

FINGER LAKES COMMUNITY COLLEGE BOARD OF TRUSTEES MEETING

Education and Planning Committee Meeting

September 2, 2026

Finger Lakes Community

Stage 14

Presiding: Trustee Frederick Wille

Committee Members Present: Trustee Cass, Trustee Geise, Trustee Hellauer-Geiger, Trustee Wille, Chair, Trustee Russell, ex-officio

Trustees: Trustee Cushman, Trustee Mallard, Trustee Martin, Trustee Mihalik

Excused: Trustee Astles

Staff and Students: Brie Chupalio, Sim Covington, Penny Hamilton, Alyssa LeGrette, Robert Nye, Laura Ortiz, Brittany Schutz, Jason Tack, Carol Urbaitis

Guests: Meeting had a total of 3 participants at the start of the meeting virtually; some guests joined via livestream link and were unidentified.

Media: none

Trustee Wille called the meeting to order at 4:30 PM.

Review of August 5, 2026, Education and Planning Committee Minutes

Trustee Wille inquired if there were any corrections or comments related to the August 5th meeting minutes. None were noted.

Enrollment Report

Dr. Carol Urbaitis reviewed that she was providing a verbal update as of 8/28/26 which is different than what was in the packet. Headcount is up 6.1% and FTE is up 1.9%. She explained that Gemini registrations begin this week. She inquired if there were any questions. None noted.

Resolutions

Brittany Schutz reviewed the only resolution in the packet identified as Adjust the FLCC Professional Service Positions Roster, there are 5 positions, the first position is a frontline position and will be tier one and others are tier 2 support positions in place for students. She discussed the next position as student workforce coordinator and to keep in compliance with reporting for workforce programs. Pathway and recruitment efforts will be a focus for the specialist position related to adult learners, this position is within the enrollment pipeline and grant funded classified as group D. The other position is One Stop AI Coordinator to provide enrollment support and is within the CSEA bargaining unit. This will allow for accessibility throughout the institution and provide consistency with practices across the college.

Academic & Student Affairs (ASA) Presentation – The Future of the FLCC Student Journey – Sarah Whiffen

Sarah Whiffen explained the future vision of a cohesive student support system in which existing services and systems work together rather than operating independently. Students would enter and progress through the College using a connected system and central portal, providing a clear pathway through higher education while allowing for supported adjustments when students' circumstances or goals change.

Sarah described this as a central shift in how the College supports students, with a coordinated approach

involving students, faculty, technology, success coaches, and other areas of the College. The goal is to help students clearly articulate why they are attending the College and what they are willing to do to achieve their goals. This information will allow the College to conduct timely outreach and connect students with appropriate resources and support, whether their goal is entering the workforce, transferring to a four-year institution, or continuing their education as a lifelong learner to enhance their skills.

Sarah noted that the new approach will establish clear roles and responsibilities through consistent documentation of student interactions. Improved communication and coordination will provide students with greater access to services and support their overall well-being. She emphasized that success means different things to different students and cannot be determined through a single measure. The College will therefore examine a variety of indicators and signals related to retention, completion, employment, and other student outcomes.

Trustee Geise stated that, from a Trustee perspective, the Board should examine how effectively students are progressing through credits, particularly during their first semester. She also noted the importance of evaluating whether graduates are successfully obtaining employment that provide a living wage within their chosen career paths. Sarah explained that the College does not currently have the ability to measure living-wage employment outcomes in this manner.

Trustee Cushman expressed support for moving away from siloed services and toward a coordinated system in which services are connected around the student. He asked where the College's greatest weaknesses exist within the system and whether Sarah could provide greater clarity.

Sarah explained that the College is not necessarily weak in any particular connection between systems; rather, the College has not historically measured each connection in a consistent manner. The objective is to establish a common language and consistent processes across the institution so that students receive the same information and remain on a clear pathway. She cited admissions as an example, noting the importance of ensuring that students remain connected to the same pathway as they move through subsequent areas of the College.

Sarah explained that implementation during the first year will focus on establishing consistent terminology and processes. This will allow the College to begin measuring available data points in a more meaningful and consistent manner. Implementation will occur in phases, with the College reviewing results and progress over time and using that information to refine the approach in subsequent years.

