Board of Trustees Meeting Minutes
Regular Monthly Meeting
September 24, 2025 | 5:00 pm | 2403 W. 8th Street, Erie West, Founder's Rm 307A
Zoom Meeting ID: 864 7949 2792
Zoom Passcode: 113651

1. **Call to Order-Time 5:01pm**

2. **Roll Call**

Trustee	Roll Call
Secretary Ejay Fyke	Y
Geoffrey Groce	Y
Kurt Hersch	Y
Robert Merrill	Y
Msg. David Rubino	Y
Vice Chairperson Cheryl Rush Dix	Y
Christina Vogel	Y via Zoom @ 5:06pm
Chairperson Dr. Michael Victor	Y

With a quorum confirmed, the Trustees proceeded with the agenda. Trustee Vogel left the meeting at 5:58pm prior to adjournment.

3. **Approval of July 23, 2025, Regular Meeting Minutes (pg. 19-41)**

Motion 1	Resolution to Approve the July 23, 2025, Regular Meeting Minutes

There was no discussion.

Trustee	Motion 1	Vote
Secretary Ejay Fyke		Y
Geoffrey Groce		Y
Kurt Hersch	1	Y
Robert Merrill	2	Y
Msg. David Rubino		Y
Vice Chairperson Cheryl Rush Dix		Y
Christina Vogel		Not Present
Chairperson Dr. Michael Victor		Y

Resolution to approve the July 23, 2025 regular meeting minutes was approved unanimously via voice vote.

*Continued

4. **Public Participation-None**

5. **Reports**

   A. **President's Report**

   Chris Gray, Ph.D.

   Dr. Gray provided construction updates to the Trustees and noted that major portions of the timeline were on track. He also reported that information concerning the College's budget was sent to the county and that he would attend a Erie County Council Finance meeting to provide a report in late October. He reminded Trustees that the county's budget is on a calendar year while the College's budget is on a fiscal year, therefore the second half of the College budget submitted to the county is forecasted.

   B. **Ad Hoc Committees and Advisory Groups**

   1. Foundation-President's Advisory Group

   Trustee Ejay Fyke, Board Representative

   a. **Report**

   Trustee Fyke reported that the College's first golf tournament was this coming Friday and would provide a report at the November Board meeting. Chairperson Dr. Victor reported that he and Foundation chair, Ron DiNicola, are having meetings to develop a scholarship campaign.

   C. **Chairperson of the Board**

   Chairperson Michael Victor, J.D., LL.D.

   Chairperson Dr. Victor reported that the annual meeting will follow tonight's regular Board meeting. He also provided November meeting dates and that there may be a special meeting prior to November to approve a construction change order in excess of $50,000. Finally the Chairperson reminded the Board that they are to focus on governance and leadership and any operational issues brought to their attention should be referred back to the College staff through the appropriate channels.

   D. **Other-None**

6. **Presentation-KPI Dashboards [Exhibit A]**

   Guy Goodman, Executive Vice President and Matt Cettin, Director of Planning Research and Development

   EVP Goodman reported on the new Key Performance Indicator dashboards found on the EC3 website. It allows the College to share successes with the public, allows the College to utilize data for internal decisions, and allows the College to identify current and future opportunities. The College's KPI's include enrollment, success rates, retention rates, graduation rates, and job placement and transfer rates. All of the data informs the College's Operational Plan.

7. Standing Committee Reports and New Business

   A. **Academic Committee**

   Vice Chairperson Cheryl Rush Dix

   1. **Report**-Chair Rush Dix referred to EVP Goodman for the report. The committee met on September 10th to discuss the policy below as part of the 5-year review cycle with emphasis on removing procedure from policy. No other topics were discussed.

   *Continued

2. **New Business**

Motion 2	Resolution to Amend Policy VI.B.1: Records and Management Retention Policy [Board Report #25-41] (pg. 4-7)

There was no discussion.

Trustee	Motion 2	Vote
Secretary Ejay Fyke		Y
Geoffrey Groce		Y
Kurt Hersch		Y
Robert Merrill	1	Y
Msg. David Rubino	2	Y
Vice Chairperson Cheryl Rush Dix		Y
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

Resolution to amend Policy VI.B.1: Records and Management Retention Policy was approved unanimously via voice vote.

B. **Personnel Committee**
   Trustee Robert Merrill

   1. **Report**-Chair Merrill was not present at the September 10th meeting but received minutes from HR Director Daugherty. There was an on-and-off-boarding update and the policies below were reviewed as part of the 5-year cycle.

   2. **New Business**

Motion 3	Resolution to Reaffirm Human Resource Related Board Policies [Board Report #25-42] (pg. 8) • Policy III.B.2: Compensation Ranges • Policy III.D.1: Military Leave

There was no discussion.

Trustee	Motion 3	Vote
Secretary Ejay Fyke	2	Y
Geoffrey Groce		Y
Kurt Hersch		Y
Robert Merrill		Y
Msg. David Rubino	1	Y
Vice Chairperson Cheryl Rush Dix		Y
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

Resolution to reaffirm Policy III.B.2: Compensation Ranges and Policy III.D.1: Military Leave was approved unanimously via voice vote.

C. **Finance Committee Report**

Trustee Kurt Hersch

1. **Report-**Chair Hersch reported that the committee met on September 15th. The College's budget is still tentative as it awaits the passing of the state budget to finalize. Trustee Hersch noted that maintaining cash reserves was important during budgetary delays. He noted that highlighted items on page ten are designated funds.

    a. August YTD Budget Summary 2025-2026 (pg. 9)

    b. August 2025 Bank Reconciliation (pg. 10)

2. **New Business**

Motion 4	Resolution to Amend Policy VI.A.3: Disposal of Surplus Property [Board Report #25-43] (pg. 11-13)

There was no discussion.

Trustee	Motion 4	Vote
Secretary Ejay Fyke		Y
Geoffrey Groce	1	Y
Kurt Hersch		Y
Robert Merrill	2	Y
Msg. David Rubino		Y
Vice Chairperson Cheryl Rush Dix		Y
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

Resolution to amend Policy VI.A.3: Disposal of Surplus Property was approved unanimously via voice vote.

D. **Other**

   1. New Business

Motion 5	Resolution to Implement the Pioneer Scholarship Portion of "Plan Let's Go!" Version 2026 for Spring 2026 as Presented [Board Report #25-44] (pg. 14)

Dr. Gray reported that the original Plan Let's Go, presented to the Board in March, assumed the implementation of Federal Financial Aid at this point. He is presenting an update (v. 2025) that recommends implementing part of the plan (with communication starting Fall of '25) in Spring of '26, by instituting a semester by semester "Pioneer" Scholarship in lieu of the current free tuition.

To receive the scholarship (free tuition) students will have to adhere to completing the FAFSA, having FASFA as the first dollar, and have successful academic progress. Availability of the scholarship will be decided semester by semester through Board approval until Title IV funds are approved. Dr. Gray also updated the assumptions in the updated Plan Let's Go noting that the model is built on the most conservative assumptions, but the actual outcomes are expected to be more favorable. EC3 also has $3.5M in Foundation dollars to offset Title IV funds. Dr. Gray clarified that projections in Plan Let's Go reflect operational costs and does not include grants, donations, internal cost saving strategies, or capital funding sources. He noted that the administration remains committed to actively managing operations to avoid deficit budgets and will continue adjusting plans to maintain financial stability.

The approval tonight is important because the College needs to start training staff, communicating to current students, and messaging to incoming students since spring enrollment starts in October. Dr. Gray said he is confident that the College will receive approval for Federal Financial Aid in the spring.

Trustee	Motion 5	Vote
Secretary Ejay Fyke		Y
Geoffrey Groce		Y
Kurt Hersch	1	Y
Robert Merrill		Y
Msg. David Rubino		Y
Vice Chairperson Cheryl Rush Dix	2	Y
Christina Vogel		Not Present
Chairperson Dr. Michael Victor		Y

Resolution to implement the Pioneer Scholarship portion of "Plan Let's Go!" Version 2026 for Spring 2026 as presented was approved unanimously via voice vote.

Motion 6	Resolution to Approve the Sublease with Northwest Tri-County Intermediate Unit (IU5) for a Portion of Erie County Community College's Leased Premise from August 1, 2025 to June 30, 2026 for $1.00 [Board Report #25-45] (pg. 15)

There was no discussion.

Trustee	Motion 6	Vote
Secretary Ejay Fyke	2	Y
Geoffrey Groce		Y
Kurt Hersch		Y
Robert Merrill		Y
Msg. David Rubino	1	Y
Vice Chairperson Cheryl Rush Dix		Y
Christina Vogel		Not Present
Chairperson Dr. Michael Victor		Y

Resolution to approve the sublease with Northwest Tri-County Intermediate Unit (IU5) for a portion of Erie County Community College's leased premise from August 1, 2025 to June 30, 2026 for $1.00 was approved unanimously via voice vote.

Motion 7	Resolution to Amend Board Policy I.A.1: Duties of the Board of Trustees [Board Report #25-46] (pg. 16-18)

This motion was tabled for further review.

8. **Executive Session if Needed-None**

9. **Motion to Adjourn-Time 6:14pm**

Trustee	Motion 8	Vote
Secretary Ejay Fyke		Y
Geoffrey Groce		Y
Kurt Hersch	1	Y
Robert Merrill		Y
Msg. David Rubino	2	Y
Vice Chairperson Cheryl Rush Dix		Y
Christina Vogel		Not Present
Chairperson Dr. Michael Victor		Y

The motion to adjourn was approved unanimously via voice vote.

Next Regular Meeting November 19, 2025 at 5:00PM

USING DATA TO INFORM DECISIONS

SHARING SUCCESSES WITH THE PUBLIC

ERIE COUNTY COMMUNITY COLLEGE

KPI: COURSE SUCCESS

Fall 2024 Course Success
- 0% — Target 79% — 100%
- Actual 81.0%

Spring 2025 Course Success
- 0% — Target 79% — 100%
- Actual 84.95%

Summer 2025 Course Success
- 0% — Target 79% — 100%
- Actual 87.7%

Course Success is defined as a grade of A, B, C, or Pass in a course. National Average of Course Success is 79%

KPI: RETENTION & COMPLETION

Fall 2023 Cohort Retention
- 0% — Target 56% — 100%
- Actual 78.0%

Fall 2023 Cohort Completion
- 0% — Target 25% — 100%
- Actual 47.2%

Retention and completion are based on the federal Integrated Postsecondary Education Data System (IPEDS) definitions.

In the context of IPEDS, retention rate refers to the percentage of first-time, degree/certificate-seeking undergraduate students from the previous fall who are still enrolled at the same institution in the current fall.

Graduation rate is the percentage of those same first-time, students who have completed their program within a specified time frame (typically within 150% of normal time).

Target rates are the 3 year average retention and completion rates for EC3 comparison institutions.

