

# SUFFOLK COUNTY LEGISLATURE



Robert Lipp  
Director

## BUDGET REVIEW OFFICE

June 9, 2014

To: DuWayne Gregory, Presiding Officer and  
All Suffolk County Legislators

From: Robert Lipp, Director *Robert Lipp*  
Budget Review Office

Subject: **Review of the Suffolk County Community College 2014-2015 Requested and Recommended Operating Budget**

The Community College operating budget process is codified in Suffolk County Code Section A4-3 F, which specifies that the Legislature shall hold at least two public hearings on the Community College's operating budget request prior to approving an operating budget total and County Contribution by August 15th<sup>1</sup>. Since the County makes a substantial fiscal commitment to the College, the Budget Review Office continues to provide information to the Legislature as to the College's expenditures and revenues. No specific recommendations for line item changes are made since the Legislature does not have the authority to make such changes.

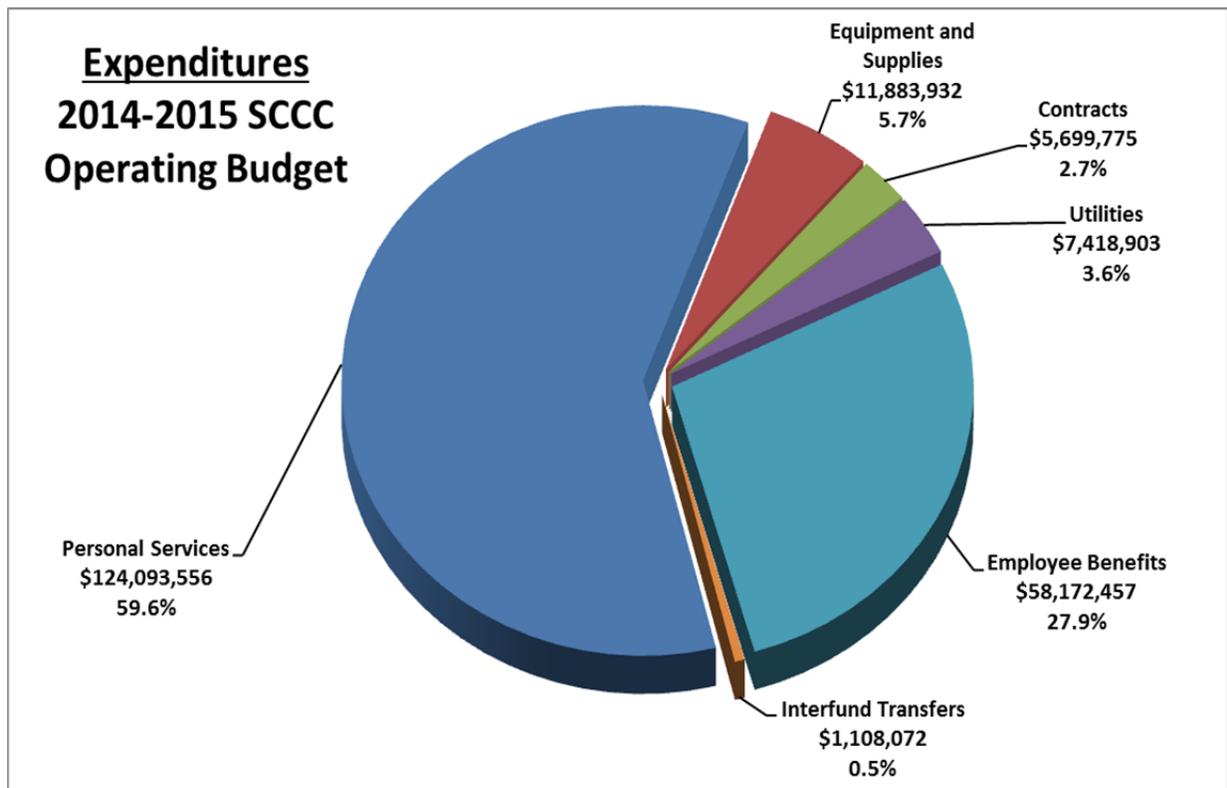
The Board of Trustees for the Suffolk County Community College requested a 2014-2015 operating budget of \$208.4 million (including grants), which is an increase of \$10.3 million or 5.2% over the adopted 2013-2014 budget and \$11 million or 5.5% more than what the College estimates for the 2013-2014 fiscal year. The request includes a two percent increase in County Contribution and a six percent increase in tuition. The following chart shows the total SCCC budget with and without grants from 2011-2012 to the 2014-2015 request.