The implementation will also consider students' previous skills and experiences, while incorporating enhanced faculty advising, training, and guidance from Student Affairs. Sarah emphasized that interactions with students will be documented consistently across the College. Starfish, which the College has used for several years, will continue to serve as an important platform for training and documentation of student support and engagement.

Trustee Hellauer-Geiger asked whether the current focus of the initiative was primarily student-driven and whether the approach would subsequently extend to faculty and staff. Sarah explained that early survey feedback has identified challenges in connecting students with available resources. Student support has historically occurred in separate "pockets," with students sometimes needing to explain their circumstances multiple times to different offices. The goal is to create a more coordinated and holistic approach that places the student at the center and connects services throughout the student's educational journey.

Sarah noted that a consistent theme is that “college is hard and life happens.” Students may experience circumstances such as a broken vehicle, major illness, or other unexpected challenges that affect their ability to remain enrolled. The College is working to better identify students who need assistance, including those who may not proactively seek help, and to determine how effectively available resources are addressing those needs.

The approach is intended to serve all matriculated students, regardless of whether they are pursuing a two-year degree or certificate and whether they attend online or in person. Students would receive support from the beginning of their enrollment through orientation, professional and faculty advising, success coaching, and ongoing engagement. The objective is to understand each student’s progress from Point A to Point B and provide appropriate support throughout that journey.

Sarah discussed the importance of using data to monitor academic momentum, persistence, graduation, and students’ transitions into the workforce. Student stories and testimonials may also be used to demonstrate how timely support has helped students remain enrolled and overcome barriers. The College wants students to be able to explain their circumstances once and have that information appropriately shared among those providing support, rather than having to repeatedly tell their story.

The discussion included the use of Starfish and the need for greater clarity regarding roles, communication, and documentation. Sarah emphasized that FUSE should not be viewed simply as another initiative, but rather as a new way of thinking about how the College supports students. The goal is to better understand different student modalities and pathways and to provide consistent support from entry through completion.

Sarah noted that success coaches are relatively new and that additional resources may be needed to allow coaches to remain engaged with students who have been identified as needing greater support throughout their educational journey. The Vitality Fund and other resources may provide opportunities to expand this high-touch support. Collaboration with athletic directors and clarification of the role of Starfish were also identified as important components.

The discussion also addressed opportunities to connect students with resources beyond the College. Sarah referenced SUNY resources and community partnerships, including benefits screening and other services that could help address students’ financial and personal needs. The goal is to develop a more robust support system that recognizes students’ circumstances and helps them remain connected to the College.

Trustee Mihalik expressed support for the holistic perspective and acknowledged that implementing such a comprehensive approach would be a significant undertaking requiring substantial staff engagement and buy-in. Sarah explained that the model is particularly focused on students with higher levels of need and that success coaches provide a high-touch level of support. She noted that implementing the approach fully may take several years and will require training, smaller caseloads, and changes in how the College conducts its business. The intent is to demonstrate respect for students and work with them throughout their individual educational journeys.

Trustee Wille expressed interest in reviewing progress over the next year to a year and a half and in comparing outcomes over time. He noted that the College serves students with widely varying circumstances, including full-time, part-time, international, adult, and returning students, and emphasized the importance of evaluating progress semester by semester and year by year.

The discussion also considered whether the students physically seen on campus fully reflect the diversity of the College's student population and the broader community. Dr. Covington noted that access to higher education and support services can vary among different populations and emphasized the importance of ensuring that entry points and support systems are accessible to all students.

Trustee Mallard asked about the amount of time that success coaches typically spend with individual students. Sarah explained that the level of contact varies depending on the student and the point in the student's journey. Prior to and during a student's first term, support may be more intensive, with approximately 43 minutes to an hour of direct interaction in some cases. Not every student requires that level of contact. Coaches may also use targeted questions and technology to triage student needs, particularly when students are primarily using a cell phone. Students in their first term generally require the greatest level of support, with the amount of assistance typically decreasing as they become more established and progress through their programs.

Adjourn

At 5:03 PM Trustee Wille requested a motion to adjourn. Trustee Cushman motioned to adjourn and a second by Trustee Geise. All at the meeting were in favor to adjourn.