ERIE COUNTY COMMUNITY COLLEGE

UTILIZING DATA FOR INTERNAL DECISIONS
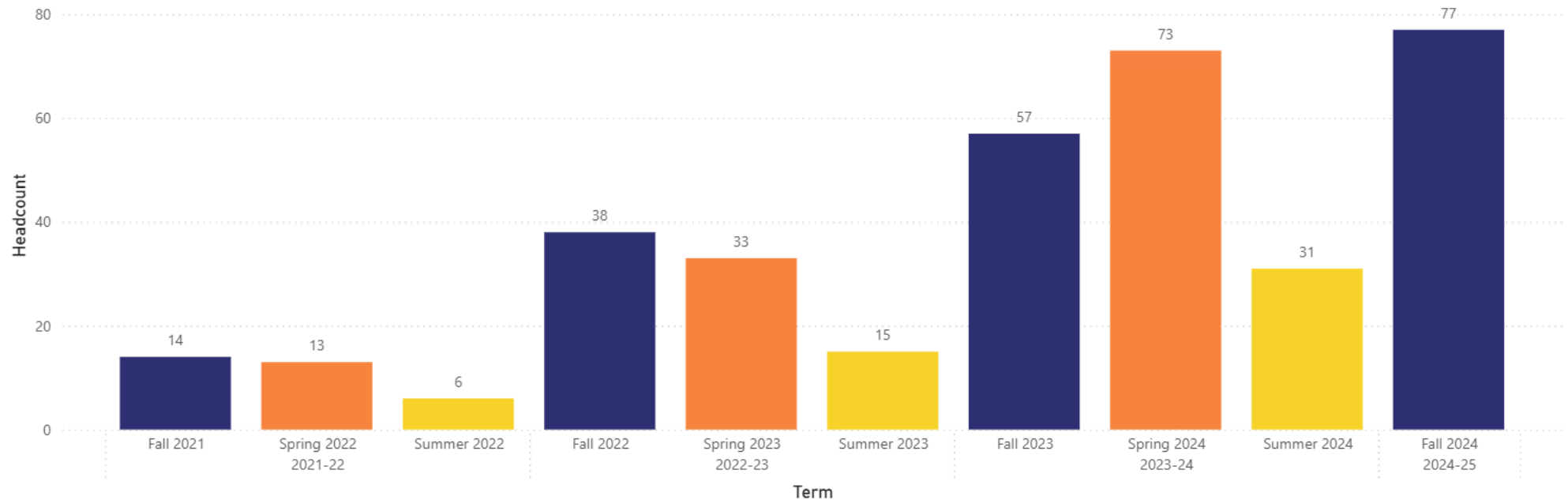
CURRENT AND FUTURE OPPORTUNITIES

INCREASED AVAILABILITY OF ENROLLMENT DATA LEADS TO BETTER PROJECTIONS
(DAILY TRACKING)

IMPROVED COMPARISONS HELP TO ESTABLISH APPROPRIATE TARGETS
(IPEDS)

EFFECTIVELY TRACK OPERATIONAL PLAN ACTIVITIES
(QUARTERLY REPORTING)

Board of Trustees

Regular Meeting Book

September 24, 2025

EC3 Erie West

2403 West 8th Street

Founders' Room 307A

Erie, Pennsylvania 16505

Meeting ID: 864 7949 2792 | Passcode: 113651

1. Call to Order

2. Roll Call

3. Approval of July 23, 2025, Regular Meeting Minutes (pg. 19-41)

Motion 1	Resolution to Approve the July 23, 2025, Regular Meeting Minutes

4. Public Participation

5. Reports

   A. **President's Report**
      Chris Gray, Ph.D.

   B. **Ad Hoc Committees and Advisory Groups**
      1. Foundation-President's Advisory Group
         Trustee Ejay Fyke, Board Representative
         a. Report

   C. **Chairperson of the Board**
      Chairperson Michael Victor, J.D., LL.D.

   D. **Other**

6. Presentation-KPI Dashboards
   Guy Goodman, Executive Vice President and Matt Cettin, Director of Planning Research and Development

7. Standing Committee Reports and New Business

   A. **Academic Committee**
      Vice Chairperson Cheryl Rush Dix

      1. Report

      2. New Business

Motion 2	Resolution to Amend Policy VI.B.1: Records and Management Retention Policy [Board Report #25-41] (pg. 4-7)

   B. **Personnel Committee**
      Trustee Robert Merrill

      1. Report

*Continued

2

2. New Business

Motion 3	Resolution to Reaffirm Human Resource Related Board Policies [Board Report #25-42] (pg. 8) • Policy III.B.2: Compensation Ranges • Policy III.D.1: Military Leave

C. **Finance Committee Report**

Trustee Kurt Hersch

1. Report

   a. YTD Budget Summary 2025-2026 (pg. 9)

   b. August 2025 Bank Reconciliation (pg. 10)

2. New Business

Motion 4	Resolution to Amend Policy VI.A.3: Disposal of Surplus Property [Board Report #25-43] (pg. 11-13)

D. **Other**

1. New Business

Motion 5	Resolution to Implement the Pioneer Scholarship Portion of "Plan Let's Go!" Version 2026 for Spring 2026 as Presented [Board Report #25-44] (pg. 14)

Motion 6	Resolution to Approve the Sublease with Northwest Tri-County Intermediate Unit (IU5) for a Portion of Erie County Community College's Leased Premise from August 1, 2025 to June 30, 2026 for $1.00 [Board Report #25-45] (pg. 15)

Motion 7	Resolution to Amend Board Policy I.A.1: Duties of the Board of Trustees [Board Report #25-46] (pg. 16-18)

8. Executive Session if Needed

9. Motion to Adjourn

Division and Department Information (pg. i1-iX)

A. Academic Affairs (pg. i1-i2i2)

B. Student Affairs (pg. i3-i4)

C. Enrollment (pg. i5-i8)

D. Finance and Operations (pg. i9-i10)

E. Human Resources (pg. i11-i12)

F. Marketing (pg. i13-i14)

G. EC3 Foundation (pg. i15-i16)

Next Regular Meeting November 19, 2025 at 5:00PM

Resolution to Amend Policy VI.B.1: Records and Management Retention Policy

<u>Information</u>
In accordance with the requirement that board policies be reviewed every five years, key amendments and implementation of policies are being proposed.

The revised language reinforces the distinction between board-level policies and administrative-level procedures and practices and aligns references to the current EC3 organizational structure and updating language for consistent terminology within the College's practices.

See the redlined and final policy that follows.

<u>Recommendation</u>
The Academic Committee recommends that the Board of Trustees moves to amend Policy VI.B.1: Records and Management Retention Policy as presented.

Policy VI.B.1: Records Management & Retention Policy

It is the policy of Erie County Community College to comply with applicable laws and best practices with regard to the records it maintains, and to apply those laws and practices consistently across College units.

Records maintained in either paper or electronic form that are governed by this policy include, but are not limited to:

~~Definitions~~

~~A.~~ ~~Confidential Record—The following types of Records are considered confidential:~~

1. "Education records" as defined by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended;

2. Individual employment records, including records which concern hiring, appointment, promotion, tenure, compensation,performance, termination or other circumstances of employment;

3. Records that include "protected health information" as defined by the Health Insurance Portability and Accountability Act of 1996 (HIPAA);

~~4. Records the use of which has been restricted by contract;~~

~~5.~~ 4. All administrative records of the College, with exceptions as specifically defined by the College's legal counsel including those records which must be open in conformance with Pennsylvania's Right-to-Know Law, as amended; and records which might expose the College to legal liability if treated as non-confidential.

~~B.~~ ~~Duplicate Record A copy of a Record maintained by a College unit other than the Responsible Unit.~~

~~1. Electronic Record~~
~~2. Any Record that is created, received, maintained and/or stored on College local workstations or central servers, regardless ofthe application used to create that Record. Examples of Electronic Records include, but are not limited to, electronic mail, word processing documents, scanned documents, spreadsheets and databases.~~
~~3. Originating Unit~~
~~4. The College Unit where a Record is first created or received from a sender external to the College.~~
~~5. Paper Record~~
~~6. Any Record maintained in a hard copy paper format, regardless of whether the Record was originally created on paper or as an Electronic Record.~~
~~7. Required Retention Period~~
~~8. The retention period that will be identified in a Records Retention Schedule to be developed and updated in conjunction withthe responsible unit with advice from the College's legal counsel.~~
~~9. Responsible Unit~~
~~10. The College Unit responsible for ensuring that a particular Record is maintained for the Required Retention Period.~~

~~**Electronic Records**~~

~~Unless otherwise specifically set forth in this Policy, maintenance and disposition of Electronic Records shall proceed on the same~~
~~basis as Paper Records.~~

~~**Safeguards Against Unauthorized or Accidental Disclosure**~~

~~Until Records are properly disposed in accordance with the Records Retention Schedule, each Unit of the College is accountable for securing and maintaining its Records, regardless of format or location. Each Unit is accountable for ensuring that employees, and others, are only granted access to Confidential Records essential to the performance of their duties. Further, each Unit must~~
~~ensure that those granted access are trained and employ reasonable safeguards to protect the Confidential Records.~~

Records Retention Schedule

~~The Records Retention Schedule will set forth the length of time Records should be retained by the Responsible Unit. The Schedule will be developed in coordination with the Unit.~~

~~The College should consult legal counsel about any Records not encompassed within the Records Retention Schedule. The College's legal counsel will determine, in consultation with the appropriate Unit, whether to destroy the Records in question or add those Records to the Records Retention Schedule.~~

Recognizing that the Responsible Unit must maintain Records in accordance with the Records Retention Schedule, Duplicate Records should be destroyed and disposed of as early as practical once no longer necessary to the operation of the Unit maintaining the Duplicate Record.

Certain categories of Records may be subject to a "review annually" Retention Period. Personnel in the Originating Unit will review those files annually, disposing of Records that are no longer necessary for or relevant to the operation of the Originating Unit.

Records will be maintained in accordance with the Records Retention Schedule including the responsible College Unit to maintain the record, the length of time required for documents to be maintained by the institution, and the appropriate disposal process to be followed when destruction is approved.

The College Registrar is responsible for coordinating, administering, and maintaining records management processes on behalf of the College.

Extended Retention Period

Records which are retained beyond the Required Retention Period should be destroyed and disposed of, in accordance with this Policy, as early as practical.

Destruction Authorization

Destruction of Electronic Records will be a coordinated effort between the Responsible Office and the College's Information Technology Unit. When the Required Retention Period for Electronic Records expires, the Responsible Unit will initiate the process for the Records' destruction and disposal. The destruction of those Electronic Records will be authorized jointly by the senior officer in the Responsible Unit and the Director of Information Technology. If those individuals are unable to agree, destruction will be stayed pending review and final determination by the College's legal counsel.

Paper Records which are no longer needed by the Responsible Unit for the day-to-day operation of that unit may be identified by staff within the Responsible Unit and transferred to the College's records storage areas. When the Required Retention Period for those Records expires, the Responsible Unit shall initiate the process for the Records' destruction and disposal. The destruction of those Records shall be authorized jointly by the Vice President for Business, Finance and Administration and the senior officer of the Responsible Unit.

If those individuals are unable to agree, destruction will be stayed pending review and final determination by the College's legal counsel. If Paper Records are still located within the Responsible Unit as of the expiration of the Required Retention Period applicable to them, the senior officer of the Responsible Unit will initiate the process for the Records' destruction and disposal.

Safe and Secure Disposal

All Paper Records constituting Confidential Records covered by the Records Retention Schedule shall be destroyed by shredding. All Electronic Records covered by the Records Retention Schedule shall be destroyed by or under the supervision of the Director of Information Technology.

Destruction Record [Certificate of Destruction]

The Certificate of Destruction contains an inventory describing and documenting every Record, in any format, that has been authorized for destruction, as well as the date and method of destruction.

Policy approved by Erie County Community College Board of Trustees:

 March 31, 2021
 September 24, 2025

Review Deadline: March 31, 2026 September 24, 2030

Policy VI.B.1: Records Management & Retention Policy

It is the policy of Erie County Community College to comply with applicable laws and best practices with regard to the records it maintains, and to apply those laws and practices consistently across College units.

Records maintained in either paper or electronic form that are governed by this policy include, but are not limited to:

1. "Education records" as defined by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended;

2. Individual employment records, including records which concern hiring, appointment, promotion, tenure, compensation,performance, termination or other circumstances of employment;

3. Records that include "protected health information" as defined by the Health Insurance Portability and Accountability Act of 1996 (HIPAA);

4. All administrative records of the College, with exceptions as specifically defined by the College's legal counsel including those records which must be open in conformance with Pennsylvania's Right-to-Know Law, as amended; and records which might expose the College to legal liability if treated as non-confidential.