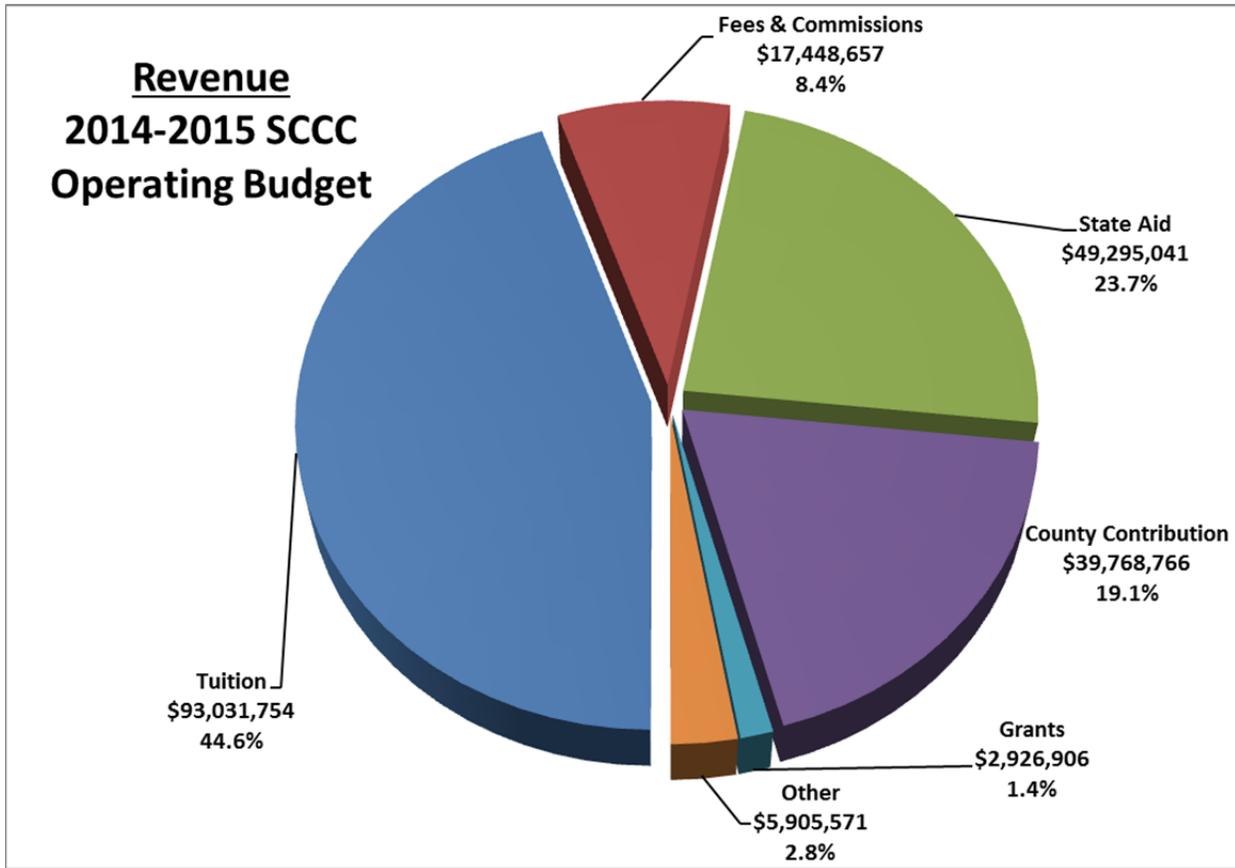
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<sup>1</sup> If the Legislature does not adopt an operating budget total and County contribution by August 15, the budget total and County contribution recommended by the County Executive shall be deemed adopted as submitted. If the County Executive disapproves the operating budget total and County Contribution, he or she shall return the disapproved resolution to the County Legislature no later than 10 days after such resolution was submitted by the Legislature to the Office of the County Executive. The County Legislature may override the County Executive's disapproval by an affirmative vote of 2/3 of the total membership within 15 days after it was returned to it, but in no event later than August 31.

