

EXECUTIVE SEARCH PROFILE

SUNY Sullivan Community College

Loch Sheldrake, New York

PRESIDENT



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The Opportunity

The SUNY Sullivan Community College Board of Trustees seeks confidential nominations and expressions of interest for the College's next president. The successful candidate will build upon the accomplishments the College has made under the institution's current leadership and through the outcomes of its 2023-28 Strategic Plan. The Plan continues to guide and unite the College's community through shared goals in support of the SUNY Sullivan Community College's Mission Statement.

The next president will lead a vibrant institution to greater heights as it continues to provide innovative quality educational programs and services to residents of the Catskills region of New York.

SUNY Sullivan Community College (SSCC) is a values-based institution that strives to embody and fulfill its values in meaningful and substantive ways. Ethics and integrity are about doing what is right for students and serving the community. The College has worked diligently to create a culture where these values are inextricably and intentionally woven into the fabric of its day-to-day operations and undergird decisions on every level. From strategic planning to operational decision-making, and student services to classroom teaching, the institution is focused on student success.





VISION STATEMENT

SUNY Sullivan is the heart of higher education and culture in the Catskills.

MISSION STATEMENT

SUNY Sullivan is the leader of innovative higher education and a catalyst for workforce development throughout the Sullivan Catskills and beyond. Our diverse community cultivates personal growth and professional advancement, preparing students for success in a sustainable and interconnected world.

CORE VALUES

The SUNY Sullivan community values these elements as core to our identity:

- Equitable access to educational opportunities.
- A culture of diversity, equity, inclusion, belonging, and social justice.
- Critical inquiry and creativity as paths to transformation.
- Enhancement of mind-body wellness and social belonging.
- Educational and cultural partnerships across our communities.
- Sustainable stewardship of resources.
- Student-centered physical activities and athletic programs.
- Development of civic-minded leadership, accountability, and responsibility in society.

STRATEGIC GOALS

The purpose of the SUNY Sullivan 2023-2028 Strategic Plan is to guide and unite the entire SUNY Sullivan College community through shared goals in support of its mission statement:

- Student Enrollment and Success
- Financial Stability and Analysis
- **Academic Success**





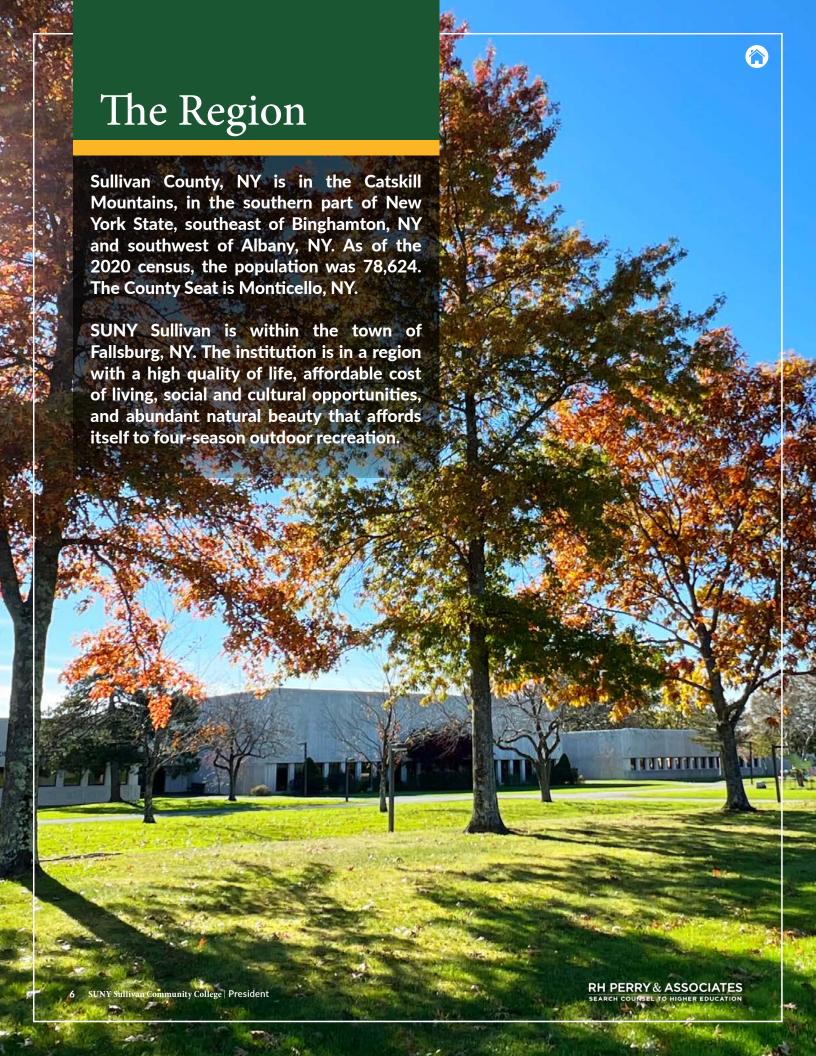
SUNY Sullivan Community College was founded on September 13, 1962, when the SUNY Board of Trustees approved its establishment as a two-year community College of the SUNY System. On September 23, 1963, SUNY Sullivan welcomed its first freshman class. SUNY Sullivan is in the hamlet of Loch Sheldrake, New York. The campus is located on 405-acres only 100 miles from New York City in Fallsburg, NY.