Records Retention Schedule

Records will be maintained in accordance with the Records Retention Schedule including the responsible College Unit to maintain the record, the length of time required for documents to be maintained by the institution, and the appropriate disposal process to be followed when destruction is approved.

The College Registrar is responsible for coordinating, administering, and maintaining records management processes on behalf of the College.

Policy approved by Erie County Community College Board of Trustees:

 March 31, 2021
 September 24, 2025

*Review Deadline: **September 24, 2030***

Resolution to Reaffirm Human Resource Related Board Policies

<u>Information</u>

In accordance with the requirement that board policies be reviewed every five years the Personnel Committee asks the board to reaffirm the following policies listed below.

Policy III.B.2 Compensation Ranges

The College recognizes the necessity of maintaining competitive compensation for its employees and of preserving equitable relationships among employees and among organizational levels. Compensation for administrative and other employees is determined by reference to equivalent educational and industry standards and maintained through compensation programs and compensation ranges established by the administration.

Policy III.D.1: Military Leave

Military leave shall be granted in accordance with applicable federal and state law.

Delegation of Authority

The Administration shall develop and maintain regulations and procedures to implement the requirements of this Policy and to ensure that the military leave, benefit continuation and return to work requirements.

<u>Recommendation</u>

The Personnel Committee recommends that the Board of Trustees move to reaffirm the Board Policies as presented.

Erie County Community College
YEAR-TO-DATE OPERATING & CAPITAL CASH BASIS BUDGET REPORT
Fiscal Year 2025-26 as of August 31, 2025

	YTD Actual	YTD Budget	Actual vs. Budget	% Variance	Anticipated	Comments
OPERATING & CAPITAL REVENUES						
Student Tuition & Fees	$ 229,817	$ 250,648	$ (20,831)	-8.3%		
Tuition from Noncredit Programs	17,950	-	17,950	0.0%		
County of Erie - Operating	745,423	745,423	-	0.0%		
County of Erie - Recurring Capital	175,487	175,487	-	0.0%		
County of Erie - One-Time Capital	79,091	79,091	-	0.0%		
Commonwealth of PA - Operating	-	833,248	(833,248)	-100.0%		
Commonwealth of PA - Recurring Capital	-	256,724	(256,724)	-100.0%		
Commonwealth of PA - One-Time Capital	-	-	-	0.0%		
Commonwealth of PA - SS Reimbursement	-	35,000	(35,000)	-100.0%		
Grants	4,447	6,414	(1,967)	-30.7%		
Investment Income	40,794	30,000	10,794	36.0%		
Donation Passthrough	11,061	9,000	2,061	22.9%		
Miscellaneous Income	80	400	(320)	-80.1%		
Total Operating & Capital Revenues	**$ 1,304,148**	**$ 2,421,435**	**$ (1,117,286)**	**-46.1%**		
APPLICATION OF FUNDS						
Salaries	$ 680,253	$ 705,731	$ 25,478	3.6%		
Staff Benefits	143,069	162,792	19,724	12.1%		
Other Expenses	134,092	136,850	2,757	2.0%		
Contracted	27,295	49,117	21,822	44.4%		
Insurance	27,664	27,664	-	0.0%		
Travel	10,930	11,633	704	6.0%		
Maintenance & Repairs	22,500	23,955	1,454	6.1%		
Marketing	57,657	86,492	28,834	33.3%		
Contingency	-	8,333	8,333	100.0%		
Non-Lease Equipment & Non-Leased Softw	107,826	111,599	3,773	3.4%		
Facility Operations	30,326	32,280	1,954	6.1%		
Leased Facilities, Equipment, & Software	145,988	145,989	1	0.0%		
Capital Equipment Additions	432,372	487,000	54,628	11.2%		
TOTAL EXPENSES	**$ 1,819,974**	**$ 1,989,435**	**$ 169,461**	**8.5%**		
Surplus/(Deficit)	**$ (515,825)**	**$ 432,000**	**$ (947,826)**			

	Erie County Community College
	Confirmation of Bank Statement Reconciliations

	Community College of Erie County
Currency	USD

All EC3 Statements - Beginning Date	8/1/2025
All EC3 Statement - End Date	8/31/2025
Bank Statements Status - Reviewed & Reconciled	Reconciled

Operating Account Balances	

FNB	**August 2025 Current Balances**
Operating	$ 231,870.74
Investment Account	$ 179,748.06
Total Operating Account Balances	$ 411,618.80

Designated Purpose Account Balances	

FNB	

Designated Purpose Account			$ 4,117,032.41
- Tranformational Philanthropy Fund	$	1,630,170.95	
- Interest Earned - Tranformational Philanthropy Fund	$	4,697.03	
- Window Replacement Fund	$	418,831.64	
- Interest Earned - Window Replacement Fund	$	1,174.26	
- Allied Health Fund	$	2,056,287.24	
- Interest Earned - Allied Health Fund	$	5,871.29	
Advancement Fund Account			$ 106,175.01
Board Designated Reserves			$ 1,250,000.00
Board Designated Reserves Acct. #2670			$ 502,128.31
Total Designated Account Balances			$ 5,975,335.73
Total Operating and Designated Account Balances			$ 6,386,954.53

Other Designated Purpose Account Balances		

Foundation Agency Fund	$ 1,839,967.48	as of 07/31/2025
(not included in College account balances)		

Receivable - Funds State and County	
Erie County - Quarterly Funding	$ -
State PDE - Operating & Capital	$ 1,129,759.25
	$ 1,129,759.25

Resolution to Amend Policy VI.A.3: Disposal of Surplus Property

Information
In accordance with the requirement that board policies be reviewed every five years, key amendments and implementation of policies are being proposed.

The revised language reinforces the distinction between board-level policies and administrative-level procedures and practices and aligns references to the current EC3 organizational structure and updating language for consistent terminology within the College's practices.

See the redlined and final policy that follows.

Recommendation
The Finance Committee recommends that the Board of Trustees move to amend Policy VI.A.3: Disposal of Surplus Property as presented.

Redline

Policy VI.A.3: Disposal of Surplus Property

~~The Vice President for Business, Finance and Administration will be notified of potential Surplus Property. The College will~~
~~use reasonable efforts to redistribute property internally prior to declaring it as Surplus Property and disposing of it.~~
~~Once it is determined that an item will not be internally redistributed it can be deemed Surplus Property by the Vice President for Business,~~

~~Finance and Administration and is subject to disposal. The College shall establish and maintain guidelines to determine the appropriate method(s) of disposal for Surplus Property. The method(s) of disposal should maximize net benefit to the College. The appropriate method(s) of disposal will vary by item and depend on the circumstances including value of item (both monetary and non-monetary), nature and extent of demand for the item, usefulness, recyclability of materials and cost of storage. Hazardous and other special materials and equipment may be restricted as to disposition method and source.~~

~~Surplus Property should be disposed of by the College within one year of reaching Surplus Property status. Exceptions must be approved by the Vice President for Business, Finance and Administration and the President.~~

When College property is no longer required for operational use, the Finance Department must be promptly notified.

Before designating any item as Surplus Property, the College will make reasonable efforts to redistribute it for internal use. If the item is not reused internally, the Finance Department may officially declare it as Surplus Property.

The College will develop and follow clear guidelines for disposing of Surplus Property. The chosen disposal method should aim to provide the greatest overall benefit to the College. Disposal methods will vary based on factors such as:

- The item's monetary and non-monetary value
- Demand for the item
- Usefulness and recyclability
- Storage costs

Certain materials—such as hazardous or specialized equipment—may have restrictions on how and where they can be disposed of.

Surplus Property should be disposed of within one year of being designated as such. Any exceptions must be approved by the Chief Financial Officer or the President.

Policy approved by Erie County Community College Board of Trustees:

March 31, 2021
September 24, 2025

Review Deadline: ~~March 31, 2026~~ September 24, 2030

Final

Policy VI.A.3: Disposal of Surplus Property

When College property is no longer required for operational use, the Finance Department must be promptly notified.

Before designating any item as Surplus Property, the College will make reasonable efforts to redistribute it for internal use. If the item is not reused internally, the Finance Department may officially declare it as Surplus Property.

The College will develop and follow clear guidelines for disposing of Surplus Property. The chosen disposal method should aim to provide the greatest overall benefit to the College. Disposal methods will vary based on factors such as:

- The item's monetary and non-monetary value
- Demand for the item
- Usefulness and recyclability
- Storage costs

Certain materials—such as hazardous or specialized equipment—may have restrictions on how and where they can be disposed of.

Surplus Property should be disposed of within one year of being designated as such. Any exceptions must be approved by the Chief Financial Officer or the President.

Policy approved by Erie County Community College Board of Trustees:

 March 31, 2021
 September 24, 2025

*Review Deadline: **September 24, 2030***

Resolution to Implement the Pioneer Scholarship Portion of "Plan Let's Go!" Version 2026
for Spring 2026 as Presented

Information

The College plans to initiate the Pioneer Scholarship portion of "Plan Let's Go!" Version 2026 for Spring 2026 in preparation for the College's transition into Federal Financial Aid pending approval.

Recommendation

It is recommended that the Board of Trustees moves to implement the Pioneer Scholarship portion of "Plan Let's Go!" Version 2026 for Spring 2026 as presented.

Resolution to Approve Sublease with Northwest Tri-County Intermediate Unit (IU5) for a Portion of
Erie County Community College's Leased Premise from August 1, 2025 to June 30, 2026 for $1.00

Information
EC3 is seeking approval to enter into a sublease agreement with Northwest Tri-County Intermediate Unit
(IU5) from August 1, 2025-June 30, 2026, for $1.00 to include a portion of EC3's leased space from Erie
County Technical School's Skill Center location for the purpose of facilitating the Regional Choice
Initiative (dual enrollment). The lease agreement has been reviewed by legal counsel to ensure the
College's interests are fully protected.

The sublease includes classrooms 203, 204 and 207, as well as all common areas, including, but not
limited to, corridors, lobbies, stairways, vestibule, rest rooms and student activity rooms.   The
scheduling of the classrooms and any student activity rooms shall be done through common agreement
between EC3 and IU5.
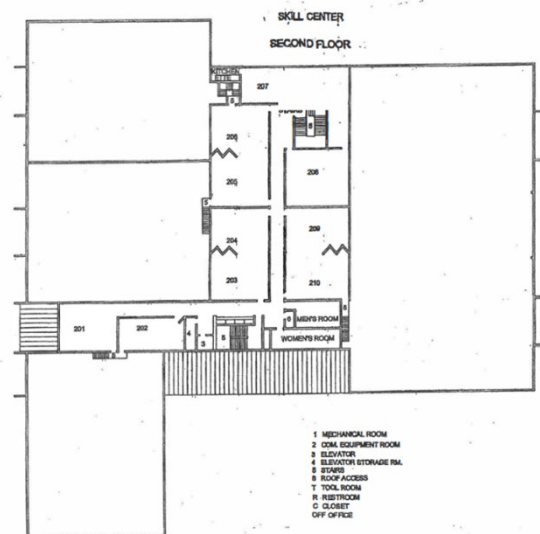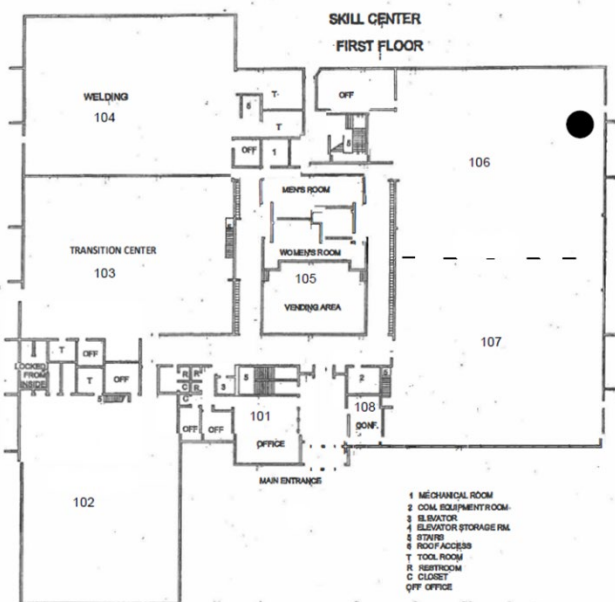
Recommendation
It is recommended that the Board of Trustees moves to approve the sublease with Northwest Tri-County
Intermediate Unit (IU5) for a Portion of Erie County Community College's leased premise for the
purpose of facilitating the Regional Choice Initiative (Dual Enrollment) as presented.