<b>Suffolk County Community College Operating Budget</b>					
	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Requested</b>
Without Grants	\$186,350,591	\$187,481,256	\$194,984,366	\$194,270,543	\$205,545,212
Grants	\$4,410,740	\$3,574,333	\$3,107,947	\$3,156,000	\$2,831,483
<b>Total</b>	<b>\$190,761,331</b>	<b>\$191,055,589</b>	<b>\$198,092,313</b>	<b>\$197,426,543</b>	<b>\$208,376,695</b>

The following charts detail the allocation of the College's requested expenditures and revenues for the 2014-2015 Operating Budget; salaries and benefits account for over 87% of all requested expenditures. On the revenue side, tuition and fees make up over 53% of requested revenues.





The following chart shows SCCC revenue as defined by SUNY methodology, which differs somewhat from the categories in the College's operating budget (shown in the pie chart above).

SCCC Revenue (in millions) Based on SUNY Methodology								
Revenue	2012/2013		2013/2014		2013/2014		2014/2015	
	Actual	%	Adopted	%	Estimated	%	Requested	%
Student Share	\$87,280,027	45.5%	\$89,188,767	45.0%	\$90,326,664	45.6%	\$95,516,985	45.8%
State Share	\$46,139,162	24.0%	\$48,757,212	24.6%	\$48,757,212	24.6%	\$49,295,041	23.7%
County Share	\$40,139,181	20.9%	\$42,211,561	21.3%	\$40,208,685	20.3%	\$45,431,337	21.8%
Offset Revenue	\$14,908,820	7.8%	\$14,699,430	7.4%	\$14,990,213	7.6%	\$15,206,426	7.3%
Grants	\$3,463,448	1.8%	\$3,235,343	1.6%	\$3,697,295	1.9%	\$2,926,906	1.4%
<b>Total</b>	<b>\$191,930,638</b>	<b>100%</b>	<b>\$198,092,313</b>	<b>100%</b>	<b>\$197,980,068</b>	<b>100%</b>	<b>\$208,376,695</b>	<b>100%</b>

### Expenditures

The College requested an increase in 2014-2015 compared to its estimated expenditures in 2013-2014 for every major budget category. Salaries and benefits are responsible for \$8.1 million or 74.2% of the requested \$11 million increase. Supplies and equipment represent 14.4% of the requested increase; contracts, utilities, and interfund transfers are responsible for the remaining 11.4%. The following chart summarizes the College budget request by major category.

<b>Suffolk County Community College Expenditures by Object (With Grants)</b>						
<b>Objects</b>	<b>2012/2013 Actual</b>	<b>2013/2014 Adopted</b>	<b>2013/2014 Estimated</b>	<b>Change from</b>	<b>Change from</b>	
				<b>Actual to Estimated</b>	<b>2014/2015 Requested</b>	<b>Estimated to Requested</b>
Personal Services (1000)	\$116,485,567	\$119,997,758	\$119,233,328	2.4%	\$124,093,556	4.1%
Equipment (2000)	\$3,582,451	\$1,675,801	\$1,798,641	-49.8%	\$2,406,400	33.8%
Supplies and Materials (3000)	\$7,794,263	\$8,422,582	\$8,506,977	9.1%	\$9,477,532	11.4%
Contracts and Utilities (4000)	\$11,685,926	\$12,572,869	\$12,176,628	4.2%	\$13,118,678	7.7%
Employee Benefits (8000)	\$50,712,316	\$54,621,723	\$54,909,389	8.3%	\$58,172,457	5.9%
Interfund Transfers (9000)	\$795,065	\$801,580	\$801,580	0.8%	\$1,108,072	38.2%
<b>Total</b>	<b>\$191,055,589</b>	<b>\$198,092,313</b>	<b>\$197,426,543</b>	<b>3.3%</b>	<b>\$208,376,695</b>	<b>5.5%</b>