SUNY Sullivan is one of 30 community Colleges operating under the State University of New York (SUNY) system and is locally funded by Sullivan County. In addition, SUNY Sullivan Community College is a member of the New York Community College Association of Presidents (NY CCAP), a SUNY leadership organization that advances the mission and advocates on behalf of the system's two-year institutions.

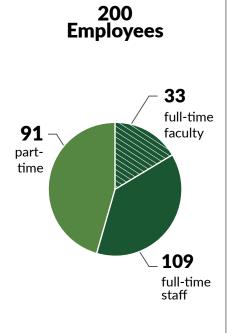
The College moved from its modest quarters in a former South Fallsburg, NY high school over 50 years ago to the 405-acre rural site it presently occupies. The College has grown from a faculty of nine (9) and a student body of 72 (enrolled in three curricula), in its first year of operation in 1963-1964, to a full-time and part-time enrollment of more than 1,600 students in over 40 degree and certificate programs, with a faculty of over 33 members. The academic buildings are connected to one another by enclosed corridors, making it a truly all-weather campus.

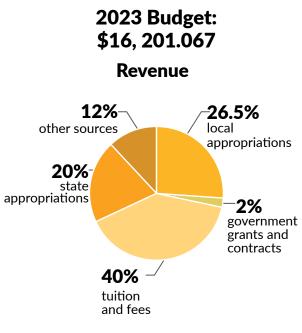
SUNY Sullivan faculty, professional and academic support staff, and Civil Service staff are members of two collective bargaining units: The Professional Staff Association (PSA) and the Teamsters Local 445. PSA represents all faculty, and professional and academic support staff (IT, Security, Registrar, Learning Center, Financial Aid, Bursar). The Teamsters Local 445 represents all Civil Service staff (office managers, secretaries, buildings and grounds staff, accounting clerks). Currently, both units are in contract negotiations with the anticipation that both will be completed prior to the arrival of the new president.

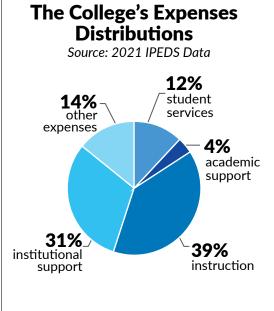
The College attracts and serves a diverse student body that includes recent high school graduates, working adults, displaced workers, veterans, traditionally vulnerable students, English language learners, international students, student-parents, students with disabilities, low-income students, and first-generation college students, as well as students with a postsecondary credential preparing for new careers.