Resolution to Amend Policy I.A.1: Duties of the Board of Trustees

Information

In accordance with the requirement that board policies be reviewed every five years, key amendments and implementation of policies are being proposed.

The revised language reinforces the distinction between board-level policies and administrative-level procedures and practices and aligns references to the current EC3 organizational structure and updating language for consistent terminology within the College's practices.

This specific amendment aligns with the Middle States Commission on Higher Education's Standard VII: Governance, Leadership, And Administration.

See the redlined and final policy that follows.

Recommendation

The Executive Committee recommends that the Board of Trustees moves to amend Policy I.A.1: Duties of the Board of Trustees as presented.

Policy I.A.1: Duties of the Board of Trustees

The duties of the Erie County Community College Board of Trustees include the following:

- ~~Advance the College's mission, values and reputation.~~
- ~~Ensure education is the primary purpose of the College.~~
- ~~Ensure appropriate autonomy of the College.~~
- ~~Ensure that the College serves the public interest.~~
- ~~Recruit, appoint, compensate, and evaluate the President.~~
- ~~Exercise oversight of the College including policy development, budget planning, and strategic planning.~~
- ~~Act upon the recommendations of the President on all matters pertaining to the welfare or operation of the College.~~
- ~~Review and approve the College budget.~~
- ~~Review and approve tuition and fees.~~
- ~~Approve, holding, leasing, renting, selling, purchasing and development of property.~~
- ~~Monitor College progress on goals.~~
- ~~Review and adopt Board policies.~~
- ~~Approve contracts except as such authority may be delegated to the President.~~
- ~~Accept and receive gifts and grants.~~
- ~~Conduct periodic evaluation of the Board's performance.~~
- ~~Exercise such other powers and duties as may be required by law and are not delegated to the President.~~
- ~~Avoid or disclose conflicts of interest and uphold ethical standards.~~
- ~~Maintain the confidentiality of board matters.~~
- Serves the public interest, ensures that the institution clearly states and fulfills its mission and goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, integrity, planning, and fiscal well-being of the institution.
- Has sufficient diversity, independence, and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution, meet regularly, and not allow political, financial, relationship with a related entity, or other undue influences to interfere with their governing responsibilities.
- Ensures that neither the governing body nor its individual members interfere in the day-to-day operations of the institution.
- Oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and by-laws, and the assurance of strong fiscal management.
- Plays a basic policy-making role in financial affairs to ensure integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution.
- Appoints and regularly evaluates the performance of the President.
- Is informed in all its operations by principles of good practice in board governance.
- Establishes and complies with a written conflict of interest policy designed to ensure the impartiality of the governing body.
- Supports the President in maintaining the autonomy of the institution.

Policy approved by Erie County Community College Board of Trustees:

March 24, 2021
September 24, 2025

Review Deadline: ~~March 24, 2026~~ September 24, 2030

Policy I.A.1: Duties of the Board of Trustees

The duties of the Erie County Community College Board of Trustees include the following:

- Serves the public interest, ensures that the institution clearly states and fulfills its mission and goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, integrity, planning, and fiscal well-being of the institution.
- Has sufficient diversity, independence, and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution, meet regularly, and not allow political, financial, relationship with a related entity, or other undue influences to interfere with their governing responsibilities.
- Ensures that neither the governing body nor its individual members interfere in the day-to-day operations of the institution.
- Oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and by-laws, and the assurance of strong fiscal management.
- Plays a basic policy-making role in financial affairs to ensure integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution.
- Appoints and regularly evaluates the performance of the President
- Is informed in all its operations by principles of good practice in board governance.
- Establishes and complies with a written conflict of interest policy designed to ensure the impartiality of the governing body.
- Supports the President in maintaining the autonomy of the institution.

Policy approved by Erie County Community College Board of Trustees:

 March 24, 2021
 September 24, 2025

*Review Deadline: **September 24, 2030***

1. **Call to Order-Time 5:02pm**

2. Roll Call

Trustee	Roll Call
Ejay Fyke	Y via Zoom
Geoffrey Groce	N
Kurt Hersch	Y
Robert Merrill	Y
Msg. David Rubino	N
Vice Chairperson Cheryl Rush Dix	N
Christina Vogel	Y
Chairperson Dr. Michael Victor	Y

With a quorum confirmed, the Trustees proceeded with the agenda.

College Employees/Other Attendees (6)

Founding President Chris Gray Ph.D. via Zoom; Executive Assistant and Secretary to the Board of Trustees Renée Triana; Executive Vice President Guy Goodman; CFO Frank Moore via Zoom; Executive Director of External Relations & Strategy Shawn Waskiewicz; and Solicitor Tim Wachter.

3. **Approval of May 28, 2025, Regular Meeting Minutes (pg. 56-76)**

Motion 1	Resolution to Approve the May 28, 2025, Regular Meeting Minutes

There was no discussion.

Trustee	Motion 1	Vote
Ejay Fyke		Y
Geoffrey Groce		Not Present
Kurt Hersch		Abstained
Robert Merrill	1	Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel	2	Y
Chairperson Dr. Michael Victor		Y

Resolution to approve the May 28, 2025 regular meeting minutes was approved unanimously via voice vote.

4. **Public Participation-None**

5. **Reports**

   A. **President's Report**

   Chris Gray, Ph.D.

   Chairperson Dr. Victor reviewed the President's report with the Trustees. Dr. Gray noted that EC3 hosted the C.L.A.S.S. Act Scholarship banquet this year as one of the program's sponsors. He also thanked the Trustees for recommending his attendance at the AACC President's Academy Summer Institute. Finally, he highlighted the Student Affairs division report with emphasis on the Federal Financial Aid timeline and enrollment are both on track.

   B. **Ad Hoc Committees and Advisory Groups**

   1. Foundation-President's Advisory Group

   Trustee Ejay Fyke, Board Representative

      a. Report

      Trustee Fyke reported that the Foundation Board hadn't met since the last Board meeting and that the next Foundation Board meeting is August 19th. He highlighted two events; first, was Erie Gives Day on August 12th and he provided the Trustees with a Peer-to-Peer fundraising sheet from the Erie Community Foundation. Second, was EC3's Scholarship Golf Classic on September 26th with a goal to raise $30,000. Trustee Fyke said there were other events on the horizon including a fall scholarship campaign and champaign tasting event. Chairperson Dr. Victor noted that the Foundation could also request a pledge as long as the advancement and finance divisions were aware how to handle them.

   C. **Chairperson of the Board**

   Chairperson Michael Victor, J.D., LL.D.

   Chairperson Dr. Victor thanked Trustee Merrill for developing the Presidential Evaluation

*Continued

timeline and keeping the process on track with the entire process completed by July. The Chairperson also noted EC3's sponsorship of the Seawolves game on August 22nd and that tickets were available. He pointed out the construction happening throughout the building as part of the Board approved Allied Health renovation contracts. His final comment concerned the Board retreat key takeaways provided by ACCT consultant Dr. Dukes. Each Trustee present received a copy of the takeaways.

D. **Other-**There were no other comments or reports.

6. **Presentation-KPI's & Financial Aid Updates and Timeline (Exhibit A)**

Executive Vice President, Guy Goodman

EVP Goodman presented a PowerPoint review of the College's Spring 2025 key performance indicators. He focused on enrollment, student success, retention and completion and will provide an update in September covering transfer and job placement. Enrollment continues to grow, and the top five academic programs are the College's original programs. Course success has grown to 85% in Spring 2025 in comparison to 70-80% at established institutions. First year retention rates for a full-time student are 76.5% for Fall 2024, well above the comparison school data. Students who start with us, stay with us-even if they are transferring. The College will see some normalization of those numbers over time. Students are provided with an exit survey which will provide information behind the data. The College completion rates for Fall 2022 were 47.2% completed within the federal government's 150% timeline (3 years to complete a 2-year degree). The national average is 35.2%. EC3 has strong comparative data in the region, state, and national levels. The College is doing exactly what we set out to do and will continue to monitor the indicators. It is a testament to the impact we are making in Erie County.

The Board thanked EVP Goodman for a job well done. Trustee Hersch noted that the data is not just good or ok, but fantastic. He recommended that we share the information with the public in a simple marketing campaign showing EC3's numbers vs the average, possibly even using students. It was also recommended that the numbers are shared with the county, at the Quarterly Breakfast and on a President speaking tour. The Trustees also noticed and commended the new billboard campaign around town. Shawn Waskiewicz, Executive Director of External Relations & Strategy, noted the Trustees' suggestions.

EVP Goodman also shared the Federal Financial Aid timeline with the Trustees. The timelines may change due to changes within the Department of Education, but the College will work with local representatives to help expedite the process.

7. **Standing Committee Reports and New Business**

A. **Academic Committee**

Vice Chairperson Cheryl Rush Dix

1. Report-Chair Rush Dix was not present, so EVP Goodman reported that the following is a list of policies that were reviewed as part of the five-year annual cycle. There are several policies because this is their first review since adoption. They are being updated to reflect our titles, processes, and workflows. The academic calendar will be presented every July so there are always two calendars reviewed and approved.

2. New Business

	Resolution to Reaffirm, Amend, and/or Withdraw Academic Related Board Policies to Reflect Current Practice [Board Report #25-34] (pg. 5-24)
Motion 2	- Policy IV.A.1: Assessment of Student Learning Outcomes - Policy IV.B.3: Course Syllabus Adoption and Use - Policy IV.B.4: Textbook and Course Materials Adoption - Policy IV.B.5: Course and Program Review and Evaluation - Policy IV.B.6: Course Section and Class Cancellation - Policy IV.B.7: Academic Program Discontinuation - Policy IV.C.1: Academic Code of Conduct for Students - Policy IV.C.2: Student Academic Leaves and Administrative Withdrawals - Policy IV.C.3: Student Academic Appeals - Policy IV.D.1: Professional Ethics Code - Policy IV.D.2: Academic Freedom - Policy IV.D.3: Intellectual Property - Policy V.A.2: Academic Standing - Policy V.A.4: Student Records - Policy V.A.5: Registration and Enrollment - Policy V.A.6: Transfer of Credits - Policy V.C.2: Transfer to Other Colleges and Universities - Policy V.C.4: Access to Health Services - Policy V.C.5: Library, Learning Resources and Technology Support - Policy V.D.1: Sex Offender Notifications - Policy V.D.2: Student Rights and Responsibilities/Code of Conduct - Policy V.D.3: Complaints, Problems, Grievances and Appeals by Students

There was no discussion.