Over the last few years the College has tried to be proactive in limiting expenditure growth through the following initiatives:

- Implemented a restrictive hiring policy.
- Renegotiated the labor agreement with the Faculty Association to include zero salary increases for 2011-2012 and 2012-2013 and 2% increases for 2013-2014 and 2014-2015.
- Extended the agreement with the Faculty Association to increase class sizes by two students.
- Negotiated zero percent salary growth for the Guild of Administrative Officers through 2014.

After years of zero percent cost of living increases the unions have negotiated modest salary increases that will impact College budgets going forward. Even when wages are not increased, the cost of mandated benefits increases. Healthcare costs alone are projected to increase by \$3.5 million next year; retirement and other costs are expected to increase by \$830,000. Although the President of the College instructed departments to submit budget requests with no increase in non-personnel expenditures, exceptions were made for expenses fitting into one of two categories:

1. Costs associated with outfitting and operating new facilities that are not operational in the current budget year.
2. Costs associated with meeting Middle States directives and standards.

These priority expenditures result in an increase of \$1.6 million. Future costs are likely to increase, in part, due to an expansion of campus facilities.

### **Fund Balance**

The reserve fund grew every year from a starting balance of \$3.69 million in 2006-2007 to a starting balance of \$24.3 million in 2013-2014. During many of these years, higher than anticipated enrollment resulted in tuition revenue that exceeded budgeted expenditures. The College accessed its reserves once over that eight year period, \$1.7 million in 2009-2010. The College estimates that its reserve fund balance will decrease to \$19.5 million by the end of 2014-2015 as a result of using \$1.8 million to balance the 2013-2014 budget and \$4.4 million to balance the 2014-2015 budget. The following chart shows reserve fund usage since 2008-2009.

<b>Use of Reserve Fund</b>	
<b>Academic Year</b>	<b>to Balance Budget</b>
2008-2009	\$0
2009-2010	\$1,726,555
2010-2011	\$0
2011-2012	\$0
2012-2013	\$0
2013-2014	\$1,831,434
2014-2015	\$4,351,692

The College's accrediting agency, Middle States, recommends that the College maintain a reserve balance equal to 10-15% of its annual operating budget. Accordingly, 10% of the College's requested 2014-2015 budget (excluding grants) would be approximately \$20.6 million and 15% would be approximately \$30.8 million. The College projects that by the end of the 2014-2015 academic year, its reserves will be 9.5% or \$1.1 million below the 10% threshold. The following chart shows starting reserve fund balances from 2010-2011, projected through 2014-2015.

<b>SCCC Reserve Fund</b>	
<b>Academic Year</b>	<b>Beginning Fund Balance</b>
2010-2011	\$15,623,398
2011-2012	\$19,653,328
2012-2013	\$22,333,666
2013-2014	\$24,299,237
2014-2015*	\$23,805,083
2015-2016*	\$19,453,391
*Projected by SCCC	

While it is projected that the College will still have a significant reserve fund balance at the end of 2014-2015, the continued use of reserves to balance operating budgets is an unsustainable practice. Absent increases in enrollment and/or tuition, increases in State aid, or increases in the County Contribution, the College will be forced to make significant expenditure cuts in order to avoid a prolonged structural budget problem.

### **State Aid**

Each year the Governor proposes and the State Legislature adopts a funding rate per full-time equivalent (FTE) student. To arrive at the amount of basic aid to be paid to each school, this rate is applied to the number of FTE students from the immediately preceding year when there is growth and to a weighted average of FTE students for the three previous years when there is retrenchment.

The Community College request reflects a \$75 increase in the rate of State aid per FTE from \$2,422 to \$2,497. The College anticipates \$49.3 million in State aid for the 2014-2015 academic year; \$537,829 more than the \$48.8 million estimated by the College for 2013-2014.

