18 | 790     | 850                      |     |
| 1.2                 | New Academic Programs                  |        | S17-F18 | 3       | 4         | 2.2                                      | Applied Learning Course Sections        |        | 17-18         | 75      | 80        | 3.2                                   | HCT Employee Participation                                  |        | 17-18 | 90      | 50                       |     |
| 1.3                 | ACP (Cr + NC eq. FTE)                  |        | 17-18   | 77.03   | 105       | 2.3                                      | 3-year Graduation                       |        | F14           | 35.7%   | 26%       | 3.3                                   | Employee Diversity                                          |        | 17-18 | 6.5%    | 7.5%                     |     |
|                     | HEC (Cr + NC eq. FTE)                  |        | 17-18   | 165.89  | 175       |                                          |                                         |        |               |         |           |                                       |                                                             |        |       |         |                          |     |
|                     | ELM (Cr + NC eq. FTE)                  |        | 17-18   | 176.76  | 189       |                                          |                                         |        |               |         |           |                                       |                                                             |        |       |         |                          |     |
| & Alumni Engagement |                                        |        |         |         |           | Theme 5: Financial Health                |                                         |        |               |         |           | Theme 6: Environmental Sustainability |                                                             |        |       |         |                          |     |
| 4.1                 | Business & Industry Training (NC Hrs.) |        | 17-18   | 4095    | 5500      | 5.1                                      | Student Default                         |        | 15            | 15.4%   | 19%       | 6.1                                   | Environmental Science A.S., Sustainability Studies A.S. HCT |        | FL18  | 36      | 48                       |     |
| 4.2                 | Alumni Giving                          |        | 17-18   | 336     | 420       | 5.2                                      | Fund Balance /Budget (NIC GASB 68 & 75) |        | Yr. End 17-18 | 20.0%   | 15%       | 6.2                                   | Electricity and gas reduction                               |        |       |         | Post energy retrofit     |     |
| 4.3                 | Positive Brand Association             |        | S18     | 66%     |           |                                          |                                         |        |               |         |           | 6.3                                   | Alternative/ renewable energy                               |        |       |         | SUNY Energy Buying Group | 50% |

Figure 1 Strategic Plan 2017-2021 Dashboard



**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**External Affairs Committee**  
**March 7, 2019**  
Health Education Center – 110

**MISSION:**

The External Affairs Committee shall consider and make recommendations to the Regional Board of Trustees on the College's relationships with: SUNY Corning Community College Development Foundation, Inc.; Alumni Program; County and State Legislative bodies; The NYCCT and the ACCT; Business/Industry and Education Institutions.

**MINUTES**

**DISCUSSION ITEMS:**

1. Review [CCC Development Foundation Report](#)
2. Review [Marketing/Communications Report](#)
3. Review [Workforce Education & Academic Pathways Report](#)
4. Review [Legislative Update](#)

**ACTION ITEM: None.**

**NEXT COMMITTEE MEETING:** April 16, 2019

**Measurable Standards for the External Affairs Committee are:**

- In alignment with strategic and/or department goals provide updates as needed on: fundraising, grants, marketing, public relations, and nurturing community relations;
- Review annually the Resource Development Plan for the Foundation to determine that it meets the funding priorities of the Regional Board of Trustees;  
Review periodic reports from the President regarding college meetings with elected officials from Chemung, Schuyler and Steuben Counties to understand workforce priorities of the 3 counties and to discuss the state of the College;
- As appropriate, review periodic reports from the President on State University of New York (SUNY) priorities and activities; monitor college activities at the regional, state and federal level legislative efforts;
- Track participation and encourage information sharing by trustees who attend NYCCT and ACCT meetings; encourage new trustees begin by attending NYCCT Orientation;
- As appropriate, track activities of the Office of Workforce Development and Academic Pathways, including its interactions with business, economic, and community leaders to confirm alignment with regional workforce needs.

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**External Affairs Committee**  
**February 26, 2019**  
Health Education Center – 110

**MINUTES**

Present: Trustees: Chair Blowers, G. Baity, D. Creath, N. Parks, N. Wightman, A. Winston  
Other Trustees in Attendance: S. Epp, C. Heyward, N. Milliken, M. Wayne  
Guest: Jack Benjamin  
Senior Staff: President Douglas, Provost Fisher, VP Winger, Executive Director Eschbach, Executive Director May, Executive Director Park, Director Clay  
Support Staff: Robert Stanley, Jina Toribio

Trustee Winston called the External Affairs Committee to order at 6:13 p.m. and noted that there are no action items on the agenda.

- CCCDF report. Executive Director May provided the following highlights:
  - Tax Letter. A tax letter was issued to donors of \$250 or more. The mailing included a report identifying giving to College as well as an impact report identifying support by purpose, source, and donor by category.
  - Alumni mailing. The first-quarter appeal letter is focusing on alumni.
  - The 2019 Resource Development Plan includes highlights of annual fundraising, private fundraising event for President Douglas on June 14 at the Corning Country Club.
  - Golf Tournament. CCCDF Board President Benjamin shared that the goal of the tournament is to raise twice as much as last year. The tournament being held on May 20, 2019.9
- Marketing and Communications Report. Provost Fisher provided an overview of the College's marketing efforts, web traffic, and press releases.
  - Presidential search process communications, press notices,
  - Social media campaigns focusing on Instagram and snapchat
  - Focus on Keystone
  - Flex start schedule
  - Promoting for summer term
  - Direct mail and email campaign for non-matriculated students
  - Open House - April 6, 11:30 a.m. SUNY is funding a bus bringing students from NYC
  - Content audit of web to correct any errors
- Workforce Education and Academic Pathways. Executive Director Eschbach provided an overview of the following highlights:
  - Revenue update.
  - Business networking at the Elmira Center, advancing apprenticeships in the region
  - Community Collaborations. Apprenticeship training with BOCES; in support of I-86 Corridor
  - New course development in sexual harassment training.
  - Executive Director Eschbach is the Chair of the Corning Area Chamber of Commerce
  - ACE activities update. ACE reception is being hosted in Atrium Gallery on April 6th prior to the Open House.

- Grants Update. Executive Director Clay provided highlights:
  - Progress of initiatives undertaken in Developmental English courses.
  - Clean energy grant partnered with SUNY Canton, with support from Siemens.
  - Planetarium - Digistar will allow promotion of programs through virtual reality and 360 projections in and on dome.
  - NSF advanced technological education. Three individuals attended an NSF workshop.
- Legislative Update.
  - Legislative Summit. Trustee Winston provided an overview of the topics covered during the 2019 ACCT Legislative Summit. The Joint legislative agenda for 116th Congress; the following key priorities were outlined:
    - Strengthening Pell Grant through
      - Indexation of Inflation
      - Emphasis on short-term Pell, tied to Workforce
      - 2nd Chance Pell, inmate education
    - Streamlining FAFSA form and student loan repayment.
  - Provost Fisher and Trustee Creath met with Congressman Reed and his Education Policy Aide Logan Hoover. Provost Fisher will be following up on TRiO funding.
  - Trustee Heyward provided an overview of Perkins CTE (career and technical education). And a session concerning addressing basic needs: housing and food.
  - Trustee Creath provided an overview of the 2nd Chance Pell session.
- Legislative Advocacy Breakfast. The College hosted a Legislative Advocacy Breakfast where President Douglas presented an ask covered under the fact sheet seeking a stable “floor” funding. This year’s amount as floor and additional \$125 per FTE beyond floor. Senator O’Mara suggested rolling three-year average might be more amenable.
- Trustee Winston congratulated President Douglas on the State of the College presentation to the Chemung County Legislature.
- President Douglas shared that an RBOT gubernatorial candidate from Schuyler county was recently contacted by Albany and is in the final stage for consideration.

Trustee Winston adjourned the External Affairs Committee meeting at 6:51 p.m.

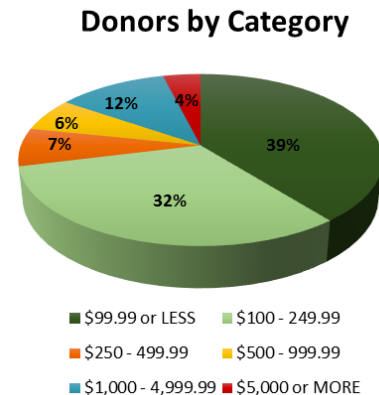
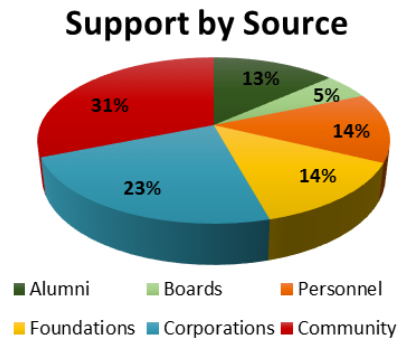
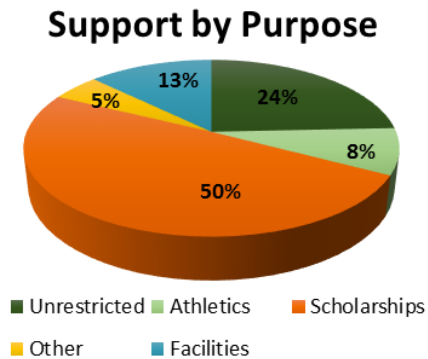
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**External Affairs Committee  
March 7, 2019**

**CCC Development Foundation Report - Executive Director May**

- Hosted the Spring Start Up Reception for CCC employees on January 18 as a means to strengthen relationships with employees and further educate them about the Foundation; approximately 50 guests in attendance.
- 12/31/18 Gift Fund Account Balance Reports were shared with department managers and senior staff members in early February. Collectively, there is a total of \$204,658.13 available in gift fund accounts.
- Will be regularly engaging Division/Department heads in the donor stewardship process by providing them the opportunity to write a personal thank you note when a donor gives a donation that benefits their program.
- The CCCDF will be co-hosting SUNY CCC night with the College’s Workforce Education and Academic Pathways Division at the Elmira Enforcers game on March 8 which will also feature an Alumni social event prior to the game.
- Donor acquisition mailing postcard sent on February 1 to 2,303 nursing Alumni which also included an invitation the Alumni event at the Elmira Enforcers Game.
- The first Baron Bulletin e-newsletter was sent on February 1 to 7,601 recipients.
  - Increasing the distribution rate from 4 to 6 times this year.
  - The second Baron Bulletin is scheduled to be sent in early March.
- Sent a tax letter and impact statement on February 6 to donors at the \$250 and above level which details their giving for 2018.
  - The impact statement shows how much was raised in 2018, where the donations were directed, where the donations came from (alumni, community, etc.), and the number of donors by giving level.