SUNY Sullivan opened its doors in 1963, and it remains at the forefront of meeting the ever-changing needs of society and will continue to do so into the future. The College is a forward-looking, top-tier community college in New York State offering over forty degree programs, certificates, and micro-credentials for learners at all levels of their educational goals.

SUNY Sullivan is committed to environmental and social responsibility to inform its campus operations and curriculum. Whether from an urban environment or local hometown, its students benefit from the College's mind-body wellness initiatives. The College excels in championship Division II Athletics programs with twelve (12) sports and over 150 student-athletes.

SUNY Sullivan partners with Garnet Health Medical Center; New Hope Community; Sullivan County Partnership for Economic Development; The Sullivan Catskills Visitors Association; Sullivan 180; Sullivan County Chamber of Commerce; Cornell Cooperative Extension; The Center for Discovery; and other regional organizations to offer educational and cultural opportunities for its students and the wider community.

SUNY Sullivan is housed in facilities designed by the classic New York firm of Durrell Stone and Associates. The Catskill Mountains' campus thrives with its cosmopolitan student community, many of whom come from outside the county and live on campus in the residence halls.

THE CAMPUS AND SATELLITE LOCATIONS

SUNY Sullivan Community College is a large 405-acre campus noted for its natural beauty and the surrounding countryside. The College's main campus includes ten (10) academic buildings, the Kaplan Student Union, Hermann Memorial Library (a comprehensive library and learning resource center), two (2) residence halls (Lazarus I. Levine Residence Hall for 300 students and three (3) connected Ecogreen Townhouses

featuring independent-style living), the Benmosche Family Dining Hall and the Paul Grossinger Dining Hall, a Food Pantry for students, faculty, and staff experiencing food and financial insecurity, a comprehensive One Stop and Learning Center that provide academic support services and support teaching and learning, the 241-seat Seelig Theatre that hosts campus events, lectures, music, dance, and theater productions, and ample accessible parking.

Athletic facilities at SUNY Sullivan are state-of-the-art. The Paul Gerry Fieldhouse is a 30,000 square foot facility featuring a fitness center; cardio room; indoor running track; and basketball, volleyball, tennis, badminton, and racquetball courts; locker rooms; team rooms; a classroom and computer lab; offices; and a concession stand; with a state-of-the-art floor and upgraded LED lighting systems. It is the largest enclosed air-conditioned facility in the area. The Diamond at Generals Park, located behind the main campus, features a home double bullpen, batting cage, two-story press box, and seating for over 200. The Courts at SUNY Sullivan is an outdoor facility that contains two (2) regulation college basketball courts and a regulation sand volleyball court. In addition, with the overwhelming growth of Esports, the General Esports Team now competes in a modern indoor arena.

In addition to its main campus, SUNY Sullivan offers courses and degree programs at three (3) locations and 11 instructional sites across the Catskills region, as defined by the Middle States Commission on Higher Education.

The College's facilities, the result of a shared commitment and steady investments by Sullivan County Government and the State of New York, are among the institution's most significant assets that are recognized throughout the community and the region. In addition, the institution has invested in modern technology, providing high-tech computer labs, equipment to facilitate collaboration, wireless access and charging stations throughout campus, and much more designed to provide students with the services they need to succeed both in college and in their future careers.



SHARED GOVERNANCE

The governance of the 30 community colleges including SUNY Sullivan, under the program of the State University is divided by statute between the State University and the Board of Trustees of each college. Authority for the day-to-day administration of each community college is vested by statute in its board of trustees. The SUNY Sullivan Board of Trustees has 10 members and is chaired by Dr. Nancy Hackett. Five (5) members are appointed by the local municipal sponsor, four (4) members are appointed by the Governor, and one (1) member is an elected student representative.