## Student Revenue

The College faces the challenge this coming year to mitigate a budget gap resulting from growth in expenditures that outpaces growth in revenue due, in large part, to the leveling off of enrollment. Enrollment this year is estimated by the College to be up 0.3% from 2012-2013 and is projected to increase by 0.5% in 2014-2015. However, the projected 2014-2015 enrollment is 4.1% less than enrollment in 2010-2011. According to the College, enrollment is mainly attributable to trends in demographics. The College has also been enrolling a greater percentage of part time students, which puts downward pressure on the FTE rate (total credits taken divided by total number of students). Even though growth has slowed, Suffolk County Community College is expected to remain the largest community college in New York State. The following chart shows enrollment since 2010-2011.

Academic Year	Full Time Equivalents (FTE)
2010-2011	20,229
2011-2012	19,770
2012-2013	19,240
2013-2014 Estimated	19,298
2014-2015 Projected	19,396

The College's tuition rate for full-time and part-time students is determined based on the recommendation of the College President and the approval of the College's Board of Trustees. If the County Legislature disagrees with the Board's decision, it can request, but cannot mandate a change in tuition rates.

Current tuition for Suffolk County residents is \$2,070 per semester or \$4,140 annually for full-time students and \$173 per credit for part-time students. The College is planning to increase tuition by \$125 per semester to \$2,195 or \$250 annually to \$4,390. Part time students will pay an additional \$10 per credit; \$183.

The next table details Suffolk Community College's tuition history since the 2009-2010 academic year and the five year average change in part-time and full-time tuition.

Suffolk County Community College Tuition History				
Academic Year	Full Time (per year)	Change From Prior Year	Part Time (per credit)	Change From Prior Year
2009-2010	\$3,576	\$200	\$149	\$8
2010-2011	\$3,776	\$200	\$158	\$9
2011-2012	\$3,990	\$214	\$167	\$9
2012-2013	\$3,990	\$0	\$167	\$0
2013-2014	\$4,140	\$150	\$173	\$6
2014-2015 Req	\$4,390	\$250	\$183	\$10
<b>5 Year Average Change</b>		<b>\$169</b>		<b>\$7</b>

In 2013-2014 tuition at Suffolk County Community College was the tenth highest of the 30 community colleges in New York. The 2014-2015 requested tuition rate would rank Suffolk as the sixth highest. The following chart shows Suffolk County Community College tuition in context to other community colleges in New York State.