**College Giving by Purpose, Source and Category**



| <b>Support by Purpose</b> |                     |                |
|---------------------------|---------------------|----------------|
| Unrestricted              | \$99,837.73         | 24.30%         |
| Athletics                 | \$34,717.58         | 8.45%          |
| Scholarships              | \$203,544.50        | 49.54%         |
| Other                     | \$20,304.87         | 4.94%          |
| Facilities                | \$52,482.63         | 12.77%         |
| <b>TOTAL:</b>             | <b>\$410,887.31</b> | <b>100.00%</b> |

Figure 2 Giving by Purpose

| <b>Support by Source</b> |                     |                |
|--------------------------|---------------------|----------------|
| Alumni                   | \$55,541.40         | 13.52%         |
| Boards                   | \$21,015.00         | 5.11%          |
| Personnel                | \$55,564.15         | 13.52%         |
| Other Ind                | \$121,489.24        | 29.57%         |
| Foundations              | \$55,757.63         | 13.57%         |
| Corporations             | \$95,194.27         | 23.17%         |
| Other Org                | \$6,325.62          | 1.54%          |
| <b>TOTAL:</b>            | <b>\$410,887.31</b> | <b>100.00%</b> |

| <b>Donors by Category</b> |            |                |                     |
|---------------------------|------------|----------------|---------------------|
| \$5,000 or MORE           | 28         | 3.93%          | \$240,852.63        |
| \$1,000 - 4,999.99        | 82         | 11.50%         | \$92,030.65         |
| \$500 - 999.99            | 45         | 6.31%          | \$20,102.75         |
| \$250 - 499.99            | 51         | 7.15%          | \$11,612.00         |
| \$100 - 249.99            | 227        | 31.84%         | \$29,936.92         |
| \$99.99 or LESS           | 280        | 39.27%         | \$16,352.3          |
| <b>TOTAL:</b>             | <b>713</b> | <b>100.00%</b> | <b>\$410,887.31</b> |

- The first quarter Annual Fund solicitation is scheduled for mid-March.
  - For the Alumni letters, we will be doing an acquisition mailing focused on the theme of Professor Appreciation Week, asking Alumni to make gifts in honor/memory of their favorite faculty or staff person from their time at CCC.
- Involving the CCCDF Board in writing thank you notes to all donors who give \$250 and above.
- Heather Barber is enrolled in the 2019 Leadership Steuben program through the Corning Area Chamber of Commerce.
- Heather Barber received a scholarship from CASE to attend the CASE District II conference in Philadelphia March 24-26.

- The CCCDF hosted a table at the annual Kappa Alpha Psi Sweetheart Ball which raises funds for scholarships that benefit College students on February 16 for staff and friends of the College.
- The CCCDF Board & Resource Development Committee met on February 13.
  - Reviewed 2018 fundraising results, 2019 fundraising expectations, conflict of interest statements, and committee objectives, among other items.
- At the December Foundation Board meeting, the [2019 Resource Development Plan](#) was presented.
- An internal committee has been formed to review the occupancy rates, bad debt, and management process related to Perry Hall students.
- Hosting a private retirement fundraiser event for Dr. Douglas on Friday, June 14 at the Corning Country Club. Proceeds raised from the event will establish an endowed scholarship in her name.
- The Red Barons Classic Golf Tournament Sponsorship Committee held their first meeting on February 8. The Golf Tournament is scheduled for Monday, May 20.
- The online Scholarship Application is open to students with a deadline of April 1.
- Angela May attended a number of community events including: Watkins Glen Chamber ‘Under the Stars’ Gala, Legislative Round Table, Guthrie Gala, Arnot Art Museum Hearts Desire, Kappa Alpha Psi Sweetheart Ball, the Chemung Chamber Economic Forum and the Corning Area Chamber of Commerce Non-Profit Roundtable.
- Angela May will attend the Association of Fundraising Professional’s Icon Conference in San Antonio March 31-April 2.

# Corning Community College Development Foundation

## 2019 Resource Development Plan

### **Executive Summary:**

Looking over the past 3 years our annual giving has increased. Our fundraising goal for 2018 was to secure \$285,000 in cash, new gifts, and pledges, however without a major campaign happening in 2018 we expect to remain flat rather than see another year of growth. We do have two outstanding estate gifts that might close in 2018, which could help us close the year meeting the extended goal of \$552,000. However these gifts cannot be counted on as they move at their own pace.

The biggest challenges of 2018 were:

- A year of transition which has effected:
  - communications in a timely manner
  - stewardship/engagement

Looking forward to 2019 the good news is we have dedicated staff for both Annual Fund and Alumni Relations which will allow for stronger and timelier solicitations and communications. It will also allow for more relationship building.

Challenges expect in 2019:

- 2 new fundraising mini-campaigns
  - Planetarium
  - Katherine P. Douglas Scholarship and Gala Event

Although opportunities to raise funds and develop a larger donor pool these mini-campaigns present a challenge for the Annual Fund. In time with healthy donor relations, giving to multiple efforts becomes understood. Unfortunately that hasn't happened in years past.

## **ANNUAL FUND**

The Annual Fund consist of gifts to: unrestricted, Presidential Scholars and General Scholarship. In 2017 we raised \$120,000 towards our goal of \$140,000. For 2018 our goal was \$160,000 and have raised \$99,236 to date. The goal does not reflect contributions for restricted purposes.

We will reach this goal by securing gifts from individuals at the following levels:

| <b>ANNUAL FUND</b> |                                 |                             |                       |                                   |                         |                             |                        |                          |
|--------------------|---------------------------------|-----------------------------|-----------------------|-----------------------------------|-------------------------|-----------------------------|------------------------|--------------------------|
| Gift Level         | FY17 # of Donors as of 12/31/17 | FY17 Dollars as of 12/31/17 | FY18 # of Donors GOAL | FY 18 # of Donors as of 12/012/18 | FY18 Dollars Total GOAL | FY18 Dollars as of 12/12/18 | FY 19 # of Donors GOAL | FY 19 Dollars Total GOAL |
| Champion \$5,000+  | 4                               | \$22,814                    | 6                     | 4                                 | \$55,000                | \$27,134                    |                        |                          |
| Advocate \$1,000+  | 33                              | \$45,260                    | 35                    | 23                                | \$47,000                | \$34,603.65                 |                        |                          |
| Motivator \$500+   | 37                              | \$20,864                    | 33                    | 20                                | \$18,500                | \$10,785                    |                        |                          |
| Believer \$250+    | 36                              | \$4,815                     | 42                    | 26                                | \$12,000                | \$7,522                     |                        |                          |
| Dreamer \$1.00+    | 360                             | \$26,773.35                 | 434                   | 287                               | \$31,500                | \$20366.22                  |                        |                          |
| <b>Total</b>       | <b>470</b>                      | <b>\$120,526</b>            | <b>550</b>            | <b>350</b>                        | <b>\$164,000</b>        | <b>\$99,235.87</b>          |                        |                          |

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### **Giving from CCC Leadership**

Attain 100% participation from CCC Leadership (RBOT, CCCDF, Senior Staff) as noted below



|                                    | 2016<br>Participation<br>Rate | 2016<br>Dollars<br>Raised | 2017<br>Participation<br>Rate | 2017<br>Dollars<br>Raised | 2018<br>Participation<br>Rate | 2018<br>Dollars<br>Raised |
|------------------------------------|-------------------------------|---------------------------|-------------------------------|---------------------------|-------------------------------|---------------------------|
| Regional Board<br>of Trustees      | 77%                           | \$10,500                  | 100%                          | \$13,389                  | 91%                           | \$22,630                  |
| Development<br>Foundation<br>Board | 90%                           | \$9,050                   | 100%                          | \$14,582.80               | 79%                           | \$12,820                  |
| CCC Senior Staff                   | 88%                           | \$5,230                   | 100%                          | \$5,740                   | 88%                           | \$8,100                   |
| <b>TOTAL</b>                       |                               | <b>\$24,780</b>           |                               | <b>\$33,711.80</b>        |                               | <b>\$43,550</b>           |

This will be achieved by:

- Ask the RBOT, CCCDF Chairs and President to personally connect with each respective member to secure support for the Annual Fund.
- Providing a status report at each RBOT and CCCDF board meeting.
- Staff to conduct third and fourth quarter follow up to members who haven't yet participated.