*Continued

Trustee	Motion 2	Vote
Ejay Fyke		Y
Geoffrey Groce		Not Present
5Kurt Hersch	1	Y
Robert Merrill	2	Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

Resolution to reaffirm, amend, and/or withdraw academic related board policies to reflect current practice was approved unanimously via voice vote.

Motion 3	Resolution to Approve the 2026-2027 Academic Calendar as Presented [Board Report #25-36] (pg. 25-26)

There was no discussion.

Trustee	Motion 3	Vote
Ejay Fyke	2	Y
Geoffrey Groce		Not Present
Kurt Hersch	1	Y
Robert Merrill		Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

Resolution to approve the 2026-2027 academic calendar as presented was approved unanimously via voice vote.

B. **Personnel Committee**
   Trustee Robert Merrill

   1. Report-Chair Merrill reported there was no meeting in July.
   2. New Business-No action items.

C. **Finance Committee Report**

Trustee Kurt Hersch

1. Report-Trustee Hersch reported that he was not present at the meeting and asked CFO Moore to report. CFO Moore reviewed the financials and reported that the audit process has begun. He also reported that the final budget will be adjusted and brought back to the Trustees for approval once the state budget is passed. He also said there is no concern because the College has the reserves and additional sources of funding such as the line of credit that the Board approved last month.

    a. YTD Budget Summary 2025-2026 (pg. 27)

    b. June 2025 Bank Reconciliation (pg. 28)

2. New Business

Motion 4	Resolution to Approve Service Master by Advance in the Amount of $45,120 for Current Building Configuration and $48,450 for Post Renovation Building Configuration to Provide Professional Janitorial Cleaning Services for the EC3 Erie West Campus [Board Report #25-37] (pg. 29)

It was confirmed the contractor is local and that they won the award through a sealed bidding process.

Trustee	Motion 4	Vote
Ejay Fyke		Y
Geoffrey Groce		Not Present
Kurt Hersch	1	Y
Robert Merrill		Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel	2	Y
Chairperson Dr. Michael Victor		Y

Resolution to approve Service Master by Advance in the amount of $45,120 for current building configuration and $48,450 for post renovation building configuration to provide professional janitorial cleaning services for the EC3 Erie West Campus was approved unanimously via voice vote.

D. **Other**

1. New Business

Motion 5	Resolution to Amend and/or Implement Board Policy to Reflect Current Practice [Board Report #25-38] (pg. 30-35) • Policy I.A.6: Disclosure of Personal or Private Interest • Policy I.A.7: Trustee Requests Requiring Board Authorization (New Policy) • Policy I.A.8: Trustee Voting (New Policy) • Policy VII.C.2: Freedom of Expression and Demonstration • Policy VII.C.3: Use of College Facilities for Elected Officials and Political Activity (New Policy)

There was no discussion.

Trustee	Motion 5	Vote
Ejay Fyke	2	Y
Geoffrey Groce		Not Present
Kurt Hersch		Y
Robert Merrill	1	Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

Resolution to amend and/or implement board policy to reflect current practice was approved unanimously via voice vote.

Motion 6	Second Reading of Proposed Amended EC3 Bylaws and Resolution to Adopt the EC3 Bylaws as Presented [Board Report #25-39] (pg. 36-54)

There was no discussion.

*Continued

Trustee	Motion 6	Vote
Ejay Fyke		Y
Geoffrey Groce		Not Present
Kurt Hersch		Y
Robert Merrill	1	Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel	2	Y
Chairperson Dr. Michael Victor		Y

Resolution to adopt the EC3 Bylaws as presented was approved unanimously via voice vote.

Motion 7	Resolution to Approve a Merit-Based Adjustment for the President as Presented [Board Report #25-40] (pg. 55)

Personnel Chair Merril reported that the Executive Committee is recommending a 3.5% raise to the President's salary/base and another 2.5% bonus-1.25% now and 1.25% in March when accreditation activity is completed.

Trustee	Motion 7	Vote
Ejay Fyke		Y
Geoffrey Groce		Not Present
Kurt Hersch	1	Y
Robert Merrill		Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel	2	Y
Chairperson Dr. Michael Victor		Y

Resolution to approve a merit-based adjustment for the president as presented was approved unanimously via voice vote.

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9. Executive Session (if needed)-No executive session was necessary.

10. Motion to Adjourn-Time 5:45pm

*Continued

Trustee	Motion 8	Vote
Ejay Fyke		Y
Geoffrey Groce		Not Present
Kurt Hersch	1	Y
Robert Merrill	2	Y
Msg. David Rubino		Not Present
Vice Chairperson Cheryl Rush Dix		Not Present
Christina Vogel		Y
Chairperson Dr. Michael Victor		Y

The motion to adjourn was approved unanimously via voice vote.

Next Regular and Annual Meeting September 24, 2025 at 5:00PM

EC3 KEY PERFORMANCE INDICATORS

SPRING 2025

ERIE COUNTY COMMUNITY COLLEGE

Key Performance Indicators

➢ Enrollment

➢ Student Success

➢ Retention

➢ Completion

➢ Transfer and Job Placement

ERIE COUNTY COMMUNITY COLLEGE

ENROLLMENT

Spring Enrollment by Headcounts

2023: **337** (FT-98: PT-239)

2024: **550** (FT-171: PT-379)

2025: **785** (FT-251: PT-534)

Spring Enrollment by Credit Hours

2023: **2,689** (FT-1,309: PT-1,380)

2024: **4,511** (FT-2,257: PT-2,254)

2025: **6,715** (FT-3,490: PT-3,225)

Telling the Story
Students in the Minority at EC3
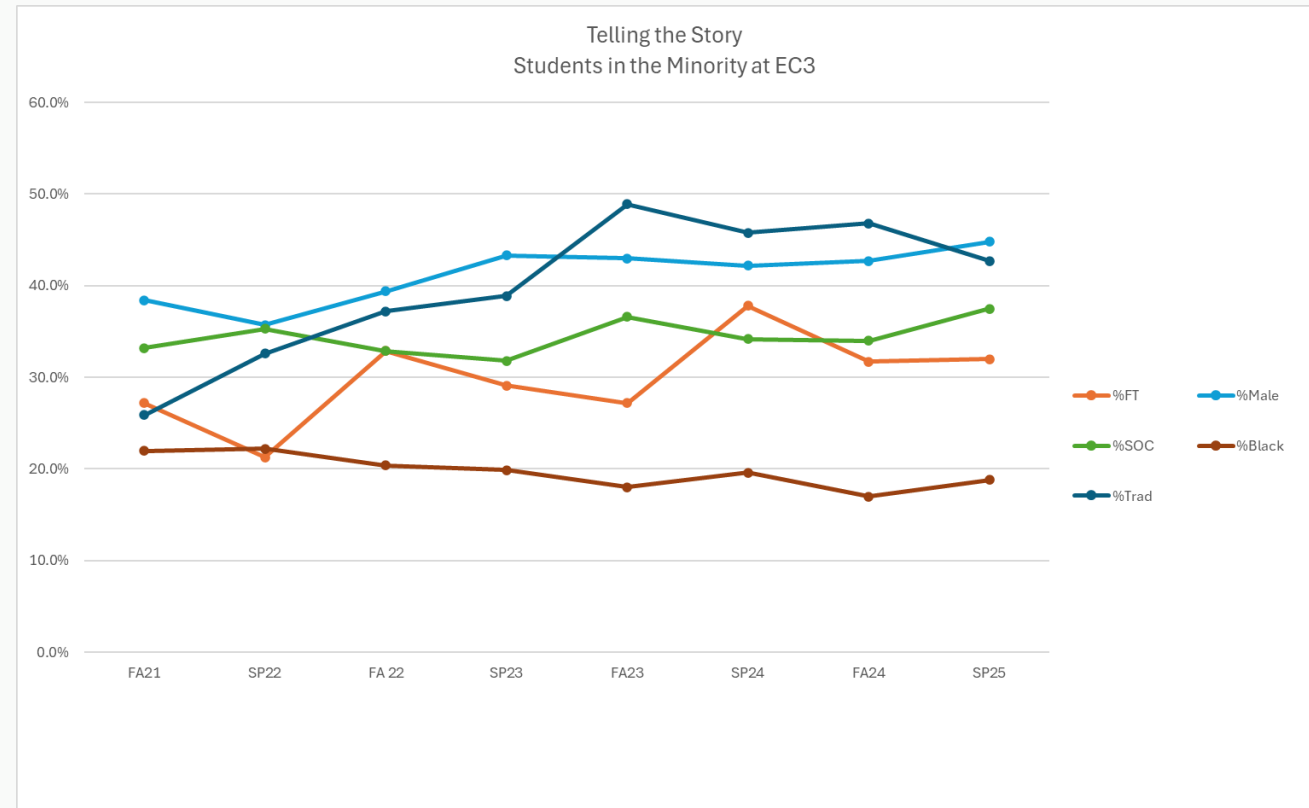
Black/African American student enrollment growth (red line) is not keeping pace compared to other demographic minority categories.

Spring Enrollment Totals

ERIE COUNTY
COMMUNITY COLLEGE

Top 5 Academic Programs
(Based on Program Enrollment)

#1: Associate of Arts (General Studies): 21.6%

#2: Management and Entrepreneurial Thinking (AAB): 15.9%

#3: IT/Network Systems (AAS): 7.0%

#4: IT/Programming (AAS): 5.2%

#5: Criminal Justice (AAS): 4.6%

STUDENT SUCCESS

Course Success on the Upswing

Term	Percent of Course Success
Spring 2022	69.6%
Spring 2023	82.6%
Spring 2024	83.9%
Spring 2025	85.0%

Available information for comparison from established institutions indicates a regular course success rate between 70-80% by term.

RETENTION

ERIE COUNTY
COMMUNITY COLLEGE

First-Year Retention Rates
(First Semester Fall, Degree/Certificate Seeking Students)

Fall 2022	FT	74.5%
	PT	36.6%
Fall 2023	FT	83.0%
	PT	22.6%
Fall 2024	FT	76.5%
	PT	36.2%

Comparison School Data (FT students only)	
Penn Highlands Comm College	55%
Butler County Comm College	65%
Comm College of Beaver County	59%
Comm College of Allegheny County	62%
Comm College of Philadelphia	58%
Harrisburg Area Comm College	56%

Source: U.S. DoE College Scorecard Comparison Data for Fall 2022 cohort

A lower retention rate for part-time students is indicative of the competing priorities that exist within a student's personal situation and how education may be the first interest to be set aside when others need additional focus.

Retention

ERIE COUNTY
COMMUNITY COLLEGE

COMPLETION

Students Leaving with a Credential

Number of Conferred Credentials
(Degrees and Certificates)

	2022-2023	2023-2024	2024-2025
	27	73	109*
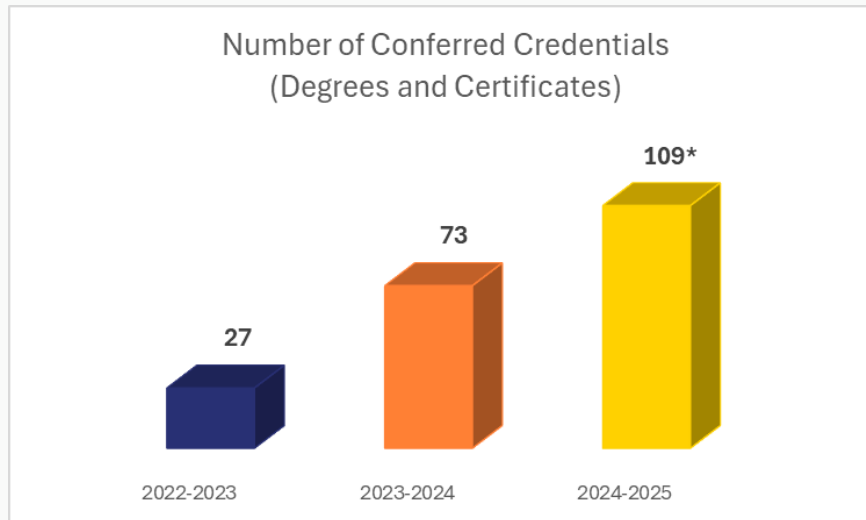
*does not include students conferred in Summer 2025

Cohort Graduation Rates (Full Time Students Only)		
	Academic Year 2023	Academic Year 2024	Academic Year 2025
Fall 2021	25.5%	39.2%	47.1%
Fall 2022	N/A	28.3%	47.2%
Fall 2023	N/A	2.0%	29.4%
Fall 2024	N/A	N/A	10.8%

Cohort: First-time/Full-time at EC3

Using the 150% rule set by the federal government (3 years to complete 2-year degree), **39.2%** of the Fall 2021 cohort completed their credential.