Prepared by,

Penny Hamilton
Assistant Secretary to the Board of Trustees

Submitted by,

Trustee Fred Wille
Chair Education & Planning Committee

Next Meeting: October 7, 2026, FLCC Geneva Campus Center, 63 Pulteney Street, Canandaigua, NY 14424

COMMUNITY COLLEGE BOARD OF TRUSTEES MEETING

Finance and Facilities Committee

September 2, 2026

Finger Lakes Community College

Stage 14, Main Campus

Presiding: Trustee Martin

Committee Members Present: Trustee Mallard, Trustee Martin, Trustee Russell, ex-officio

Trustees: Trustee Cass, Trustee Cushman, Trustee Hellauer-Geiger, Trustee Geise, Trustee Mihalik, Trustee Wille

Excused: Trustee Astles, Chair

Staff and Students: Brie Chupalio, Sim Covington, Penny Hamilton, Alyssa LeGrette, Todd Myles (virtual), Robert Nye, Laura Ortiz, Debora Ortloff, Jason Tack

Guests: Meeting had a total of 3 participants at the start of the meeting virtual; some guests joined via livestream link and were unidentified.

Media:

Trustee Martin called the meeting to order at 5:03 P.M. at the request of Trustee Astles.

Review of Minutes

Trustee Martin inquired if there were any changes to the minutes of August 5, 2026, minutes; none were noted. None noted.

Budget Update – Jason Tack, Vice President of Administration and Finance

Jason Tack reviewed the preliminary financial results for the 2025–2026 fiscal year through July 31. Tuition revenue was favorable, in part due to the SUNY Reconnect program. The other significant revenue adjustment was approximately \$1.4 million in chargebacks. The fiscal year is expected to close with approximately \$55.6–\$55.7 million in total revenue.

Expenses remain in line with the approved budget. Based on current projections, the College anticipates adding approximately \$1.5–\$1.7 million to fund balance at year-end.

Jason noted that accounts receivable remains an area of concern, with approximately \$1 million in outstanding amounts that remain uncollected for the year. He reported, however, that the College has achieved strong collection results. Data will be applied through the Ellucian system early in the fall for the prior semester, which should help identify and address outstanding balances more effectively. An allowance for uncollectible accounts is expected to be approximately \$600,000.

Trustee Mihalik questioned whether the equipment budget should be increased? Jason explained that the increase is primarily related to the College's servers. Given that the servers have an expected useful life of approximately five to seven years, the College has decided to proceed with replacing the existing servers.

Trustee Wille asked about the use of collection agencies by higher education institutions. Jason explained that the College plans to issue a Request for Proposals (RFP) to evaluate collection agencies serving the higher education sector, including their current performance in the industry and the College's prior experience with the

agencies.

Presentation – The Connected Student Experience (Presentation in the packet)

Jason Tack discussed that similar to what Sarah Whiffen's presentation conveyed there is an emphasize on the importance of viewing technology, facilities, personnel, and student services as interconnected components of the overall student experience. He explained that the FUSE model is intended to coordinate these areas rather than address technology or artificial intelligence (AI) in isolation.

Jason noted that students increasingly expect the same level of personalization, responsiveness, and ease of use they experience with organizations such as Amazon and banking institutions. Technology alone cannot accomplish this. Staff are essential, but fragmented systems can result in disjointed support and small administrative barriers that accumulate over time. For example, a student who misses a financial aid document or encounters another seemingly minor issue may become frustrated and ultimately leave the College.

The financial impact of student attrition was discussed. With tuition and fees of approximately \$3,200 per semester, or \$6,400 per academic year, and approximately \$451 spent on recruitment per student, the loss of 50 students could represent approximately \$346,000 in annual revenue. Trustee Cushman emphasized that with traditional enrollment declining is concern. Jason explained that the focus to retain students who are already enrolled and to identify students who may be at risk of leaving during or after a semester.

Jason discussed the need for coordinated and, where appropriate, automated workflows to reduce barriers for students. The FUSE model would support efforts such as a one-stop center, advising hubs, and greater collaboration among departments to create a more seamless student experience. AI and other technologies should be used to enable staff to provide better service, rather than to reduce staffing. Examples include self-service information and tools that allow students to obtain routine information quickly while allowing staff to focus on more complex student needs.