### Reporting

Progress toward the Annual Fund and the 2019 Goals will be reported to the Board at meetings.

## **OTHER GIVING**

Other giving consists of gifts to other restricted funds and special events

| FY13<br>FINAL | FY 14<br>FINAL | FY 15<br>FINAL | FY 16<br>FINAL | FY 17<br>FINAL | FY18<br>(Extended)<br>GOAL | FY18<br>FINAL | FY19<br>GOAL |
|---------------|----------------|----------------|----------------|----------------|----------------------------|---------------|--------------|
| \$248,647     | \$140,140      | \$229,636      | \$202,385      | \$557,000      | \$392,000                  | \$238,790     | \$105,000    |

Other Giving:

|                               | FY 18 Goal        | FY18 Final           | FY19 Goal         |
|-------------------------------|-------------------|----------------------|-------------------|
| Other Restricted Named Giving | \$ 342,000        | \$ 200,217.62        | \$ 50,000         |
| Events                        | \$ 50,000         | \$ 38,572.00         | \$ 55,000         |
| <b>GRAND TOTAL</b>            | <b>\$ 392,000</b> | <b>\$ 238,789.62</b> | <b>\$ 105,000</b> |

\*2018 Other Restricted giving includes a \$70,000 estate gift

| <b>Breakdown of 2018 Other Giving</b>             |              |
|---------------------------------------------------|--------------|
| Academic Divisions                                | \$9,381.00   |
| Athletics                                         | \$32,678.00  |
| Endowment - Restricted                            | \$114,411.00 |
| Library                                           | \$169.00     |
| Other Restricted                                  | \$315.87     |
| Public Service & Extension                        | \$250.00     |
| Emergency Book Fund &<br>Non Endowed Scholarships | \$23,531.30  |

- Build infrastructure to support a fundraising program
  - Utilize the Prospect Management System and Develop Strategies for top prospect donors
  - Continuous improvement of data management; data integrity
  - Raiser's Edge Training for staff

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## COMMUNICATION

**Website:** In conjunction with the Office of Communications, update the website to promote, communicate, and publicize the Foundation's fundraising initiatives. The focus will also be on how the College's vision, mission, and value relates to the current and future fundraising initiatives.

The website will also be used as a way to acknowledge and publicly recognize, and thank donors for their past gifts, as well as engage alumni, donors and prospects.

Calendar:

|            |                                                                                                     |             |                                                                                |
|------------|-----------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------|
| <b>Jan</b> | <b>Update Website</b> – Foundation Pages<br><b>1st Baron Bulletin</b>                               | <b>Jul</b>  | <b>Website</b> – Feature Stories                                               |
| <b>Feb</b> | Nominations: Alumni, Athletic Awards<br>Regular updates to <b>Social Media</b>                      | <b>Aug</b>  | <b>4th Baron Bulletin</b><br>Regular updates to <b>Social Media</b>            |
| <b>Mar</b> | Q1 AF Mailing/Solicitation<br><b>2nd Baron Bulletin</b>                                             | <b>Sept</b> | Q3 <b>AF Mailing/Solicitation</b><br>Mail/email <b>Reflections</b> invitations |
| <b>Apr</b> | <b>Nominations Due</b><br><b>Parents of Presidential Scholars</b> appeal                            | <b>Oct</b>  | <b>5th Baron Bulletin</b><br><b>Scholarship</b> Receptions                     |
| <b>May</b> | Red Barons <b>Golf Tournament</b><br><b>3rd Baron Bulletin</b><br>Q2 <b>AF Mailing/Solicitation</b> | <b>Nov</b>  | Q4 AF Mailing/Solicitation<br><b>Reflections</b> event                         |
| <b>Jun</b> | Douglas Retirement <b>Gala</b> CMOG<br><b>Congratulate</b> new graduates                            | <b>Dec</b>  | <b>6th Baron Bulletin</b><br><b>EOY</b> electronic appeal                      |

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## **Marketing/Communications**

Submitted by Dr. L. Dean Fisher

### Marketing and Communications

- Marketing and Communications supported the presidential search process through releases of press notices, and target emails to internal and external constituencies.
- Social media campaigns (primarily Instagram and Snapchat) promoting the Keystone Residential Scholarship focusing on major metropolitan areas and the Northern Tier of Pennsylvania. Promotion of the Keystone Residential Scholarship and the Good Neighbor tuition rates also continue with email campaigns, direct mail, and press notices.
- Traffic from Pennsylvania to the College website has increased by 35.2% for the period beginning from September 2018 to present.
- Direct mail, social media and email campaigns have been accomplished to promote FlexStart class opportunities.
- Promotional outreach is occurring through social media to Syracuse and Rochester areas to promote SUNY CCC's online program opportunities.
- A sustained email and direct mail campaign is underway to "went nowhere or went elsewhere" lists to promote FlexStart, summer, or 2019-2020 enrollment opportunities.
- Direct mail and social media campaigns are commencing to promote the April 6 Open House, with planning also underway to separately promote awareness events at Airport Corporate Park and the Elmira Workforce Center.
- Press releases have been released to promote/communicate regarding "Good in the Hood," the Keystone Residential Scholarship, the CFA \$1 million dollar grant to improve academic spaces, a 2+2 with SUNY Oswego in music, activities related to Black History month, the Good Neighbor tuition rate, and SUNY CCC's online business program being named a Best Value.
- An internal content audit has been initiated for all webpages within the corning-cc.edu domain to assure overall content accuracy.

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## Workforce

Submitted by Jeanne Eschbach  
March 7, 2019

○ x

### **Revenue Report (August 20-February 6):**

- Corporate Training: \$54,765/\$75,000 (73% of goal)
- Open Enrollment: \$129,547/\$250,000 (52% of goal)
- Online Partner Courses: \$3,428/\$5,000 (69% of goal)

### **Corporate Contacts:**

- Business Networking:
  - Apprenticeship Meeting
    - Industry Partners: Bucher Emhart Glass, Cameron Manufacturing, Cargill, Corelle Brands, FM Howell, Gunlocke (by phone), Hardinge, Meier Industries (SEPAC), Mercury Corporation, Siemens Dresser Rand, Southern Tier Custom Fabricating
    - Community Partners: CSS Workforce NY, GST BOCES, MACNY, NYS DOL Apprenticeship Office, Workforce Development Institute
  - Tour of SEPAC/John Meier
  - Business After Hours at Centerway Execucenter and Rockwell Museum
  - NAACP MLK Breakfast
  - Chemung Chamber Annual Meeting
  - Watkins Glen Chamber Gala
- Corporate Contracts
  - Care Compass Network
  - Hilliard
  - X-Gen
  - CAF USA (in development for 2019)
  - First Heritage (in development)

### **Workforce Education Highlights:**

- New course development in Sexual Harassment Training for both employees & supervisors to meet NYS law.
- Hired Christopher Mulroy for CAF USA Corporate Trainer position
- Jeanne Eschbach attended the Workforce Development Institute (scholarship from Community College of Appalachia)

## **Academic Pathway Highlights:**

- **Community Involvement**
  - Jeanne Eschbach inducted as Chairperson of the Board for Corning Area Chamber of Commerce
  - Student Activities
    - Welcome back coffee/donuts
    - Human Services/Criminal Justice Job Expo sponsored by Professional Studies
    - Black History Month event sponsored by Diversity Center
    - ESPRI dinner event
- **ACE Activities**
  - 878 letters were sent to ACE seniors; 788 were new “admits”, 90 had previously applied and been admitted; 300 of the letters contained 432 personalized educational plans
  - An ACE reception has been scheduled prior to Open House on April 6<sup>th</sup>.
- **Elmira After School Grant**
  - A total of 49 students, taking 183 credits (6.1 FTEs) students registered for 6 courses: First Year Experience, Peer Recovery Coaching, Perspectives of Drugs, Introduction to Helping Skills, Methods & Materials for Early Childhood Education and Principles of Business. Four of these courses are taught by full-time SUNY CCC faculty.

## **Grants (Strategic Initiatives):**

- **Received:**
  - Developmental English Co-Requisite Learning Comm.      \$ 20,000 1/31/19
- **Completed:**
  - SUNY Clean Energy Workforce Development Grant      \$667,138 12/21/18  
w/SUNY Canton & Siemens
- **In Development:**
  - Planetarium:
    - SUNY Innovative Instruction Technology Grants      \$ 60,000 March 3
    - Sloan Foundation, Science of Learning      \$125,000
  - NSF-Advanced Technological Education \$300,00 October 3

## **Legislative Relations**

Submitted by Dr. Katherine P. Douglas

- ACCT Legislative Summit Conference Update
- Legislative Advocacy Breakfast
- SUNY Advocacy Fact Sheet

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Finance and Facilities Committee**  
**March 7, 2019**  
Health Education Center – 110

**MISSION:**

The Committee on Finance and Facilities shall consider and make recommendations to the Board of Trustees with respect to all aspects of fiscal affairs. The Committee shall consider and make recommendations to the Board of Trustees on all matters pertaining to the real property and equipment of the College.