For the fall 2022 cohort, **47.2%** completed within the 150% timeline.

National CC Average: 35.2%

FINANCIAL AID AT EC3

Financial Aid Update

EC3 has completed the first step toward participating in the Title IV federal student aid program and the Commonwealth of PA's Higher Education Assistance Agency's (PHEAA) student aid program.

June 17, 2025: EC3 submitted the eApplication to participate in Title IV program

June 29, 2025: EC3 received acknowledgement that the application was successfully submitted

June 30, 2025: US Dept of Education assigned an analyst to the application

Upcoming or Ongoing EC3 Tasks
- Identify the internal process for administering student aid to students
- Determine requisite and appropriate staffing levels for the Financial Aid functions
- Prepare current and prospective students for the financial aid process
- Prepare select staff for support of the financial aid process

THANK YOU

Guy Goodman, Executive VP

ggoodman@ec3pa.org

814-413-7003

Division and Department Information

Academic Affairs
September 2025

EC3 Collaborates with Logistics Plus Erie County Agencies to Address Emergent Technology Needs

EC3 hosted a community meeting sponsored by Logistics Plus (Erie) to discuss the emerging need for construction of and ongoing maintenance of technology data centers in the western PA region. Over 50 representatives from various industries met to learn more about the Mission Critical Global Alliance (MCGA) and its certification training program that specializes in understanding how to construct, maintain and operate within the data center and mission critical environments.

The certification program is an "add-on" to other current or newly-established programs in the manufacturing and technology spaces to include welding, CNC machining, artificial intelligence and cybersecurity to name a few. Partnerships with local 4-year institutions would allow EC3 to be fully engaged in the training as a provider of the basic level certification as well as a conduit for connecting certified operators into advanced programs toward the additional certification at the Professional level.

Currently, Cleveland Community College (NC) is one of the only community colleges providing the Certified Mission Critical Operator certificate as they work to meet the workforce needs in the Atlantic Coast region.

EC3 Expanding Partnership with UPMC Healthcare System

EC3 is engaged in conversations with UPMC Chautauqua WCA Hospital School of Radiology to participate in a formal agreement allowing students to complete the EC3 Associate of Arts degree and work toward the UPMC Chautauqua's radiology certificate.

The UPMC program is a two-year, six-trimester program where students complete all the necessary training on site in Jamestown. Either once completed with the radiology coursework or prior to admission into the Chautauqua program, students can complete their general education requirements that will be added to the program courses for EC3 to award the Associate of Arts degree. Currently, Erie County students completing this program only have the choice to travel to Jamestown (NY) Community College to finish the associates degree. Offering the general education at EC3 will allow Erie County residents to reduce their travel time while still finishing their associate's degree at a recognized community college.

Students who complete the UPMC School of Radiology's program are required to have a minimum of an associate's degree in hand prior to be able to register for their radiology certification exams.

Academic Committee Meeting Agenda
Regular Monthly Meeting
September 10, 2025 | 5:45 pm | 2403 W. 8th Street, Erie West, Founders' Room 307A
Zoom Meeting ID: 814 413 7003
Zoom Passcode: 7003

Attendees

- Trustee Msgr. David Rubino, Ph.D., Ph.D.
- Guy Goodman, Executive Vice President

Agenda Items Discussed

1. EVP Goodman called the meeting to order at 5:45pm.

2. EVP Goodman presented Policy VI.B.1: Records Management and Retention Policy for review. The policy update is being submitted as part of the five-year cycle of review. The redlined changes represent creating a clear policy related to records management and removing the process steps for maintaining records. The updated policy includes the definition of records included in the college's management process and identifies the office responsible for maintaining records and managing records throughout the institution.

3. EVP Goodman reported that the College is waiting for a list of additional information requested from the Department of Education as a part of our application. We have not been provided any updated timelines, but the College remains confident that the process will be addressed in an efficient manner.

   EVP Goodman and Dr. Bowman are researching vendors for ongoing financial aid administration once the College has been provided with approval from the Department of Education. The College is reviewing various service levels provided by vendors but are looking for a vendor that can provide full financial aid administration support for the College. Trustee Rubino commented that he would want, as part of the financial aid decision, the College to commit to having a staff member on site who will be able to answer student questions rather than rely on the external partner to meet this need for every student. Also, the onsite staff member would be able to help to educate the community about financial aid (workshops, training, etc.) and help IT with any immediate technical issues that might come up with Workday.

4. No Other Business

5. EVP Goodman adjourned the meeting at 5:56pm.

Student Affairs
September 2025

Financial Aid/Title IV Funds

EC3's Application for Title IV funds has been submitted and assigned to an analyst. The initial communication has indicated that there are several applications in the queue before ours and the Department of Education has a backlog, but they will get to our application as soon possible.

- Application Submitted: 6/17/25

- Receipt Acknowledgement: 6/29/25

- Analyst Assigned: 6/30/25

- Executive Director of External Relations and Strategy seeks Letters of Support from US Representatives and US Senators.

- Further contact with analyst indicates it is still under review: 9/12/25

Clubs and Activities Fall 2025

EC3's **Phi Theta Kappa** chapter recruiting is underway; qualified students have been invited and at least 30 have expressed interest. Kimber Forrester (General Studies) has been named the faculty advisor and Clarissa Stewart-Baker is the staff advisor.

Social Sciences Club with Alex Wheaton (ENG/CRJ lead faculty) as faculty advisor is advertising for interest.

Student Government Association with Catherine Robertson (BUS) as faculty advisor met 9/17/25

Creative Writing Club with Dr. Jen Robinette (ENG) as faculty advisor meets every Tuesday from 4:00-5:00.

Staffing Updates

Full-time recruiter- Deriyonah Reid and Part-time recruiter Dana Bearer will start 9/22/25

An offer has been extended to fill the Director of Records and Enrollment (a new position that will serve as College Registrar and Supervisor of recruiting). Tentative start date is 10/13/25 if all goes as planned.
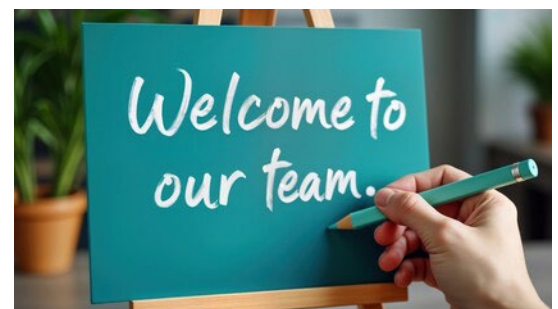
Fall Enrollment

- 797 Headcount, 17.4% more than Fall 2024 (established enrollment goal is 800)

- 567.4 FTE, 20% increase from Fall 2024

- Mid-Fall session starts 10/13/25, telephone and text campaigns are underway for new applicants and returning registrants.

Enrollment
September 2025

All numbers are as of September 9, 2025 – V3 Enrollment report. Data reported is prior to the 2nd 8-week term.
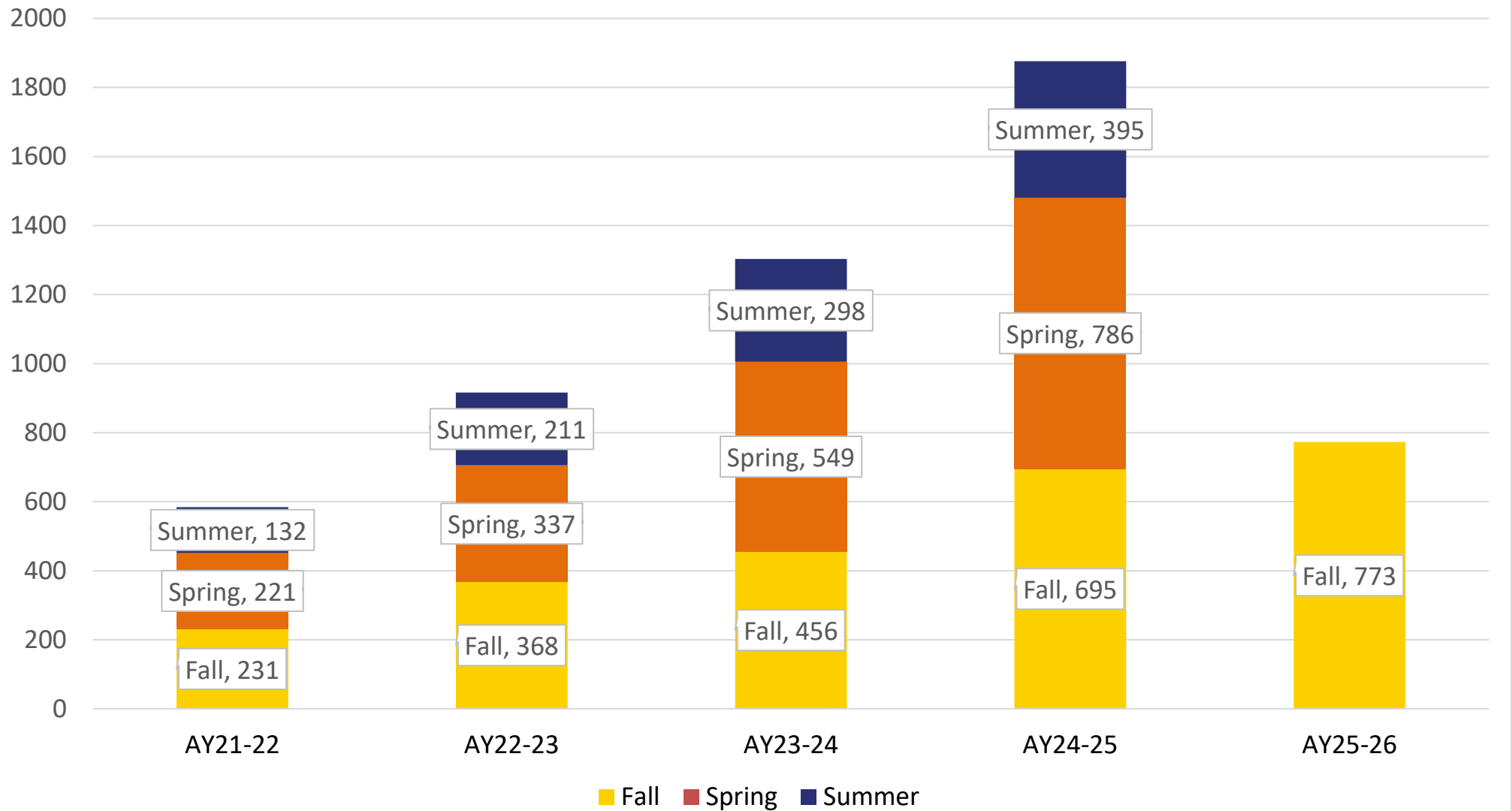
Fall 2025		9/9/2025
Headcount	Full Time	304
	Part Time	469
	Total	773