The goal is to develop a best-in-class, integrated ecosystem that supports the student's journey. Jason emphasized that the College should evaluate technology investments based on how effectively they support students rather than simply selecting a "flashy" product. A unified data environment would also allow the College to better analyze student information, establish appropriate data governance, and use a common source of information when making decisions.

Jason acknowledged that reliance on a single technology vendor can create challenges, including slower innovation and increased dependence on the vendor. The College will therefore need to continually evaluate whether its technology architecture is supporting the desired student experience and simplifying, rather than adding to, institutional complexity.

The discussion emphasized that the future student experience will require intentional spaces, empowered staff, and the elimination of unnecessary friction. Trustee Cushman noted that developing an effective framework will be difficult and will require significant thought and collaboration. The framework should examine student experience from the student's perspective, including what occurred when a student encountered a problem, whether the loss was preventable, and whether the College missed an opportunity to intervene.

Jason stated that technology can provide significant assistance, but the human element remains critical. The

College should examine its systems and investments in technology, facilities, and people through the lens of student experience and outcomes. He referenced examples of integrated government services in other countries where information provided once can be shared across agencies, creating a substantially easier experience for citizens.

Jason added that student attrition also has a direct financial impact. As the college considers investments, it will be important to evaluate the return on investment and determine whether those investments improve retention and student success.

Trustee Mihalik applauded the holistic approach and asked whether the proposed framework was intended to establish the rationale for determining where the College should invest its resources? She asked what the next steps would be? The discussion focused on further developing the framework and defining what the student experience should look like from entry through completion and transition into a career.

Dr. Laura Ortiz clarified that the College is not creating a new strategic plan. Rather, these efforts will be incorporated into the College's annual planning processes and aligned with the existing strategic plan. Trustee Mihalik emphasized the importance of evaluating investments at a practical level, including equipment, classroom furniture, and technology, and continually asking what benefit each investment provides to the student experience.

Trustee Russell asked how the Board of Trustees would be able to determine whether these efforts are successful and what type of reporting would be provided regarding student retention and persistence? He also asked where the College should be thinking ahead regarding future investments that could enhance the student experience and technology?

Dr. Nye noted the importance of establishing overall measures that demonstrate how effectively the college brings students into the institution, supports them while they are enrolled, and helps them succeed. The discussion included both technology investments and investments in people, with an emphasis on measuring how successful students are during their time at FLCC and after graduation, including whether they obtain good-paying employment.

Jason emphasized the importance of distinguishing between preventable and non-preventable student departures. The College cannot prevent every student from leaving because life circumstances can interfere with education. However, the institution should identify situations in which a departure may have been preventable and determine what intervention might have made a difference.

Jason concluded that there is no single solution or “silver bullet.” The College should continue to review data through regular reporting and routine analysis to identify patterns and opportunities for earlier intervention. The goal is to become more effective and timelier in recognizing when students need assistance and responding before challenges result in student departure.

Informational Items

Jason Tack reviewed the following Informational Items:

Bid Renewal: Maintenance and Repair of Precision Cooling Systems for previous services as well as now removal is for a previous service.

Bid Renewal: Snow Removal Services at Campus Sites in Geneva

FLCC Budget Transfer Report is moving funds in the division with different object codes.

Adjourn

At 5:29 PM Trustee Martin made a motion to adjourn and a second Trustee Hellauer-Geiger. All at the meeting were in favor of adjourning.

Prepared by,

Submitted by,

Penny Hamilton
Assistant Secretary to the Board of Trustees

Trustee Steve Martin
Finance & Facilities Committee

Next Meeting: October 7, 2026, FLCC Geneva Campus Center, 63 Pulteney Street, Canandaigua, NY 14424

FINGER LAKES COMMUNITY COLLEGE BOARD OF TRUSTEES MEETING MINUTES

September 2, 2026

Finger Lakes Community

College

Stage 14, Main Campus

Presiding: Trustee Richard Russell, Chair

Trustees Present: Trustee Cass, Trustee Cushman, Trustee Geise, Trustee Hellauer-Geiger, Trustee Martin, Trustee Mallard, Trustee Mihalik, Trustee Russell, Trustee Wille

Excused: Trustee Astles

Staff and Students: Brie Chupalio, Sim Covington, Penny Hamilton, Alyssa LeGrette, Todd Myles (Virtual), Robert Nye, Laura Ortiz, Debora Ortloff, Jason Tack, Carol Urbaitis

Guests: Meeting had a total of 3 participants at the start of the meeting virtual; some guests joined via livestream link and were unidentified.