**MINUTES**

**DISCUSSION ITEMS:**

1. [Operating Reports for December 2018 and January 2019/Expense Highlights](#)
2. [Open Capital Projects](#)
3. [Banner Improvement Project](#)
4. [Siemens Project Financing Update](#)
5. [Census Enrollment and Budget Implications](#)

**ACTION ITEMS:**

1. [Operating Reports for December 2018 and January 2019](#)
2. [Bond Resolution](#)

**NEXT COMMITTEE MEETING:** April 16, 2019

**Measurable Standards** for the Committee on Finance and Facilities are:

- Review the proposed Budget and recommend action;
- Review the Operating Budget Report at every meeting and recommend action;
- Review capital expenditures and active construction projects at every meeting;
- Review the progress on the College's Facilities Master Plan:
  - Develop a five-year Facilities Master Plan, effective for 2015-2020;
  - Review space allocation at all campus facilities and ensure it is being utilized in the most strategic manner;
  - Review the transportation needs of resident and commuter students to and from campus.
- Review each capital project proposal in relation to the overall Facilities Master Plan;
- Review the College's Three-year Fiscal Operating Plan and recommend action;
- Annually review the audited financial statements of the CCC Development Foundation;
- Review the Technology Plan of the College and monitor annually, including financing and technology policies;
- Ensure that actions are consistent with the Strategic Plan.

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Finance and Facilities Committee**  
**February 26, 2019**  
Health Education Center – 110

**MINUTES**

**Present:** Trustees: Chair Blowers, S. Epp, C. Heyward, N. Milliken, M. Wayne  
Other Trustees in Attendance: G. Baity, D. Creath, N. Parks, A. Winston  
Senior Staff: President Douglas, Provost Fisher, VP Winger, Executive Director Eschbach, Executive Director May, Executive Director Park, Director Clay  
Support Staff: Robert Stanley, Jina Toribio

**Excused:** T. Blumer, J. Kelley

Trustee Wayne called the Finance and Facilities meeting to order at 5:45 p.m. and noted that there are two action items on the agenda, one of which, the Bond Resolution, required to implement the Siemens Energy Retrofit, will be ratified during this meeting.

- The Committee reviewed and discussed the January Operating report.
- The Committee reviewed January revenue and expense highlights, noting that personnel expenses are down \$121,009 from Jan. 2019 compared to Jan. 2018.
- Trustee Wayne asked Executive Director Park to begin working on insurance pricing sooner in the budget cycle process.
- Senior Staff is focusing on spending cuts to cover a larger than anticipated budget shortfall due to decrease in enrollment; census enrollment is approximately 100 FTEs less than budgeted, for an approximate \$800k budget deficit.
- The Committee reviewed the Unrestricted fund.
- The Committee reviewed the Restricted fund.
- The Committee reviewed the Student Activities fund, noting no significant activity.
- Banner Update. VP Winger provided the following update:
  - VP Winger is the Banner Project Manager and will provide an update at each Committee meeting. Banner Users Group (BUG Committee) will set priorities and monitor progress. The College has hired a consultant that has begun to work in the Student Accounts Office. A consultant for the Registrar's office will begin in March. The College has also engaged the services of an Argos report writer.
  - Enrollment Projections for the Year. The College is anticipating a 100 FTE shortfall, representing approximately \$800k in lost revenues. Senior Staff is taking steps to mitigate the shortfall: review of vacant positions, etc.
  - Bond Resolution Action Item. The Siemens Energy Retrofit is subject to financing. The contract with Siemens is considered a performance contract. Funds spent on the contract will be recouped over a 20-year period through energy savings, estimated \$3,525,000.

RESOLUTION #4574-19 -- Bond Resolution (Motion by Wayne, Seconded by Winston; unanimously approved)

- Blowers, Yes
- Wightman, Yes
- Wayne, Yes
- Baity, Yes

- Creath, Yes
- Epp, Yes
- Heyward, Yes
- Milliken, Yes
- Parks, Yes
- Winston, Yes

The Committee unanimously ratified the Bond resolution.

- The Committee agreed to forward the Operating Report to the full Board for consideration and approval at the March 7, 2019, meeting.
- VP of Administrative Services/CFO Search Update. The deadline for submission of applications is March 1, 2019; as of the date of this meeting, 22 applications have been received.

Trustee Wayne adjourned the Finance and Facilities meeting at 6:11 p.m.

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**SUNY Corning Community College**  
**Operating Reports**  
**December 2018 and January 2019**

# SUNY Corning Community College

## Operating Report Comments

### December 2018 - Cash

The total cash position of all college funds at month end amounted to \$10,548,876. All funds not immediately needed are in interest bearing accounts.

The current cash position of \$10,548,876 represents 132 days of College operations.

### Unrestricted Fund Operations – December 2018

- Operating revenues of \$17,611,559 represents 60% of budgeted revenues.
- Operating expenses of \$8,934,500 represents 31% of budgeted expenses.

Net Operations reflects an **excess** of expenditures to revenues of \$8,677,059.

December 2018

Unrestricted Funds

Revenue Sources - Unrestricted Fund

Dec-18

|                          | Dec-18              | Budget              | % of Budget   | Year End<br>FY18    |
|--------------------------|---------------------|---------------------|---------------|---------------------|
| Student Tuition and Fees | \$11,911,751        | \$13,582,467        | 87.70%        | \$13,284,808        |
| Sponsor Counties         | \$2,887,833         | \$6,810,739         | 42.40%        | \$6,070,069         |
| Other Counties           | -\$220,976          | \$592,237           | -37.31%       | \$855,838           |
| State Aid                | \$2,671,698         | \$7,123,576         | 37.51%        | \$7,211,059         |
| Other Revenues           | \$361,253           | \$891,308           | 40.53%        | \$764,339           |
| Federal Aid              | \$0                 | \$0                 | 0.00%         | \$33,366            |
| Transfer In              | \$0                 | \$0                 | 0.00%         | \$265,426           |
| Applied Fund Balance     | \$0                 | \$161,938           | 0.00%         | \$0                 |
| <b>Total Revenues</b>    | <b>\$17,611,559</b> | <b>\$29,162,265</b> | <b>60.39%</b> | <b>\$28,484,905</b> |

Expenses - Unrestricted Fund

Dec-18

|                              | Dec-18             | Budget              | % of Budget   | Year End<br>FY18    |
|------------------------------|--------------------|---------------------|---------------|---------------------|
| Personnel Services           | \$5,048,444        | \$16,085,646        | 31.38%        | \$15,272,776        |
| Purchase Services            | \$585,805          | \$2,042,190         | 28.69%        | \$2,515,284         |
| Equipment                    | \$20,025           | \$351,169           | 5.70%         | \$159,854           |
| Materials and Supplies       | \$327,333          | \$853,566           | 38.35%        | \$831,022           |
| <b>Other Expenditures **</b> | <b>\$727,537</b>   | \$2,715,056         | 26.80%        | <b>\$2,671,648</b>  |
| General Institutional        | \$262,775          | \$712,235           | 36.89%        | \$1,435,014         |
| Employee Benefits            | \$1,962,581        | \$6,402,403         | 30.65%        | \$6,074,843         |
| Transfer Out                 | \$0                | \$0                 | 0.00%         | \$0                 |
| <b>Total Expenses</b>        | <b>\$8,934,500</b> | <b>\$29,162,265</b> | <b>30.64%</b> | <b>\$28,960,440</b> |

| **Other Expenditures  | Dec-18   | Budget    | Year End<br>FY18 |
|-----------------------|----------|-----------|------------------|
| Conference and Travel | \$63,630 | \$225,041 | 174,752          |

| **Other Expenditures          | Dec-18    | Budget      | Year End<br>FY18 |
|-------------------------------|-----------|-------------|------------------|
| Trustee Meetings              | \$1,335   | \$7,500     | 7,884            |
| College Governance            | \$0       | \$1,920     | 650              |
| Other Travel                  | \$1,879   | \$8,440     | 13,125           |
| Professional Development      | \$0       | \$672       | 190              |
| Vehicles                      | \$45,192  | \$70,060    | 51,524           |
| Communications                | \$0       | \$0         | 0                |
| Voice and Data Communication  | \$23,155  | \$101,104   | 93,159           |
| Speakers                      | \$375     | \$0         | 0                |
| Stipends                      | \$0       | \$0         | 0                |
| Special Projects              | \$29,230  | \$174,858   | 141,600          |
| Special Programs              | \$1,706   | \$26,540    | 7,247            |
| Special Events                | \$600     | \$36,850    | 2,519            |
| Food                          | \$14,138  | \$37,926    | 65,050           |
| Food Vendor Purchases         | \$0       | \$5,000     | 10,727           |
| Cash Short/Over               | \$0       | \$6,200     | 1                |
| Misc. Student Expenditures    | \$0       | \$0         | 0                |
| Misc. Expenditures            | \$2,838   | \$33,700    | 38,200           |
| Utilities                     | \$127,852 | \$480,000   | 465,853          |
| Maintenance                   | \$46,472  | \$109,625   | 203,910          |
| Repairs                       | \$16,901  | \$215,317   | 147,742          |
| Maintenance Contracts         | \$124,679 | \$417,091   | 514,568          |
| Software Maintenance Contract | \$86,197  | \$420,387   | 450,252          |
| Rentals                       | \$141,358 | \$336,825   | 282,696          |
| Total                         | \$727,537 | \$2,715,056 | 2,671,648        |

### **Restricted Funds**

Revenue Sources - Restricted  
Fund  
Dec 18

|  | Dec-18 | Budget | % of<br>Budget | Year End<br>FY18 |
|--|--------|--------|----------------|------------------|
|--|--------|--------|----------------|------------------|