Tuition Rates from 2009-10 to 2014-15 for NYS Community Colleges								
Community College	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Change in Dollars	Change in
							from 2013-14 to 2014-15	Percentage from 2013-14 to 2014-15
Adirondack	\$3,256	\$3,386	\$3,556	\$3,664	\$3,774	\$3,870	\$96	2.5%
Broome	\$3,276	\$3,464	\$3,694	\$3,820	\$3,954	\$4,088	\$134	3.4%
Cayuga County	\$3,560	\$3,560	\$3,820	\$3,950	\$4,090	\$4,200	\$110	2.7%
Clinton	\$3,540	\$3,600	\$3,620	\$3,820	\$3,960	\$4,060	\$100	2.5%
Columbia-Greene	\$3,312	\$3,456	\$3,648	\$3,792	\$3,960	\$4,080	\$120	3.0%
Corning	\$3,570	\$3,670	\$3,870	\$3,950	\$4,070	\$4,150	\$80	2.0%
Dutchess	\$2,900	\$2,900	\$2,900	\$3,100	\$3,200	\$3,200	\$0	0.0%
Erie	\$3,300	\$3,300	\$3,600	\$3,900	\$3,995	\$4,295	\$300	7.5%
Fashion Institute	\$3,714	\$3,714	\$3,974	\$4,200	\$4,425	\$4,500	\$75	1.7%
Finger Lakes	\$3,296	\$3,328	\$3,484	\$3,654	\$3,834	\$4,022	\$188	4.9%
Fulton-Montgomery	\$3,194	\$3,194	\$3,394	\$3,444	\$3,598	\$3,648	\$50	1.4%
Genesee	\$3,400	\$3,400	\$3,400	\$3,550	\$3,700	\$3,850	\$150	4.1%
Herkimer County	\$3,240	\$3,340	\$3,540	\$3,640	\$3,740	\$3,840	\$100	2.7%
Hudson Valley	\$3,100	\$3,400	\$3,700	\$3,900	\$3,980	\$3,980	\$0	0.0%
Jamestown	\$3,640	\$3,720	\$3,900	\$4,050	\$4,220	\$4,410	\$190	4.5%
Jefferson	\$3,312	\$3,480	\$3,648	\$3,744	\$3,864	\$3,984	\$120	3.1%
Mohawk Valley	\$3,350	\$3,400	\$3,480	\$3,580	\$3,710	\$3,810	\$100	2.7%
Monroe	\$2,900	\$3,000	\$3,060	\$3,140	\$3,240	\$3,416	\$176	5.4%
Nassau	\$3,622	\$3,732	\$3,990	\$3,990	\$4,088	\$4,234	\$146	3.6%
Niagara County	\$3,408	\$3,480	\$3,624	\$3,696	\$3,792	\$3,888	\$96	2.5%
North Country	\$3,660	\$3,730	\$3,900	\$3,900	\$4,050	\$4,250	\$200	4.9%
Onondaga	\$3,571	\$3,784	\$3,930	\$4,050	\$4,172	\$4,300	\$128	3.1%
Orange County	\$3,500	\$3,700	\$3,900	\$4,100	\$4,400	\$4,400	\$0	0.0%
Rockland	\$3,425	\$3,515	\$3,815	\$4,025	\$4,175	\$4,300	\$125	3.0%
Schenectady County	\$3,150	\$3,280	\$3,384	\$3,384	\$3,384	\$3,456	\$72	2.1%
<b>Suffolk County</b>	<b>\$3,576</b>	<b>\$3,776</b>	<b>\$3,990</b>	<b>\$3,990</b>	<b>\$4,140</b>	<b>\$4,390</b>	<b>\$250</b>	<b>6.0%</b>
Sullivan County	\$3,704	\$3,890	\$4,180	\$4,474	\$4,474	\$4,474	\$0	0.0%
Tompkins-Cortland	\$3,580	\$3,760	\$3,950	\$4,150	\$4,300	\$4,500	\$200	4.7%
Ulster County	\$3,620	\$3,820	\$3,990	\$4,130	\$4,230	\$4,330	\$100	2.4%
Westchester	\$3,650	\$3,850	\$4,150	\$4,280	\$4,280	\$4,360	\$80	1.9%
<b>Average Tuition Rates</b>	<b>\$3,411</b>	<b>\$3,521</b>	<b>\$3,703</b>	<b>\$3,836</b>	<b>\$3,960</b>	<b>\$4,076</b>	<b>\$116</b>	<b>2.9%</b>

### County Contribution

The County Contribution is also referred to as the “local sponsor share” or “maintenance of effort” (MOE). The County Contribution is not fixed by law since the County Legislature can approve whatever amount it deems appropriate. However, in the past the State Legislature has conditioned aid for local community colleges by requiring that local sponsors at least match their annual subsidy from the previous school year. A reduction could jeopardize the maintenance of effort and would be inconsistent with the State Legislature’s conditions for aid to local community colleges.

The County Contribution has been increased only once over the past five years (one percent in 2011-2012). In an effort to be sensitive to the County’s fiscal challenges, the College requested no increase in contribution for the past two years. Based on the leveling off of enrollment and lower than expected increases in State aid, the growth in expenditures has outpaced growth in revenues. Consequently, the College requested a two percent increase in the County Contribution for the 2014-2015 academic year, which is included in the County Executive’s recommended budget. Accordingly, the County Contribution would increase by \$779,779 from \$38,988,987 to \$39,768,766. Due to increasing costs, the College will likely need additional County support in the coming years; however, the County’s own fiscal challenges will make it difficult to increase the County Contribution. The following table details the County’s annual contribution to the Community College since 1998-1999.