Media: None

Trustee Russell called the FLCC Board of Trustees meeting to order at 5:30 PM.

Oath of Office – Geoffrey Hellauer-Geiger

Privilege of the Floor

Trustee Russell inquired if there was anyone who would like to make a public comment. There were no comments.

As a student and Trustee, Trustee Hellauer-Geiger reflected on the student experience, noting that the College's efforts to look ahead and consider each student individually are encouraging. The centralized approach to managing the student experience, including access to required documents and other resources, provides a more seamless and supportive process for students. The Trustee expressed appreciation for the work being done and commented that the college appears to be moving in the right direction.

Review of August 5, 2026 Minutes

Trustee Russell inquired if there were any questions or comments regarding the minutes? None were noted, therefore Trustee Russell requested a motion to approve the minutes. Trustee Martin motioned approval and a second by Trustee Cushman, all in attendance were in favor to adjourn the meeting.

Mandatory Consent Agenda of the Resolutions

Trustee Russell requested a motion to accept the consent agenda. Trustee Cass motioned approval and a second by Trustee Cushman, all were in favor.

Presidents Community Report – Finger Lakes Culinary Center: Year one Academic Operations

Dr. Nye introduced Jamie Rotter, Patrick Rae, and Paula Knight and opened a discussion regarding the future vision for FLCC and the potential development of the culinary, hospitality, and experiential learning center. The discussion provided an opportunity for the Board to learn more about the proposed vision, the College's branding and presidential vision, and opportunities to build on the reputation of the Finger Lakes region.

Dr. Nye explained that the vision is to establish FLCC as a premier experiential learning destination in New

York State by leveraging the College's faculty, facilities, hospitality programs, and partnerships with organizations throughout the region. The proposed approach would bring together FLCC, New York Kitchen (NYK), Cornell Cooperative Extension, and other community and industry partners to create greater integration among existing programs and activities.

Jamie explained that the proposed partnership would provide additional teaching capacity and significantly expanded laboratory and kitchen space. The facility would include instructional kitchens, a pastry and bakery kitchen, demonstration and lecture areas, and spaces that would allow students to move more easily between classroom instruction and hands-on learning.

The partners discussed the potential development of a baking and pastry program that would complement the existing hospitality and culinary offerings. The intent would be to provide students with a broad range of skills and opportunities rather than limiting them to a single specialty. Potential offerings include certificates, foundational coursework, advanced technical training, hospitality management, and two-year programs, as well as opportunities for students to explore the field before committing to a specific career pathway.

Jamie noted that the programs could provide approximately 300 certificate students and 600-degree students with opportunities for practical work experience and exposure to a broad range of culinary and hospitality disciplines. The partners have examined programs at other institutions, including SUNY Delhi and Niagara County Community College, while considering how FLCC could develop programs that meet regional needs.

The discussion highlighted the growth of tourism and hospitality in New York State and the importance of experiential learning in preparing students for employment. The Finger Lakes region provides a strong setting for programs involving food, wine, agriculture, tourism, and hospitality. The proposed center could incorporate tasting experiences, wine service and management, viticulture, culinary retail, food production, events, and other activities that connect academic learning with the regional economy.

Patrick and Paula discussed the potential for NYK to work closely with FLCC on events and educational opportunities. Existing activities, including Dinner with Julia, guest speakers, book launches, and other public events, could provide opportunities for students to interact with industry professionals and gain practical experience. The partners also discussed bringing outside talent and industry experts to campus.

Cornell Cooperative Extension was identified as another important partner. Existing relationships with the community could be expanded through programming involving nutrition, agriculture, food preservation, product development, youth programming, and other areas of public interest. The partners discussed opportunities for students to work with community members and entrepreneurs, including activities involving locally produced foods and family recipes.

The proposed facility would include multiple kitchens, including instructional, pastry, and bakery spaces, as well as demonstration and lecture areas. Cooperative Extension would have dedicated space, including a smaller kitchen and patio area suitable for smaller programs and community activities. The facility could also accommodate public events and rentals when appropriate.