## Revenue Sources - Restricted

### Fund

|                       |                    |                  |         |                    |
|-----------------------|--------------------|------------------|---------|--------------------|
| State Aid             | \$193,541          | \$516,733        | 37.45%  | \$529,744          |
| Other Revenues        | \$3,096,237        | \$0              | -       | \$8,112,425        |
| Transfers In          | \$0                | \$0              | -       | -\$839             |
| <b>Total Revenues</b> | <b>\$3,289,778</b> | <b>\$516,733</b> | 636.65% | <b>\$8,641,329</b> |

## Expenses - Restricted Fund

### Dec 18

|                              | Dec-18             | Budget           | % of Budget | Year End FY18      |
|------------------------------|--------------------|------------------|-------------|--------------------|
| Personnel Services           | \$151,485          | \$0              | -           | \$390,996          |
| Purchase Services            | \$1,650            | \$0              | -           | \$33,570           |
| Equipment                    | \$0                | \$28,341         | 0.00%       | \$58,166           |
| Materials and Supplies       | \$12,613           | \$26,362         | 47.85%      | \$28,060           |
| <b>Other Expenditures **</b> | <b>\$3,696,539</b> | \$69,258         | 5337.35%    | \$8,002,989        |
| General Institutional        | \$0                | \$30,468         | 0.00%       | \$32,266           |
| Employee Benefits            | \$33,860           | \$95,921         | 35.30%      | \$84,543           |
| Transfer Out                 | \$0                | \$0              | -           | \$18,447           |
| <b>Total Expenses</b>        | <b>\$3,896,147</b> | <b>\$250,350</b> | 1556.28%    | <b>\$8,649,037</b> |

| **Other Expenditures          | Dec-18             | Budget   | Year End<br>FY18 |
|-------------------------------|--------------------|----------|------------------|
| Conference and Travel         | \$13,442           | \$10,619 | \$16,218         |
| Voice and Data Communication  | \$0                | \$0      | \$0              |
| Special Projects              | \$0                | \$0      | \$0              |
| Food                          | \$710              | \$500    | \$334            |
| Miscellaneous Expenditures    | \$188              | \$52,549 | \$147            |
| Utilities                     | \$0                | \$0      | \$0              |
| Software Maintenance Contract | \$0                | \$1,590  | \$4,090          |
| Financial Aid Payments        | \$3,654,699        | \$4,000  | \$7,922,029      |
| Part Time Tap Payments        | \$27,500           | \$0      | \$60,172         |
| <b>Total</b>                  | <b>\$3,696,539</b> | \$69,258 | \$8,002,989      |



**Student Activities**

**Revenue Sources - Student Activities**

Dec-18

|                       | Dec-18           | Budget             | % of Budget | Year End<br>FY18   |
|-----------------------|------------------|--------------------|-------------|--------------------|
| Student Fee Revenue   | \$574,090        | \$659,043          | 87.11%      | \$621,637          |
| Other Revenues        | \$204,161        | \$615,593          | 33.16%      | \$1,434,585        |
| Transfers In          | \$0              | \$0                | -           | \$0                |
| Applied Fund Balance  | \$0              | \$0                | -           | \$0                |
| <b>Total Revenues</b> | <b>\$778,250</b> | <b>\$1,274,636</b> | 61.06%      | <b>\$2,056,222</b> |

**Expenses - Student Activities**

Dec-18

|                              | Dec-18           | Budget             | % of Budget | Year End<br>FY18   |
|------------------------------|------------------|--------------------|-------------|--------------------|
| Personnel Services           | \$154,256        | \$528,292          | 29.20%      | \$508,317          |
| Purchase Services            | \$0              | \$500              | 0.00%       | \$400              |
| Equipment                    | \$19,876         | \$30,750           | 64.64%      | \$53,732           |
| Materials and Supplies       | \$13,702         | \$52,291           | 26.20%      | \$92,017           |
| <b>Other Expenditures **</b> | <b>\$172,065</b> | \$612,645          | 28.09%      | <b>\$1,451,532</b> |
| General Institutional        | \$0              | \$0                | -           | -\$857             |
| Employee Benefits            | \$40,047         | \$50,158           | 79.84%      | \$162,997          |
| Transfers Out                | \$0              | \$0                | -           | \$35,182           |
| <b>Total Expenses</b>        | <b>\$399,945</b> | <b>\$1,274,636</b> | 31.38%      | <b>\$2,303,319</b> |

| <b>**Other Expenditures</b>    | Dec-18           | Budget           | Year End FY18      |
|--------------------------------|------------------|------------------|--------------------|
| Conference and Travel          | \$51,162         | \$135,700        | \$124,342          |
| Vehicles                       | \$0              | \$0              | \$7                |
| Communications                 | \$877            | \$0              | \$3,119            |
| Voice and Data Communication   | \$400            | \$2,500          | \$1,226            |
| Speakers                       | \$9,000          | \$0              | \$27,625           |
| Stipends                       | \$20,420         | \$27,800         | \$42,607           |
| Special Projects               | \$6,394          | \$2,000          | \$13,521           |
| Special Programs               | \$1,351          | \$0              | \$3,939            |
| Special Events                 | \$360            | \$0              | \$1,690            |
| Pinning Ceremony               | \$0              | \$0              | \$570              |
| Striping Ceremony              | \$0              | \$0              | \$1,107            |
| Awards                         | \$1,280          | \$500            | \$3,129            |
| Commencement Exercise          | \$0              | \$10,000         | \$29,688           |
| Economic Development           | \$0              | \$0              | \$0                |
| Food                           | \$13,940         | \$17,000         | \$37,230           |
| Clubs                          | \$0              | \$0              | \$0                |
| Entertainment                  | \$9,646          | \$0              | \$39,166           |
| Promotions                     | \$11,844         | \$1,275          | \$9,645            |
| Cash Short/Over                | \$0              | \$0              | \$0                |
| New Text                       | \$0              | \$0              | \$377,383          |
| Used Text                      | \$0              | \$0              | \$99,054           |
| Trade Books                    | \$0              | \$0              | \$1,563            |
| Soft Goods                     | \$0              | \$0              | \$17,103           |
| School Supplies                | \$0              | \$0              | \$350,527          |
| Freight/Shipping               | \$0              | \$0              | \$22,068           |
| Software Hardware              | \$0              | \$0              | \$3,750            |
| Misc. Purchases                | \$0              | \$0              | \$32,784           |
| Misc. Expenditures             | \$23,700         | \$289,264        | \$79,258           |
| Utilities                      | \$0              | \$20,090         | \$0                |
| Maintenance                    | \$11,789         | \$36,200         | \$120              |
| Housekeeping                   | \$1,156          | \$17,316         | \$4,620            |
| Repairs                        | \$1,307          | \$0              | \$349              |
| Maintenance Contracts          | \$7,439          | \$50,500         | \$56,159           |
| Software Maintenance Contracts | \$0              | \$0              | \$9,651            |
| Rentals                        | \$0              | \$2,500          | \$58,532           |
| <b>Total</b>                   | <b>\$172,065</b> | <b>\$612,645</b> | <b>\$1,451,532</b> |

## December 2018 – Analysis of Revenues and Expenses

### FY18/FY17 Highlights

|                    | Dec-18        | Dec-17       | Variance    |
|--------------------|---------------|--------------|-------------|
| Tuition & Fees     | \$ 11,911,751 | \$11,798,797 | \$112,954   |
| Personnel Services | \$ 5,048,444  | \$ 5,132,079 | \$ (83,635) |

### January 2019 - Cash

The total cash position of all college funds at month end amounted to \$12,264,036. All funds not immediately needed are in interest bearing accounts.

The current cash position of \$12,264,036 represents 154 days of College operations.

### Unrestricted Fund Operations

- Operating revenues of \$19,360,809 represents 66% of budgeted revenues.
- Operating expenses of \$11,027,500 represents 38% of budgeted expenses.

Net Operations reflects an **excess** of revenues to expenditures of \$8,333,309.

January 2019

Unrestricted Fund

Revenue Sources - Unrestricted Fund

Jan-19

|                          | Jan-19              | Budget              | % of Budget   | Year End<br>FY18    |
|--------------------------|---------------------|---------------------|---------------|---------------------|
| Student Tuition and Fees | \$13,040,637        | \$13,582,467        | 96.01%        | \$13,284,808        |
| Sponsor Counties         | \$2,923,854         | \$6,810,739         | 42.93%        | \$6,070,069         |
| Other Counties           | \$395,169           | \$592,237           | 66.72%        | \$855,838           |
| State Aid                | \$2,671,698         | \$7,123,576         | 37.51%        | \$7,211,059         |
| Other Revenues           | \$329,451           | \$891,308           | 36.96%        | \$764,339           |
| Federal Aid              | \$0                 | \$0                 | 0.00%         | \$33,366            |
| Transfer In              | \$0                 | \$0                 | 0.00%         | \$265,426           |
| Applied Fund Balance     | \$0                 | \$161,938           | 0.00%         | \$0                 |
| <b>Total Revenues</b>    | <b>\$19,360,809</b> | <b>\$29,162,265</b> | <b>66.39%</b> | <b>\$28,484,905</b> |