Credit Hours	Full Time	4183.00
	Part Time	2981.50
	Total	7164.50

Avg. Load	Full Time	13.76
	Part Time	6.36
	Total	9.27

FTE	Full Time	304.00
	Part Time	248.46
	Total	552.46

Headcount Enrollment by Academic Year

i6

Credit Hour Enrollment by Academic Year

i7
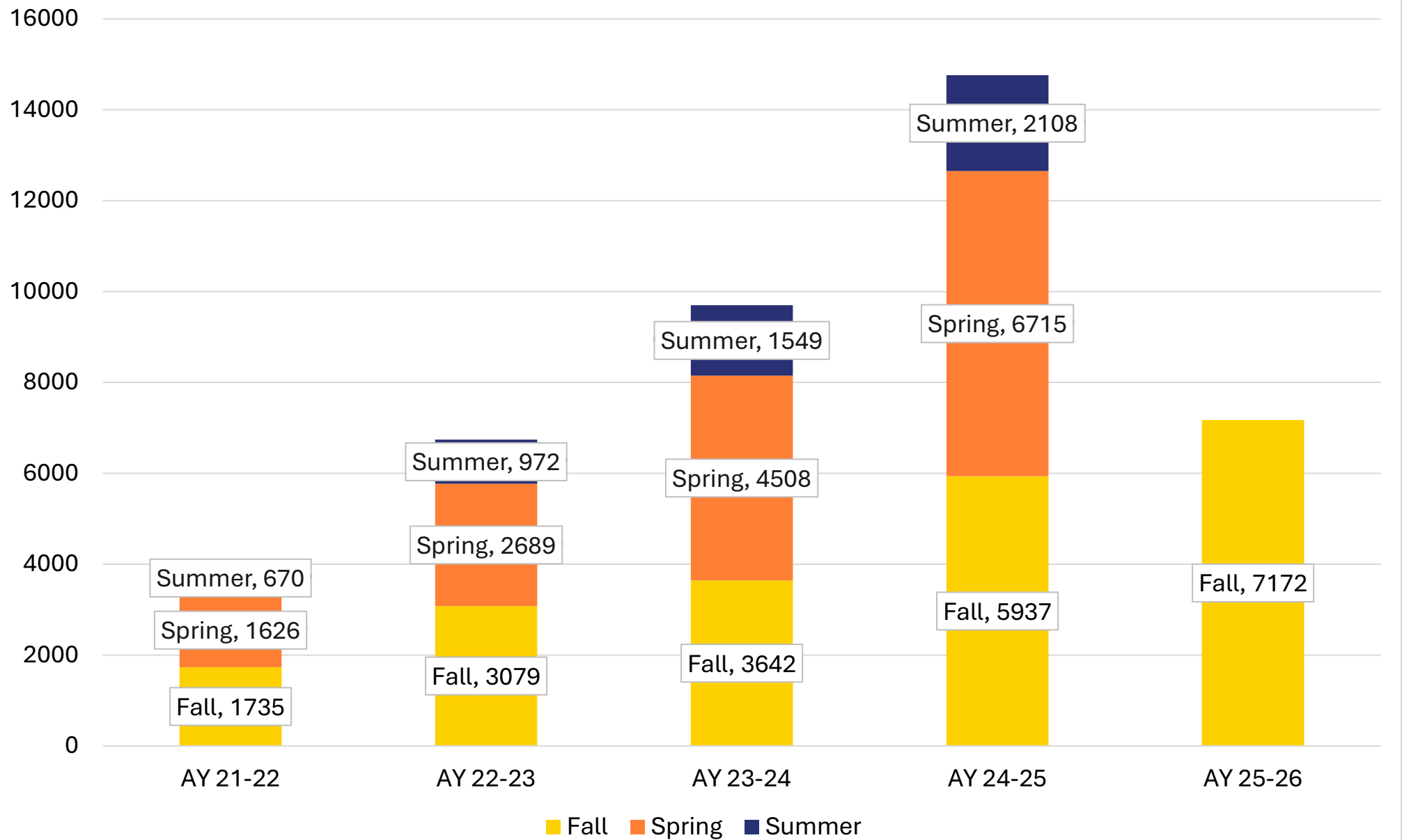
Gender Breakdown by Academic Year

Academic Year	Female	Male	Not declared
2025-2026	56.3%	41.9%	1.8%
2024-2025	56.0%	42.1%	1.9%
2023-2024	55.3%	42.1%	2.6%
2022-2023	57.3%	39.5%	3.2%
2021-2022	57.7%	34.8%	7.5%

Legend: Female, Male, Not declared
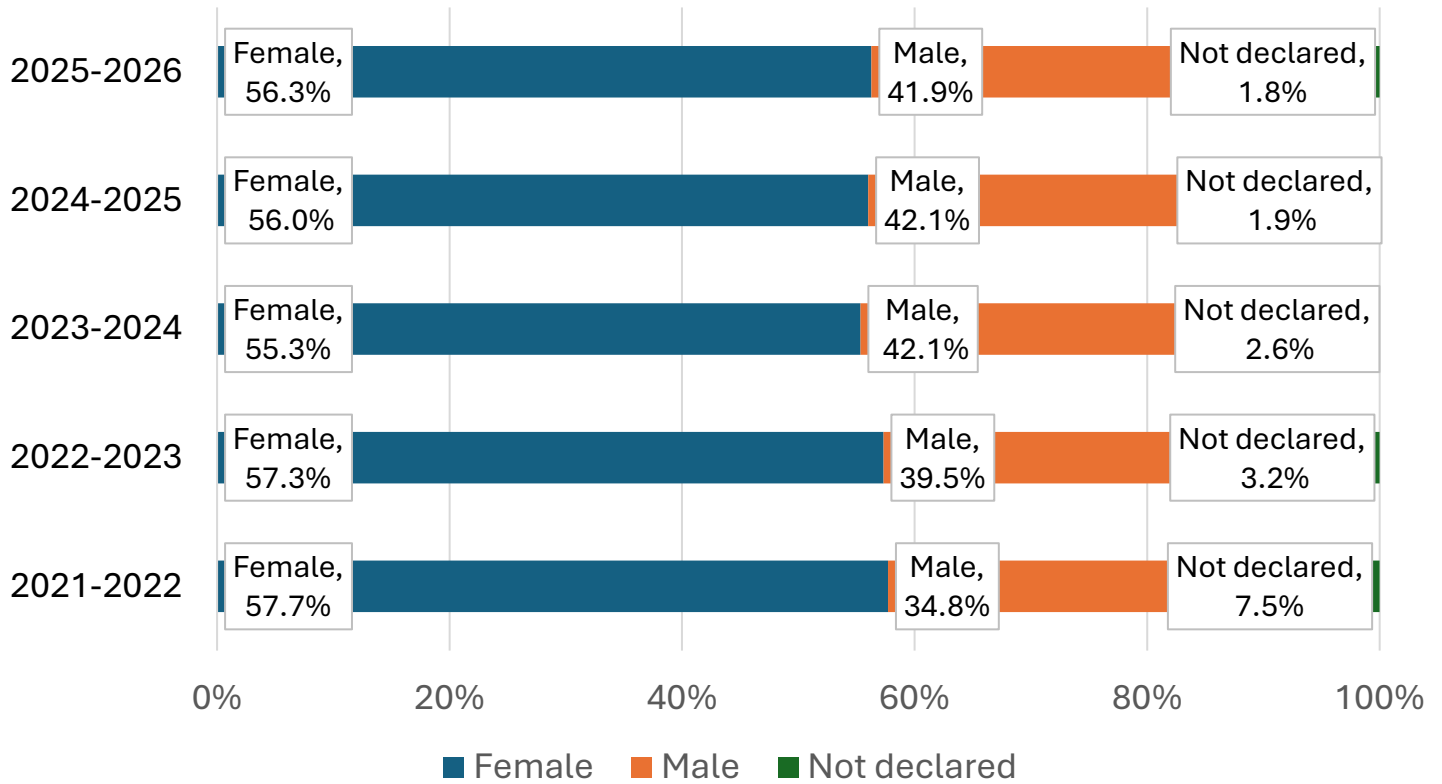
Age Range Percentage by Academic Year

Age Range	AY 21-22	AY 22-23	AY 23-24	AY 24-25	AY 25-26
61 and over	3.25%	1.64%	1.23%	1.17%	1.16%
51 - 60	8.56%	7.10%	5.07%	4.69%	4.66%
41 - 50	15.92%	11.46%	8.98%	10.29%	8.54%
31 - 40	22.26%	19.87%	20.11%	20.85%	19.79%
21 - 30	35.79%	35.70%	36.07%	36.59%	35.32%
20 and under	14.21%	24.24%	28.55%	26.40%	30.53%

i8
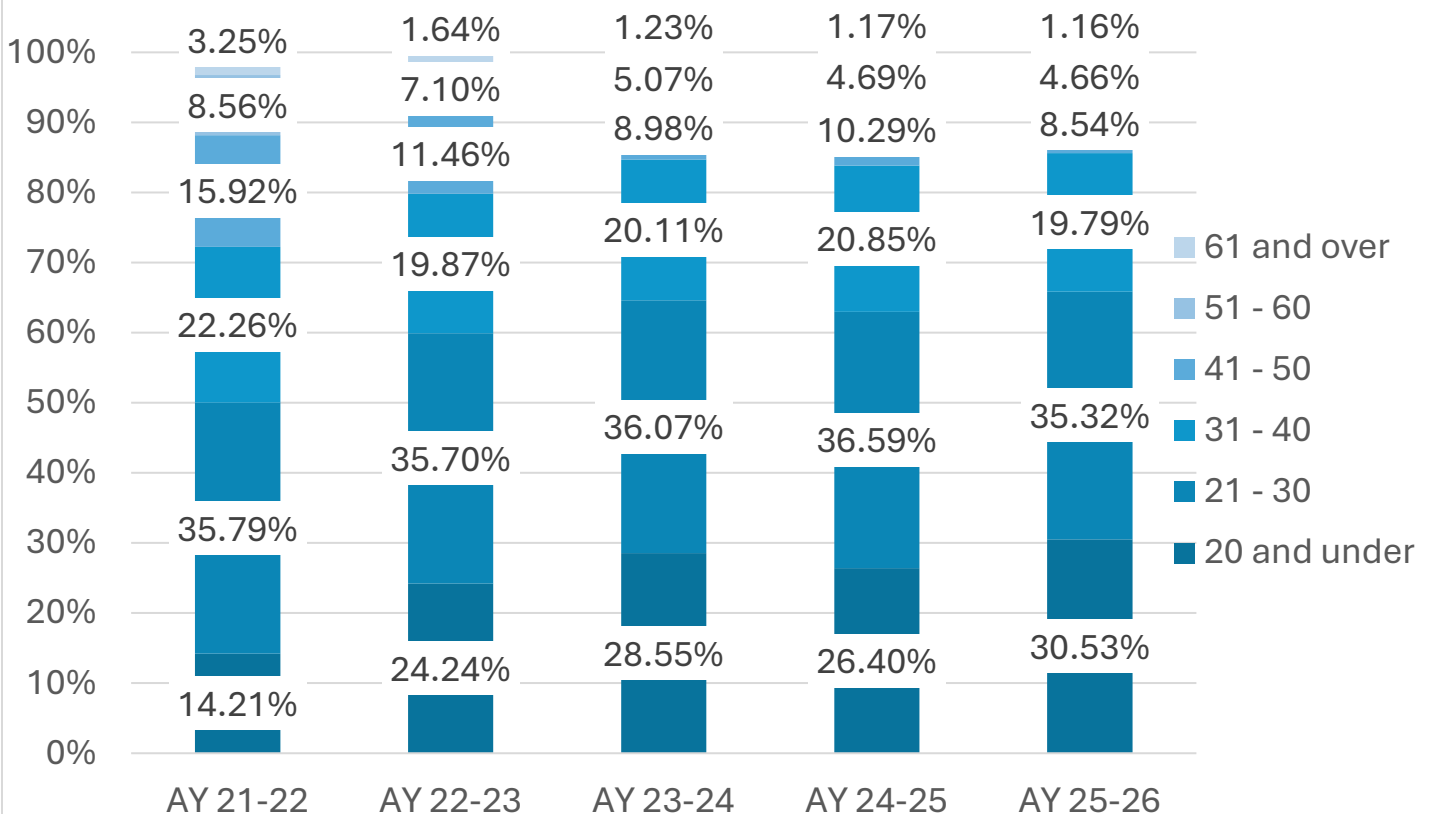
Finance and Operations
September 2025

Finance

The FY 2026 Budget is still not final. We are awaiting the Commonwealth of Pennsylvania budget to be completed to determine the impact on EC3s operations funding from the state. Once completed, we will present a final budget to the Board for approval.