The group discussed coordinating facility use among FLCC, NYK, and other partners. Scheduling would need to be carefully managed to accommodate academic programming as well as NYK events and other

community activities. Opportunities could include culinary competitions, private classes, summer programs, and other experiential activities.

The development of the baking and pastry curriculum was also discussed. The program would be introduced through the College's established curriculum approval process and would be evaluated to determine enrollment, student interest, and long-term viability. The program could include specialized coursework in areas such as pastry, chocolate and confectionery, cake production, and nutritional baking. Some courses could also be available to students outside the baking and pastry program.

The partners emphasized the importance of versatility in preparing students for employment. Students should graduate with a broad skill set that allows them to work in a variety of settings, including restaurants, hospitality operations, culinary retail, food production, and related industries. The group noted that specialized training should be balanced with broader business, hospitality, nutrition, and food-service knowledge.

The discussion also addressed food safety and sanitation training and the changing nature of the restaurant and food-service industry. Opportunities in culinary retail and home-meal replacement were discussed, including food preparation, packaging, and reheating. Students could potentially develop and market their own food products as part of their educational experience.

Trustee Mihalik expressed enthusiasm for the proposed collaboration and noted that it aligns well with the College's strategic focus on community connections and interconnectedness. She discussed the potential for a dedicated event coordinator to help organize activities involving the various partners and emphasized the importance of creating a cohesive identity for the facility.

The group discussed transportation and public access to the facility, including the potential use of an RTS stop and parking to support events. Public rentals could be considered under appropriate circumstances, with careful coordination among the College, NYK, and Cooperative Extension. Private classes and other programming may provide additional opportunities for community engagement.

Dr. Nye explained that FLCC would serve as the lead agency because the College owns the property. An executive director, who would be an FLCC employee, would be responsible for coordinating the activities of the various entities. The College will also need to consider branding, signage, and other services necessary to establish the facility and bring the initiative to fruition.

Trustee Cushman discussed the importance of establishing a formal Memorandum of Understanding (MOU) among the partners while recognizing that circumstances and relationships may change over time. He noted opportunities to work with professional organizations and industry groups, including the American Culinary Federation (ACF), as well as potential culinary competitions and practical examinations.

The discussion included potential partnerships with industry organizations such as King Arthur Baking Company. Such partnerships could provide equipment, expertise, programming, and opportunities for students while also helping the industry develop a stronger workforce. Junior Chef programming and youth engagement were identified as additional opportunities.

Trustee Hellauer-Geiger raised questions regarding the economic realities of developing and operating

the proposed programs. The discussion emphasized the importance of preparing students for employment while also recognizing the unique opportunities available in the Finger Lakes region. The goal is to provide students with skills that allow them to pursue employment locally or elsewhere while encouraging graduates who wish to remain in the region to build careers and businesses locally.

The group also discussed the diversity of students entering culinary and hospitality programs. Students may enter the programs at different ages and stages of life, and the curriculum should provide flexibility and multiple pathways to completion. Transfer opportunities with institutions such as SUNY Delhi, SUNY Cobleskill, and SUNY Alfred were also discussed, including potential 2+2 pathways.

Trustees emphasized the importance of evaluating the economic impact and return on investment associated with the significant investment in the facility and programs. The group discussed the potential benefits of attracting students, developing the regional workforce, supporting local businesses, and strengthening connections among food, wine, agriculture, tourism, hospitality, nutrition, and health-related programs across the College.

The discussion concluded with recognition of the substantial work that has already gone into developing the concept and the strong potential for collaboration among the participating organizations. The partners expressed enthusiasm about the opportunity to create a distinctive experiential learning environment that connects education, business, community, and the regional economy.

Trustee Mihalik noted the excitement surrounding the project and displayed an image of the proposed facility. The Board expressed appreciation for the presentation and the opportunity to learn more about the vision for the center.

President's Report

President Nye reviewed his report as included in the meeting packet.

Dr. Nye provided additional comments regarding student outcomes and the College's workforce impact. He noted that the majority of FLCC graduates remain in the local area and pursue a variety of careers. Examples were shared of graduates working in hospitality and related fields, including management positions at local hotels, golf courses, and wineries.