Expenses - Unrestricted Fund

Jan-19

|                              | Jan-19              | Budget              | % of Budget   | Year End<br>FY18    |
|------------------------------|---------------------|---------------------|---------------|---------------------|
| Personnel Services           | \$6,061,544         | \$16,085,646        | 37.68%        | \$15,272,776        |
| Purchase Services            | \$643,369           | \$2,042,190         | 31.50%        | \$2,515,284         |
| Equipment                    | \$53,892            | \$351,169           | 15.35%        | \$159,854           |
| Materials and Supplies       | \$365,090           | \$853,566           | 42.77%        | \$831,022           |
| <b>Other Expenditures **</b> | <b>\$1,002,190</b>  | \$2,715,056         | 36.91%        | <b>\$2,671,648</b>  |
| General Institutional        | \$410,524           | \$712,235           | 57.64%        | \$1,435,014         |
| Employee Benefits            | \$2,490,890         | \$6,402,403         | 38.91%        | \$6,074,843         |
| Transfer Out                 | \$0                 | \$0                 | 0.00%         | \$0                 |
| <b>Total Expenses</b>        | <b>\$11,027,500</b> | <b>\$29,162,265</b> | <b>37.81%</b> | <b>\$28,960,440</b> |

| **Other Expenditures  | Jan-19   | Budget    | Year End<br>FY18 |
|-----------------------|----------|-----------|------------------|
| Conference and Travel | \$72,018 | \$225,041 | 174,752          |

|                               |             |             |           |
|-------------------------------|-------------|-------------|-----------|
| Trustee Meetings              | \$2,163     | \$7,500     | 7,884     |
| College Governance            | \$0         | \$1,920     | 650       |
| Other Travel                  | \$4,491     | \$8,440     | 13,125    |
| Professional Development      | \$0         | \$672       | 190       |
| Vehicles                      | \$20,968    | \$70,060    | 51,524    |
| Communications                | \$0         | \$0         | 0         |
| Voice and Data Communication  | \$37,207    | \$101,104   | 93,159    |
| Speakers                      | \$375       | \$0         | 0         |
| Stipends                      | \$0         | \$0         | 0         |
| Special Projects              | \$33,154    | \$174,858   | 141,600   |
| Special Programs              | \$1,971     | \$26,540    | 7,247     |
| Special Events                | \$1,025     | \$36,850    | 2,519     |
| Food                          | \$17,641    | \$37,926    | 65,050    |
| Food Vendor Purchases         | \$0         | \$5,000     | 10,727    |
| Cash Short/Over               | \$0         | \$6,200     | 1         |
| Misc. Student Expenditures    | \$0         | \$0         | 0         |
| Misc. Expenditures            | \$3,221     | \$33,700    | 38,200    |
| Utilities                     | \$193,817   | \$480,000   | 465,853   |
| Maintenance                   | \$67,942    | \$109,625   | 203,910   |
| Repairs                       | \$19,475    | \$215,317   | 147,742   |
| Maintenance Contracts         | \$257,025   | \$417,091   | 514,568   |
| Software Maintenance Contract | \$128,082   | \$420,387   | 450,252   |
| Rentals                       | \$141,616   | \$336,825   | 282,696   |
| Total                         | \$1,002,190 | \$2,715,056 | 2,671,648 |

**Restricted Funds**

## Revenue Sources - Restricted Fund

Jan 19

|                       | Jan-19             | Budget           | % of Budget    | Year End FY18      |
|-----------------------|--------------------|------------------|----------------|--------------------|
| State Aid             | \$236,637          | \$516,733        | 45.79%         | \$529,744          |
| Other Revenues        | \$3,522,504        | \$0              | -              | \$8,112,425        |
| Transfers In          | \$0                | \$0              | -              | -\$839             |
| <b>Total Revenues</b> | <b>\$3,759,140</b> | <b>\$516,733</b> | <b>727.48%</b> | <b>\$8,641,329</b> |

## Expenses - Restricted Fund

Jan 19

|                              | Jan-19             | Budget           | % of Budget     | Year End FY18      |
|------------------------------|--------------------|------------------|-----------------|--------------------|
| Personnel Services           | \$171,487          | \$0              | -               | \$390,996          |
| Purchase Services            | \$7,650            | \$0              | -               | \$33,570           |
| Equipment                    | \$0                | \$28,341         | 0.00%           | \$58,166           |
| Materials and Supplies       | \$12,880           | \$26,362         | 48.86%          | \$28,060           |
| <b>Other Expenditures **</b> | <b>\$3,747,727</b> | <b>\$69,258</b>  | <b>5411.26%</b> | <b>\$8,002,989</b> |
| General Institutional        | \$0                | \$30,468         | 0.00%           | \$32,266           |
| Employee Benefits            | \$33,860           | \$95,921         | 35.30%          | \$84,543           |
| Transfer Out                 | \$0                | \$0              | -               | \$18,447           |
| <b>Total Expenses</b>        | <b>\$3,973,604</b> | <b>\$250,350</b> | <b>1587.22%</b> | <b>\$8,649,037</b> |

| <b>**Other Expenditures</b>   | Jan-19             | Budget   | Year End<br>FY18 |
|-------------------------------|--------------------|----------|------------------|
| Conference and Travel         | \$25,259           | \$10,619 | \$16,218         |
| Voice and Data Communication  | \$0                | \$0      | \$0              |
| Special Projects              | \$0                | \$0      | \$0              |
| Food                          | \$856              | \$500    | \$334            |
| Miscellaneous Expenditures    | \$4,958            | \$52,549 | \$147            |
| Utilities                     | \$0                | \$0      | \$0              |
| Software Maintenance Contract | \$0                | \$1,590  | \$4,090          |
| Financial Aid Payments        | \$3,689,154        | \$4,000  | \$7,922,029      |
| Part Time Tap Payments        | \$27,500           | \$0      | \$60,172         |
| <b>Total</b>                  | <b>\$3,747,727</b> | \$69,258 | \$8,002,989      |

## Student Activities

### Revenue Sources - Student Activities

Jan-19

|                       | Jan-19           | Budget             | % of Budget | Year End<br>FY18   |
|-----------------------|------------------|--------------------|-------------|--------------------|
| Student Fee Revenue   | \$614,262        | \$659,043          | 93.21%      | \$621,637          |
| Other Revenues        | \$209,293        | \$615,593          | 34.00%      | \$1,434,585        |
| Transfers In          | \$0              | \$0                | -           | \$0                |
| Applied Fund Balance  | \$0              | \$0                | -           | \$0                |
| <b>Total Revenues</b> | <b>\$823,555</b> | <b>\$1,274,636</b> | 64.61%      | <b>\$2,056,222</b> |

### Expenses - Student Activities

Jan-19

|                              | Jan-19           | Budget             | % of Budget | Year End<br>FY18   |
|------------------------------|------------------|--------------------|-------------|--------------------|
| Personnel Services           | \$178,404        | \$528,292          | 33.77%      | \$508,317          |
| Purchase Services            | \$0              | \$500              | 0.00%       | \$400              |
| Equipment                    | \$22,125         | \$30,750           | 71.95%      | \$53,732           |
| Materials and Supplies       | \$15,849         | \$52,291           | 30.31%      | \$92,017           |
| <b>Other Expenditures **</b> | <b>\$204,695</b> | \$612,645          | 33.41%      | <b>\$1,451,532</b> |
| General Institutional        | \$0              | \$0                | -           | -\$857             |
| Employee Benefits            | \$40,047         | \$50,158           | 79.84%      | \$162,997          |
| Transfers Out                | \$0              | \$0                | -           | \$35,182           |
| <b>Total Expenses</b>        | <b>\$461,121</b> | <b>\$1,274,636</b> | 36.18%      | <b>\$2,303,319</b> |



| <b>**Other Expenditures</b>    | Jan-19           | Budget           | Year End FY18      |
|--------------------------------|------------------|------------------|--------------------|
| Conference and Travel          | \$66,877         | \$135,700        | \$124,342          |
| Vehicles                       | \$0              | \$0              | \$7                |
| Communications                 | \$2,161          | \$0              | \$3,119            |
| Voice and Data Communication   | \$534            | \$2,500          | \$1,226            |
| Speakers                       | \$9,000          | \$0              | \$27,625           |
| Stipends                       | \$23,280         | \$27,800         | \$42,607           |
| Special Projects               | \$7,275          | \$2,000          | \$13,521           |
| Special Programs               | \$1,578          | \$0              | \$3,939            |
| Special Events                 | \$360            | \$0              | \$1,690            |
| Pinning Ceremony               | \$0              | \$0              | \$570              |
| Striping Ceremony              | \$0              | \$0              | \$1,107            |
| Awards                         | \$1,342          | \$500            | \$3,129            |
| Commencement Exercise          | \$0              | \$10,000         | \$29,688           |
| Economic Development           | \$0              | \$0              | \$0                |
| Food                           | \$18,303         | \$17,000         | \$37,230           |
| Clubs                          | \$0              | \$0              | \$0                |
| Entertainment                  | \$9,646          | \$0              | \$39,166           |
| Promotions                     | \$11,650         | \$1,275          | \$9,645            |
| Cash Short/Over                | \$0              | \$0              | \$0                |
| New Text                       | \$0              | \$0              | \$377,383          |
| Used Text                      | \$0              | \$0              | \$99,054           |
| Trade Books                    | \$0              | \$0              | \$1,563            |
| Soft Goods                     | \$0              | \$0              | \$17,103           |
| School Supplies                | \$0              | \$0              | \$350,527          |
| Freight/Shipping               | \$0              | \$0              | \$22,068           |
| Software Hardware              | \$0              | \$0              | \$3,750            |
| Misc. Purchases                | \$0              | \$0              | \$32,784           |
| Misc. Expenditures             | \$25,870         | \$289,264        | \$79,258           |
| Utilities                      | \$0              | \$20,090         | \$0                |
| Maintenance                    | \$14,874         | \$36,200         | \$120              |
| Housekeeping                   | \$1,156          | \$17,316         | \$4,620            |
| Repairs                        | \$1,307          | \$0              | \$349              |
| Maintenance Contracts          | \$9,480          | \$50,500         | \$56,159           |
| Software Maintenance Contracts | \$0              | \$0              | \$9,651            |
| Rentals                        | \$0              | \$2,500          | \$58,532           |
| <b>Total</b>                   | <b>\$204,695</b> | <b>\$612,645</b> | <b>\$1,451,532</b> |