<b>Historical Annual County Contribution to the Community College</b>		
<b>Academic Year</b>	<b>County Contribution</b>	<b>% Change From Previous Year</b>
1998 – 1999	\$28,356,138	N/A
1999 – 2000	\$29,490,384	4.0%
2000 – 2001	\$30,669,999	4.0%
2001 – 2002	\$33,644,989	9.7%
2002 – 2003	\$33,644,989	0.0%
2003 – 2004	\$33,644,989	0.0%
2004 – 2005	\$34,990,788	4.0%
2005 – 2006	\$36,390,420	4.0%
2006 – 2007	\$37,846,036	4.0%
2007 – 2008	\$38,602,957	2.0%
2008 – 2009	\$38,602,957	0.0%
2009 – 2010	\$38,602,957	0.0%
2011 – 2012	\$38,988,987	1.0%
2012 – 2013	\$38,988,987	0.0%
2013 – 2014	\$38,988,987	0.0%
2014 – 2015	\$39,768,766	2.0%

It should be noted that instead of paying this expense directly, the County has the option of passing legislation to charge back the County Contribution to the towns, pursuant to New York State Education Law Article 126 Section 6304 Financing of Community Colleges. The charge back would be in proportion to the number of students from each town attending the College. The Legislature may wish to consider this as a policy option.

In addition to the County Contribution, the County also has College related expenses for:

- I. College debt service: to pay for the local share of the College’s capital projects. The Recommended 2014-2015 Operating Budget for the College includes \$7,452,279 for this purpose, which is \$1.5 million more than the 2013-2014 estimate. Based on the amount of existing pipeline debt for college projects, we project that the County’s debt service costs

will continue to rise, reaching \$9.6 million by 2018. The County's debt service costs for the College can be found in the budget as the sum of the General Fund transfer to the College and the mandated portion of the College property tax.

2. **Out-of-County tuition:** Suffolk County is required to pay the sponsor's share of tuition for our County residents who opt to attend community colleges outside of Suffolk County. This mandated expense is budgeted and paid for in the County's General Fund. The Adopted 2014 Operating Budget included \$13 million for this expense. Additional details regarding Out-of-County tuition can be found in the next section.

### **Out-of-County Tuition**

New York State Education Law requires Suffolk County to pay the sponsor's share of tuition for Suffolk residents who opt to attend other New York State community colleges outside of Suffolk County. This mandated expense is budgeted and paid for from the County's General Fund (001- MSC-2490- Comm. Coll. Non Cnty Tuition-4780-Out of County Tuition). It should be noted that New York State's Education Law requires New York State to reimburse the local sponsor for 50% of this cost, but the State has not included appropriations in its budget for this statutory commitment since 2001.

In 2012-2013, 4,121 Suffolk County residents attended a New York community college outside of Suffolk County. The majority of out-of-county tuition costs to Suffolk County are typically for students attending Nassau Community College and the Fashion Institute of Technology (FIT). These two institutions accounted for 76% of all Suffolk residents attending community colleges outside the County and 93% of the total out-of-county tuition cost in 2012-2013. The following charts show the allocation of out-of-county tuition expenditures for 2012-2013.

<b>Out-of-County Tuition Paid by Suffolk County for Academic Year 2012-2013</b>			
<b>Community College</b>	<b>No. Students</b>	<b>Amount Paid</b>	<b>Cost per Student</b>
FIT	701	\$7,358,284	\$10,497
Nassau	2,429	\$4,747,523	\$1,955
Other	991	\$924,783	\$933
<b>Total</b>	<b>4,121</b>	<b>\$13,030,590</b>	<b>\$3,162</b>

<b>Nassau Community College and FIT as a Percentage of Total 2012-2013 Out-of-County Tuition</b>		
<b>Community College</b>	<b>No. Students</b>	<b>Amount Paid</b>
FIT	17.0%	56.5%
Nassau	58.9%	36.4%
Other	24.0%	7.1%

As is the case with the County Contribution, instead of paying this expense directly, the County has the option of passing legislation to charge back out-of-county tuition to the towns. The County exercised this option for one year in 1994 and again in 2012, 2013, and 2014 in order to provide General Fund relief. The authorized chargebacks were for the allocable portions of the operating costs and capital costs of the other New York State Community Colleges for Suffolk County residents attending each such college as non-residents.