The FY2025 audit is currently in progress and proceeding as scheduled. Maher Duessel will present the audit report at the November 2025 Finance Committee meeting & November General Board meeting.

The College closed on the $500K line of credit and $4M bridge loan (RACP funding until reimbursement) that was approved at the May 2025 Board of Trustees meeting on Monday July 21st.

Plan Let's Go! has been updated and presented at the September 2025 Finance Committee Meeting.

Facilities

Pardon our Dust!

Exciting renovations are underway to enhance our campus learning spaces.

Electrical work, lab set up, and the equipment move is completed moving the CNC operations from North Coast Plaza to EC3 Summit.

The Allied Health Renovation Project renovation work continues with the major demolition work completed.

The Window and Exterior Door project continues with completion expected by the end of November.

Information Technology

Set up of the CNC computer Lab is completed at EC3 Summit.

The Wi-Fi signal at EC3 Summit has been increased to cover the additional leased space in the building.

Three computer labs were updated at the EC3 Erie West for the fall semester.

Finance Committee Meeting
Regular Monthly Meeting
September 15, 2025 | 5:00 pm | 2403 W. 8th Street, Erie West, Founder's Room 307
Zoom Meeting ID: 830 3897 8629
Zoom Passcode: 433662

Attendees

- Trustee Kurt Hersch, Committee Chairperson
- Trustee Christina Vogel
- Frank Moore, CFO

- Ray Romanski, Accounting Manager
- Dr. Michael T. Victor J.D., LL.D., Board of Trustees Chairperson
- Chris Gray, Ph.D., President

Agenda Items Discussed

1. Call to Order –Trustee Kurt Hersch, Committee Chairperson at 5:02pm

2. Year-To-Date Financials for August 2025 versus tentatively approved Budget-Discussed the State variances which are driving the overall revenue variance. Discussed the expense savings happening through August.

3. Month of August 2025 - WD Verification of Bank Reconciliation Being Completed & Reconciled-Discussed our cash position and the importance of board funded reserves. Discussed our cash management strategy.

4. Open Discussion on Financials-Dr. Victor requested a projection of the cash balance graph overlaying where we would be if the state budget was passed vs where we currently are.

5. "Plan Let's Go!" Partial Implementation Strategy-Discussed Plan Let's Go 2026 and how Federal Financial Aid will possibly be pushed back from Spring 2026 to Fall 2026, and the effect this would have on the plan. Trustees asked that we had a version date to each copy of the plan as it evolves.

6. Review of Policy VI.A.3: Disposal of Surplus Property as per Five Year Compliance Review-The committee reviewed the proposed changes to the policy. There was no issue with the changes.

7. Funding Alternative Scenarios Given Continued PA Budget Impasse-Discussed the County advancing our January 2026 $1M payment in October as it would be an interest free option. Also discussed the bridge loan and line of credit as options to cover us until we receive state funds.

8. Fiscal Year 2025 Audit Update-Discussed the audit update and how we are on track for a presentation from MaherDussel at the November Finance Committee meeting and the full board meeting.

9. Federal Financial Aid Application and Implementation Update-The committee discussed where the College is at in the process and the next steps.

10. Other Business-Discussed upcoming officer slots for the annual meeting.

11. Adjournment- Trustee Kurt Hersch, Committee Chairperson at 6:13pm

Next Finance Committee Meeting November 10, 2025 at 5:00PM

i10

Updates to Previous Initiatives

Workday Recruiting: Final testing is in progress, with the anticipated go-live scheduled for the end of October.

Upcoming Initiatives

Employee Performance Program: Finalize and deliver the management training program by November to support the Employee Performance Program's December 31st completion. The training will equip supervisors with the skills to effectively rate and assess employee conduct standards, using EC3's rating scale, behavioral examples, and practical guidance to ensure consistent and fair application.

Personnel Committee Meeting Minutes
Regular Monthly Meeting
September 10, 2025 | 6:15pm| 2403 W. 8th Street, Erie West, Founders' Room 307B
Zoom Meeting ID: 851 6385 5625
Zoom Passcode: 882533

Attendees
- Christina Vogel, Trustee
- Bridget Daugherty, HR Director
- Frank Moore, CFO

Agenda Items Discussed

1. Call to Order – Trustee Christina Vogel at 6:32pm

2. HR Updates
   o Director Daugherty gave her onboarding/ offboarding report to Trustee Vogel and gave a brief update of the operational tasks taking place in HR.

3. Policy Review-Director Daugherty presented the two policies below for affirmation. There were no additional questions or comments. She also noted that two additional policies will be reviewed and brought to the committee prior to their five year review due in March.
   o Reaffirming
     ▪ Policy III.B.2: Compensation Ranges
     ▪ Policy III.D.1: Military Leave

4. Other Business- Trustee Christina Vogel inquired about the outcome of the Presidential Evaluation. CFO Moore responded that it was complete and that Dr. Gray's increase was implemented as approved by the Board. Director Daugherty and CFO Moore advised her to consult with the Executive Committee and Chairperson Merrill for additional details.

5. Adjournment – Trustee Christina Vogel at 6:44pm

Next Personnel Committee Meeting November 5, 2025 at 6:15PM

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Marketing
September 2025

Website Updates

Recently, many changes have been made to our website. The biggest change was to our Pathways page, which highlights our various degree and certificate programs and allows website users to explore each program pathway.

New TV Ad

A brand-new TV advertisement has debuted recently, highlighting some of our 2025 graduates, as well as our Director of Allied Health programs, Bailey Schafer. This 30-second spot is running on Lilly Broadcasting. Another campaign will start in November, focusing on EC3 graduate testimonials.

EC3 At A Glance 2025

We most recently updated our annual "EC3 at a Glance" graphic with this year's statistics about our student body (see next page).

EC3 AT A GLANCE 2025

ERIE COUNTY COMMUNITY COLLEGE

EC3 STUDENTS ARE:

- **57%** PART-TIME
- **38%** OVER 30
- **37%** UNDERREPRESENTED POPULATION
- **55%** WOMEN

STUDENT ENROLLMENT FALL SEMESTER

- **232** Students **2021**
- **368** Students **2022**
- **457** Students **2023**
- **695** Students **2024**
- **800+** Students **2025**

NEW OFFERINGS

- IT - TECHNICAL SUPPORT PROFESSIONAL CERTIFICATE
- IT - INFRASTRUCTURE MANAGEMENT CERTIFICATE
- IMM - ELECTRICAL CERTIFICATE
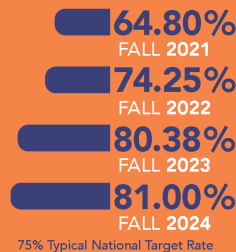- IMM - MECHANICAL CERTIFICATE

10% INCREASE IN ENROLLMENT

1 GENERAL STUDIES **230** STUDENTS

2 MANAGEMENT AND ENTREPRENEURIAL THINKING **126** STUDENTS

3 CRIMINAL JUSTICE **66** STUDENTS

Visit us at **ec3pa.org**

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230 TOTAL EC3 GRADUATES

- **27** GRADUATES — **2023**
- **73** GRADUATES — **2024**
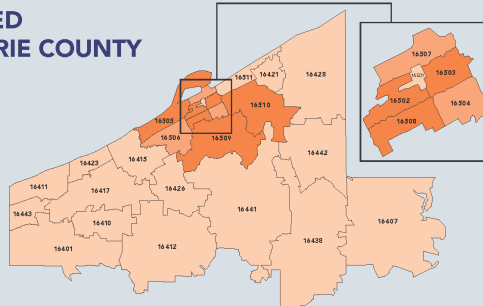- **130** GRADUATES — **2025**

2025 GRADUATES BY PROGRAM

- **32** MANAGEMENT
- **31** GENERAL STUDIES
- **25** MANUFACTURING
- **23** HEALTH SCIENCES
- **16** INFORMATION TECHNOLOGY
- **3** CRIMINAL JUSTICE

STUDENT COURSE SUCCESS

- **64.80%** FALL **2021**
- **74.25%** FALL **2022**
- **80.38%** FALL **2023**
- **81.00%** FALL **2024**

75% Typical National Target Rate

EC3 REPRESENTED THROUGHOUT ERIE COUNTY

- 1-29 STUDENTS
- 30-49 STUDENTS
- 50+ STUDENTS

EC3 LOCATIONS

- · EC3 Erie West
- · EC3 Summit
- · EC3 Corry
- · EC3 at Youth Leadership Erie

EC3 Foundation
September 2025

Erie Gives 2025

A huge THANK YOU to the Board of Trustees, Foundation Board members, staff, and supporters who gave, created fundraising teams, and rallied their networks. Together EC3 raised **$15,731** for student scholarships.

Donor Highlights
- 5 Board of Trustees members gave
- 7 Foundation Board members gave
- 11 EC3 staff members gave
- 22 new donors gave
- 39 loyal repeat donors gave
- 11 out-of-state supporters cheering us on from afar

Thanks to YOUR generosity, we not only surpassed our $15,000 goal, but also strengthened our ability to open more doors through scholarships and student support.

EC3 Scholarship Golf Classic

The Inaugural Scholarship Golf Classic this month features an online auction. All are welcome to bid on items now until September 26th. Register below to place your bids.

https://secure.qgiv.com/event/ec3auction

Grant Application to Highmark for Anatomage Table

One of the key components of the Health Science Lab will be to acquire a state-of-the-art Anatomage Table by this fall. This table will provide EC3 students with cutting-edge, digital anatomy training that will significantly enhance their learning and skill development, ensuring they are prepared for the challenges of modern healthcare environments. EC3 asked for $55,000 as a matching grant from Highmark Foundation.

EC3 Cares – Employee Giving Program, Recognition Lunch

EC3 recently hosted a special lunch to recognize and thank our dedicated staff donors who give generously through the EC3 Cares Employee Program. During the lunch, attendees heard a powerful story from an EC3 alumna who shared her personal experience of receiving an EC3 Emergency Grant while she was a student. She spoke about how this support made it possible for her to stay enrolled, overcome challenges, and ultimately graduate. Her story was a heartfelt reminder of the impact our employees make when they give back.

Villa Maria Class of 1970 Visit

In July, EC3 was honored to welcome the Villa Maria Academy Class of 1970 to our West Campus as part of their alumni reunion weekend. The group toured all four floors of the building, sharing stories and reminiscing about their time at Villa Maria. We are especially grateful for the memorabilia they generously contributed, which will help us preserve and celebrate the rich history of this building. In addition, thoughtful donations from both individual classmates and the class as a whole were received in support of EC3 students.