**January 2019 – Analysis of Revenues and Expenses**

**FY19/FY18 Highlights**

|                           | <b>Jan-19</b> | <b>Jan-18</b> | <b>Variance</b> |
|---------------------------|---------------|---------------|-----------------|
| <b>Tuition &amp; Fees</b> | \$ 13,040,637 | \$ 13,090,596 | (\$ 49,595)     |
| <b>Personnel Services</b> | \$ 6,061,544  | \$ 6,182,553  | (\$121,009)     |

## *Banner Improvement Project*

### **Plan Development and Implementation**

While it will take some time to develop all of the details of the plan to improve the use of Banner, the following are the steps that the administration plans to take to begin formulating the plan and taking actions to resolve the problems that offices are facing:

- The VP of Administrative Services will be the project manager overseeing the project, approving contracts, documenting progress and expenditures, and reporting progress to both the Senior Staff and the RBOT.
- The Banner User Group (BUG) will be charged with assisting in defining Banner problems, sharing functional information among users, recommending consultant priorities, establishing data standards and controls, reviewing consultant recommendations, monitoring project progress and recommending and monitoring training. The project manager plans to attend all upcoming BUG meetings.
- The Ellucian Report will serve as the basic planning document. The recommendations in the report will be the starting point for establishing the goals of the project. As consultants are engaged, the goals will be reviewed and modified as necessary.
- Consultants will be hired who have functional, Banner and/or Argos report generator expertise. Appropriate office personnel and IT staff will participate in the selection of consultants. Consultants will be engaged on a short-term basis at an agreed upon hourly rate. If their performance is deemed satisfactory, the engagements will be extended. Metrics will be developed for each consultant assignment to measure performance. Examples of the metrics that will be used are the number of Argos reports completed, tested and implemented; the number of business process reviews completed; the number of employees completing training; the number of shadow systems eliminated; the number of functional tasks that are automated and the time saved by automating or improving processes. At the end of each week, the progress of each consultant will be reviewed as will the work that will be conducted in the following week. Minutes of these meetings shall be recorded. Should appropriate progress not be made, the consultant's engagement shall be terminated. Because of the number of offices involved, the uniqueness of their operations and the breadth of technical expertise that will be needed, it is anticipated that there will be more than one consultant working on this project at the same time.
- Each department will be responsible for working with assigned consultants, monitoring their work and reporting any problems to the project director.

### **Progress to Date**

Three consulting firms were identified that have consultants with functional and IT expertise in Banner: Ellucian, Scott Healy and Associates and Ultimate Consulting. In the past the college has found Ellucian to be expensive and usually not available for on-site work.

A proposal for a four day on-site assessment of the Registrar's Office including a verbal and written report was solicited from and awarded to Scott Healy and Associates at a cost \$10,700 plus mileage expenses to western Pennsylvania. The consultant was Bill DeWolf, a former college registrar at Banner colleges. He presented a verbal report to Dr. Douglas, Dean Fisher and Gary Winger on February 7, 2019. A written report will be submitted by mid-February. Discussion centered on staffing issues related to the resignation of the registrar including an assessment of the capabilities of other employees to assist the office, the need to institute more controls on data entry, the need to standardize the times courses are offered and the need to simplify registration holds and other registration processes. Consulting assistance will be needed in both the office to handle registrar functions until a replacement is found as well as to assist in resolving several Banner issues. Dean Fisher is currently interviewing consultants to serve as acting registrar and to resolve Banner problems in this office.

A proposal for a short-term consultant knowledgeable in Banner and Student Accounts was solicited from Ultimate Consulting. Randy Nichols was interviewed and retained at an hourly rate of \$130 plus periodic mileage expenses to Maryland. Randy is being housed in Perry Hall

and has been issued a dining card. He arrived on campus on January 22 and began addressing the new requirements for 1098-T statements which changed the amount reported from the amount billed to the amount paid. This process, which required several new patches/releases and Banner expertise, was completed on January 31. For the week of February 4 to 8, he worked on billing issues with the bursar, documented the 1098-T process, reviewed overall Student Accounts processes in Banner and began developing specs for Argos reports for Bankmobile, student insurance and ITC. Randy is next scheduled on campus on February 18. He will be writing specs for Argos reports for ACE and billing notifications and finishing the specs for Bankmobile for the Student Accounts Office. A second consultant with expertise in Argos, Darin Doubroava, will be retained when the specs are completed to write the Argos reports.

***Siemens Project Financing Update***

After several meetings with attorneys, Siemens Financial and the college, the recommendation to finance the project is that the college will issue \$3,525,000 of tax exempt bonds. The SEQRA has been completed and signed and the three counties have been notified and agreed that no further action is required by them, as the project is consistent with the Facilities Master Plan that they previously approved. A bond resolution has been prepared by the bond attorney and requires a two-thirds vote by the RBOT. Following the vote a legal notice of estoppel must be posted. Siemens Financial has sent the college a letter of intent to purchase the bonds at a 3.5% interest rate and with a 20 year amortization. We will request a formal offer from them and if we agree to the terms of the offer, which will be negotiable, the bonds will be privately placed with Siemens Financial. The cost of the attorneys will be \$31,000 for the bond issue.

***Census Enrollment and Budget Implications***

The census enrollment for the spring semester has been completed (see chart below). The year-end enrollment projection is 2,428 FTE which is 100 FTE below budget. The loss of tuition and chargeback revenue (state aid is based on the prior three years) will be about \$775,000. To cover this shortfall, the senior staff is taking steps to effect savings in: vacant positions, part-time staff, travel and contractual expenses.

**2018-2019 Enrollment Projections**

| <b>Term</b>  | <b>Budgeted FTE</b> | <b>Projected FTE</b> | <b>Diff</b>   | <b>% of Budget</b> |
|--------------|---------------------|----------------------|---------------|--------------------|
| Fall 2018    | 1312                | 1259.3               | -52.7         | 96.0%              |
| Winter 2019  | 12                  | 20.7                 | 8.7           | 172.5%             |
| Spring 2019  | 1091                | 1025.9               | -65.1         | 94.0%              |
| Summer 2019  | 113                 | 121.8                | 8.8           | 107.8%             |
| <b>Total</b> | <b>2528</b>         | <b>2427.7</b>        | <b>-100.3</b> | <b>96.0%</b>       |

## Open Capital Projects - 2018 - 2019

| Project                                          | Budget               | Prior Years          | 2018-19          | Committed Balance | Balance Available    |
|--------------------------------------------------|----------------------|----------------------|------------------|-------------------|----------------------|
| 07258 - Renovations and Revitalization Phase II  | \$ 13,090,000        | \$ 13,009,241        | \$ 700           | \$ -              | \$ 80,059            |
| 07260 - Athletic Center                          | \$ 10,273,600        | \$ 5,285,884         | \$ -             | \$ -              | \$ 4,987,716         |
| 07261 - Commons - Atrium                         | \$ 1,012,500         | \$ 951,141           | \$ -             | \$ -              | \$ 61,359            |
| 07262 - Library - Learning Commons               | \$ 10,991,400        | \$ 10,637,036        | \$ -             | \$ -              | \$ 354,364           |
| 07263 - Renovations and Revitalization Phase III | \$ 12,723,800        | \$ 2,479,310         | \$ 16,155        | \$ -              | \$ 10,228,335        |
| 07266 - Critical Maintenance                     | \$ 500,000           | \$ 194,200           | \$ 9,710         | \$ -              | \$ 296,090           |
|                                                  | <b>\$ 48,591,300</b> | <b>\$ 32,556,812</b> | <b>\$ 26,565</b> | <b>\$ -</b>       | <b>\$ 16,007,923</b> |

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Human Resources Committee**  
**March 7, 2019**  
Health Education Center – 110

**MISSION:**

This Committee shall consider and make recommendations to the Board on all policy matters pertaining to personnel.

**MINUTES**

**DISCUSSION ITEMS:**

1. [Review Status of Vacant Positions](#)
2. [Headcount Report](#)

**ACTION ITEMS:**

1. [Consent Agenda Item](#)
2. [Regular Agenda Item](#)

**EXECUTIVE SESSION:** Review the status of pending litigation/complaints and collective bargaining matters.

**NEXT COMMITTEE MEETING:** April 16, 2019

**Measurable Standards for the Human Resources Committee are:**

1. This Committee shall consider and make recommendations to the Board on all policy matters pertaining to personnel;
2. At every committee meeting, receive recommendations from the President of the College and recommend action to Regional Board of Trustees on personnel actions, including appointments, reappointments, non-faculty promotions, and terminations of personnel;
3. At every committee meeting, receive a report on the status of vacant positions and review how the personnel actions impact the Budget and diversity;
4. Review equal opportunity efforts and the diversity plan and results annually in the fall;
5. Review the Regional Board of Trustees Personnel Policies Handbook for contemplated changes and to keep it current annually in the fall;
6. Ensure that actions are consistent with Strategic Initiatives.