The following chart shows out-of-county tuition costs from the 2007-2008 academic year through the 2012-2013 academic year.

<b>Out-of-County Tuition Payments from 2007-2008 to 2012-2013</b>				
<b>Academic Year</b>	<b>No. Students</b>	<b>Change from Previous Yr.</b>	<b>Amount Paid</b>	<b>Change from Previous Yr.</b>
2007-2008	3,668	NA	\$9,955,502	NA
2008-2009	3,789	3.3%	\$11,098,790	11.5%
2009-2010	4,090	7.9%	\$12,169,198	9.6%
2010-2011	4,163	1.8%	\$13,099,610	7.6%
2011-2012	4,180	0.4%	\$12,872,139	-1.7%
2012-2013	4,121	-1.4%	\$13,030,590	1.2%

### **College Property Tax**

As seen in the following table, the 2014-2015 recommended College property tax of \$5,250,467 is the same as the 2013-2014 adopted tax. The College property tax is further broken down into mandated and discretionary amounts.

- Of the \$7,452,279 in recommended mandated College debt service, \$845,252 is paid from the property tax and the remaining \$6,607,027 is paid by General Fund transfer to the College.
- On the discretionary side of the budget, payment of the \$39,768,766 County Contribution is split up into \$4,405,215 from the non-mandated College property tax and \$35,363,551 from adopted General Fund appropriations.

	2013-2014 Adopted	2014-2015 Recommended
Total College Property Tax Levy	\$5,250,467	\$5,250,467
Mandated College Tax Levy	\$845,252	\$845,252
NonMandated College Tax Levy	\$4,405,215	\$4,405,215
County Contribution - Debt	\$6,040,122	\$7,452,279
Mandated College Tax Levy	\$845,252	\$845,252
Trans from General Fd for Debt Service (001-E818)	\$5,194,870	\$6,607,027
County Contribution - Appropriations	\$38,988,987	\$39,768,766
NonMandated College Tax Levy	\$4,405,215	\$4,405,215
Contribution to Community College (001-2495)	\$34,583,772	\$35,363,551

The 2014-2015 recommended College budget is the sixth consecutive year in which the College property tax does not follow the previously prescribed methodology. That methodology was based on Resolution No. 785-1995, paragraph 3.d. and the new Type C agreement, dated February 9, 1996 and the Laws of Suffolk County §C4-6(B). Although the Type C agreement is no longer in effect, the County’s Memorandum of Understanding with the College is silent on this issue. Short of an agreed upon alternative methodology, the calculation of the College property tax should follow the prescribed methodology; however, there has not been any interest in addressing this matter.

**Closing Remarks**

Pursuant to the Suffolk County Charter, the Legislature may (1) approve or disapprove the budget total, (2) change the County Contribution, or (3) approve the recommended amounts for both. Any of these actions requires that the Community College balance their budget once the County Contribution and budget total are approved. The facts before the Legislature in its deliberations are as follows:

- The recommended and proposed 2% increase in County Contribution will result in an additional \$779,780 impact to the General Fund in the County’s 2015 operating budget.
- Should the Legislature increase the County Contribution above the recommended level, only the College Board of Trustees can determine what impact this may have on tuition or any other line item in the College budget. Each 1% increase in the County Contribution would equate to \$389,890 or approximately \$20 per FTE tuition.
- In regards to the County Contribution, the Community College Board of Trustees included the following clause in its budget approval resolution: “It is the desire of the Board of Trustees to engage in discussion with our County sponsor for a long term plan for sustainable sponsor support to meet the mutual goal of keeping tuition affordable at Suffolk County Community College.”