Dr. Nye also provided an update on the Request for Proposals (RFP) process involving two Cabinet-level positions, the Chief Human Resources Officer (CHRO) and Chief Information Officer (CIO). Sarah Whiffen and Jason Tack are working together to improve connections between people, processes, and technology and to address fragmentation among the College's systems.

The discussion included Banner SaaS, Slate CRM, and the College's human resources systems. Dr. Nye explained that the goal is to create more effective integration among systems rather than continuing to operate through disconnected platforms. The College is evaluating whether Banner SaaS can meet its long-term needs or whether additional specialized systems may be necessary. The objective is to ensure that technology supports institutional operations and, ultimately, improves student experience.

Dr. Nye noted that the financial report projects approximately \$500,000 in profit for the current year. He explained that investments in new positions are intended to improve institutional effectiveness and provide greater support and success for students currently enrolled at the College.

The Board discussed efforts to improve facilities and institutional processes so that staff can work more efficiently and provide better service. Grant-funded positions have also provided additional staffing capacity, and Dr. Nye noted that staff have responded positively to these opportunities and the work associated with them.

As was noted during the presentation by Sarah Whiffen she emphasized that there is no single solution to helping students successfully complete their education. Multiple factors, including technology, processes, staffing, facilities, and individual student circumstances, must be considered together.

The College recently held a retreat prior to the start of the academic year focused on improving processes, technology, and the overall student experience. Dave Ghidiu's poverty simulation was referenced as an activity that helped participants better understand the challenges that can affect a student's ability to remain enrolled and successfully complete college. The discussion emphasized the importance of helping students achieve rewarding careers and successful outcomes during and after their time at FLCC.

The Board was also informed of measles cases in the county and surrounding counties. The College is monitoring the situation and related requirements affecting students, including circumstances in which students may be unable to enroll if required health documentation is not completed within the applicable timeframe.

Board Governance Action Items

Trustee Mihalik asked the Board Development Committee to expedite its work on policies related to effective Board functioning and governance. She noted that the committee has established a timeline for completing the work and that the amount of work involved is substantial, requiring a significant amount of time and energy from committee members.

Trustee Mihalik noted that the committee is using AI judiciously as a resource to assist with initial policy reviews and first readings. Several work sessions are anticipated as the policies are further developed and refined.

The Board Development Committee has organized the policies into four categories, including governance, executive limitations, and Board-management relationships. The executive limitations policies are intended to establish clear boundaries and expectations regarding the President's responsibilities and authority. The policies will be more prescriptive in nature, clearly identifying what the President and Board shall and shall not do.

The Board-management relationship policies will establish expectations for how the Board and administration work together, including communication, roles, responsibilities, and appropriate interactions. Trustee Mihalik noted the importance of developing a well-documented governance framework that can guide the Board into the future.

Trustee Mihalik explained that several policies will be brought forward for Board consideration as they are completed. Establishing these policies will help create precedents and a consistent framework for future Boards. She noted that the college must also remain mindful of SUNY requirements and applicable governance standards.

Committee and Liaison Reports

Foundation: Trustee Geise explained that the Foundation will hold its awards program on September 25. The event is expected to highlight student and community stories. The annual golf tournament is scheduled for September 28, and a golf ball drop fundraiser is planned for October 7. Communications regarding the upcoming events will be distributed shortly.

NYCCT: Trustee Cushman reported on upcoming activities with the New York Community College Trustees (NYCCT). He noted information received from the Department of Education regarding accreditation and institutional recognition, including appreciation from employers and relationships with colleges. He indicated that recent results were noteworthy and that the organization had established a record related to opposition efforts.

Audit & ERM: Trustee Martin reported that there were no updates from the Audit and Enterprise Risk Management Committee.

Association: Trustee Cass reported that the next Association meeting is scheduled for September 22.

Adjourn

At 6:40 PM Trustee Russell requested a motion to adjourn. Trustee Mihalik motioned to adjourn and a second by Trustee Cushman, all were in favor of adjourning the meeting.

Prepared by,

Penny Hamilton
Assistant Secretary to the Board of Trustees

Submitted by,

Trustee Richard Russell
Chair, Board of Trustees

Next Meeting: October 7, 2026, FLCC Geneva Campus Center, 63 Pulteney Street, Canandaigua, NY 14424