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**SUNY CORNING COMMUNITY COLLEGE**  
**Regional Board of Trustees**  
**Human Resources Committee**  
**February 26, 2019**  
Locations: Health Education Center – 110

**MINUTES**

Present: Trustees: Chair Blowers, Vice-Chair Wightman, G. Baity, D. Creath, N. Parks, A. Winston  
Other Trustees in Attendance: S. Epp, C. Heyward, M. Wayne, A. Winston  
Senior Staff: President Douglas, Provost Fisher, VP Winger, Executive Director Eschbach, Executive Director May, Executive, Director Park, Director Clay  
Support Staff: Robert Stanley, Jina Toribio

Trustee Baity called the Human Resources Committee to order at 7:03 p.m.

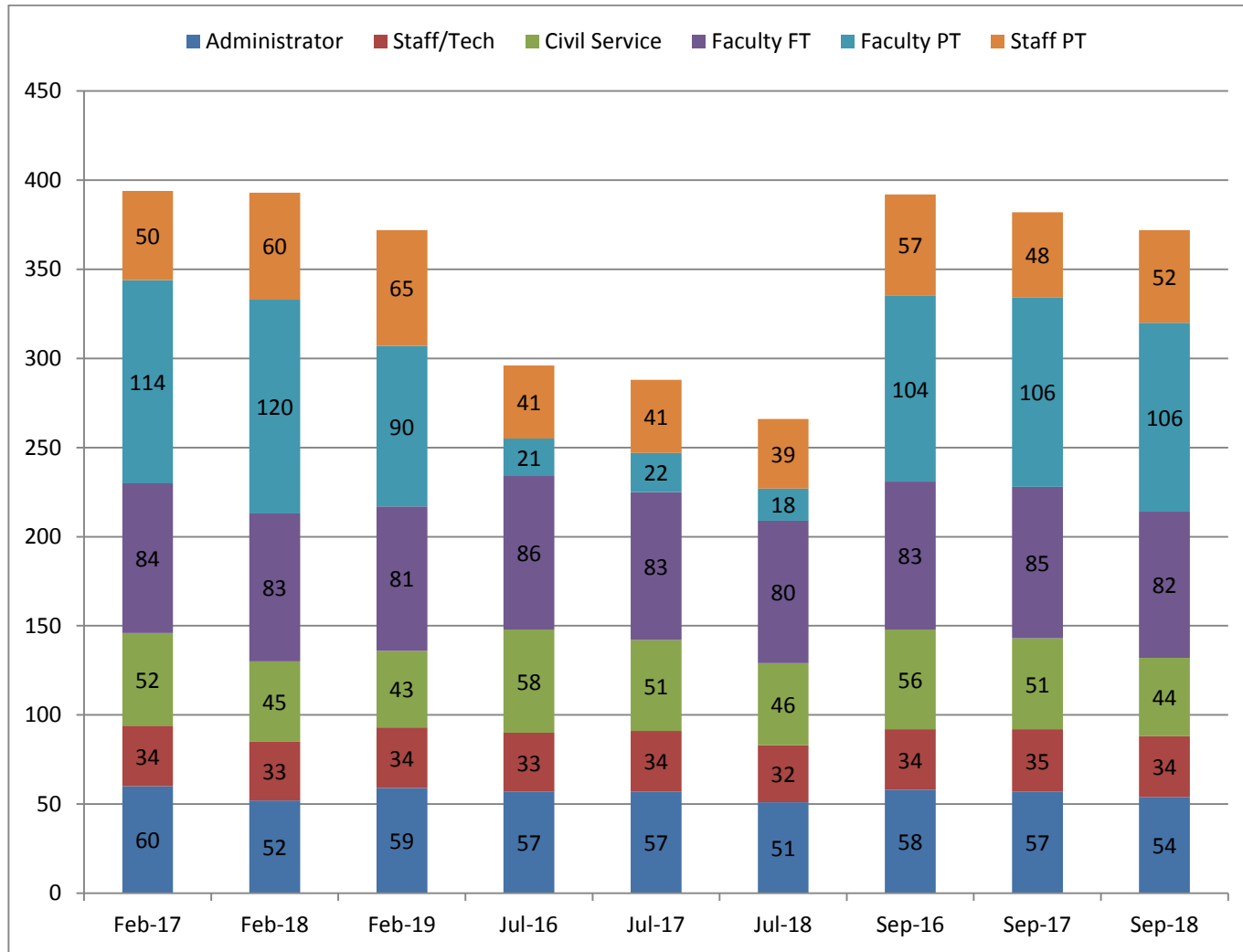
- Consent Agenda.
  - The Committee reviewed the newly revised Consent Agenda. The new format condenses appointments, promotions, and separations into one resolution.
  - The Committee agreed to forward the Consent Agenda items to the full Board for consideration and approval during the next meeting on March 7, 2019.
- Regular Agenda. Council 82 tentative agreement. The Committee reviewed and discussed the resolution and agreed to forward the Regular Agenda item to the full Board for consideration and approval during the next meeting on March 7, 2019.
- The Committee reviewed the headcount chart.
- The Committee reviewed the status of vacant positions.

Trustee Baity adjourned the Human Resources Committee meeting at 7:15 p.m.

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**Other Activity Updates:**

**Employee Headcount Report, February 2019**



Non-College Funded Fulltime positions, February 2019

15 employees including: 2 administrators, 9 staff/technical assistants, and 4 civil service



**Status of Vacant Positions  
as of February 26, 2019**

**CIVIL SERVICE POSITIONS**

| <b>POSITION</b>                  | <b>DEPT</b>    | <b>LAST HELD BY</b> | <b>STATUS</b>                |
|----------------------------------|----------------|---------------------|------------------------------|
| Cleaner                          | Physical Plant | K. Hall             | Temporary PT cleaner hired   |
| Cleaner                          | Physical Plant | J. Haynes           | External evaluation underway |
| Cleaner                          | Physical Plant | C. Orcutt           | External evaluation underway |
| Cleaner                          | Physical Plant | R. Collson          | External evaluation underway |
| Chief Waste Water Plant Operator | Physical Plant | D. Earle            | Needs assessment in progress |

**FACULTY POSITIONS**

| <b>POSITION</b> | <b>DEPT</b>      | <b>LAST HELD BY</b>           | <b>STATUS</b>                |
|-----------------|------------------|-------------------------------|------------------------------|
| Instructor      | Academic Affairs | STEM (Pappas)                 | Temporary Instructor hired   |
| Instructor      | Academic Affairs | Humanities & Soc Sci (Cagwin) | Analysis due February 2019   |
| Instructor      | Academic Affairs | Humanities & Soc Sci (Clay)   | Needs assessment in progress |
| Instructor      | Academic Affairs | Nurse Education (Congdon)     | Search in Progress           |

**STAFF POSITIONS**

| <b>POSITION</b>            | <b>DEPT</b>             | <b>LAST HELD BY</b> | <b>STATUS</b>                |
|----------------------------|-------------------------|---------------------|------------------------------|
| VP Administrative Services | Senior Staff            | K. England          | Search in progress           |
| Research Analyst           | Administrative Services | J. Rubitski         | Exploring repurposing        |
| Enrollment Adviser         | SDEM                    | A. Crouthamel       | Analysis due February 2019   |
| e-Services Administrator   | Information Technology  | D. Kinney           | Search in progress           |
| Admissions Recruiter       | SDEM                    | C. Wright           | Needs assessment in progress |
| Registrar                  | SDEM                    | T. Curtis           | Interim consultant in place  |

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**SUNY CORNING COMMUNITY COLLEGE**

**Regional Board of Trustees**

**January 17, 2019**

Location: Health Education Center – 110

Executive Session

**MINUTES**

Trustees: Chair Blowers, G. Baity, T. Blumer, D. Creath, S. Epp, C. Heyward, N. Milliken, N. Parks, M. Wayne, A. Winston  
Senior Staff: President Douglas

Chair Blowers called the Executive Session to order at 7:51 p.m. (Baity, Wightman).

The Board discussed:

- A matter pertaining to an employee.
- The status of a litigation matter.
- A matter pertaining to an employee and the organizational structure.

No action was taken by RBOT.

Chair Blowers adjourned the Executive Session at 7:59 p.m. (Blumer, Epp).

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**SUNY CORNING COMMUNITY COLLEGE**

**Regional Board of Trustees**

**February 26, 2019**

Location: Health Education Center – 110

Executive Session

**MINUTES**

Trustees: Chair Blowers, Vice-Chair Wightman, Treasurer Wayne, G. Baity, D. Creath, S. Epp, C. Heyward, N. Milliken, N. Parks, A. Winston  
Senior Staff: President Douglas, Provost Fisher, VP Winger, Executive Director Eschbach, Executive Director May, Executive Director Park, Director Clay  
Support Staff: Jina Toribio

Motion to enter into Executive Session at 7:35 p.m. (Baity, Heyward) Chair Blowers called the Executive Session to order at 7:35 p.m. (Baity, Wightman).

The Board discussed:

- A matter pertaining to the organizational structure.
- Collective bargaining matters.

No action was taken by RBOT.

Chair Blowers adjourned the Executive Session at 8 p.m.

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