SUNY Sullivan Community College defines shared governance as a commitment on the part of the faculty, trustees, the administration, students, and SUNY to work together, each as fully accountable entities, to carry out the College's educational mission, vision, and strategic plan responsibly and effectively. New York State law specifies that shared governance is the decision-making process among the three (3) key responsible bodies: The board of trustees, the president, and the faculty. Shared governance thrives in an environment of mutual respect and trust among all members of the college community. The College has also established a Faculty Senate, a Student Government Association, and a Black Student Union. There is no formal governance structure for administration and staff. All members of the campus community are encouraged to respectfully voice their concerns and generate ideas through representative bodies; however, the institution also adheres to the principle that the board of trustees, in conjunction with the president, has the ultimate decision-making responsibility. Accreditation

SUNY Sullivan curricula are approved by the State University of New York (SUNY) and the New York State Department of Education (NYSED).

SUNY Sullivan Community College is regionally accredited by the Middle States Commission on Higher Education. Its last institutional re-accreditation visit occurred on April 2-5, 2023. On June 22, 2023, the Commission acted to postpone a decision on the self-study report. Furthermore, the Commission acted to request a supplemental information report, due August 1, 2023, documenting the assessment of student learning, student learning programs, resources, audited financial statements, and planning and budgeting processes. A Commission-appointed team visit will occur following submission of the supplemental information report. The next evaluation visit is scheduled for 2030-2031.

In addition, the following programs maintain accreditation:

- SUNY Sullivan's Respiratory Care program is accredited by the Commission on Accreditation for Respiratory Care (CoARC).
- Both SUNY Sullivan's Respiratory Care and Nursing programs are accredited with the New York State Education Department (NYSED).

Academics: The Fourteen Verticals represent academic divisions and departments

SUNY Sullivan offers over 40 degree programs, certificates, and micro-credentials for learners at all levels of their educational goals. These academic program offerings are organized across 14 verticals and include:

- Business and Entrepreneurship
- Computer Science
- Construction Technology
- Criminal Justice
- Culinary Arts
- Education
- Health Sciences
- Hospitality and Tourism
- Liberal Arts
- Mathematics and Science
- Psychology and Human Services
- Sports, Fitness, and Wellness
- Sustainability
- Theater and Performing Arts



The academic verticals are supported by an array of academic and student support services that focus on fostering student growth, reducing anxiety to optimize teaching and learning, and preparing students for success while at SUNY Sullivan. These services include the bursar, financial aid, community learning, tutoring, academic advising, career development, student employment opportunities, college placement testing, personal counseling, registration services, student bookstore, services for students with disabilities, veterans' student services, computer labs, library resources, and wellness programs, among others. The goal is to create and maintain an engaging and safe campus environment that has an appreciation for the diversity present on our campus and in our community. The SUNY Sullivan college experience is a total living and learning experience that incorporates academics, academic and student support services, and personal growth.

SUNY Sullivan Community College offers over 40 credit-bearing degree and certificate programs that prepare individuals for transfer to four-year colleges or for immediate entry into high-demand careers. The College maintains articulation and 2+2 agreements with many local and regional colleges and universities. In addition, the College also offers certificate programs that can be completed in two (2) semesters. Day, evening, online, summer sessions, and an accelerated winter session are also offered.



STUDENT AFFAIRS

SUNY Sullivan, pre-Covid, was designated Hispanic Serving Institution, and will reapply for that designation this year. The College provides a broad array of student programs and services that supports the academic enterprise, fosters student growth, and prepares students for success for the 1,698 students currently enrolled and a student to faculty ratio of 19:1. Of the student body, 63% are enrolled part-time, and 37% full-time. First to second year retention of full-time students is 44%, while part-time student retention is at 20%. The student body is racially diverse with the largest demographic groups reported as follows: 46% as White, 28% Hispanic, and 12% as Black. According to the most recent data in IPEDS, 79% of the student body is under 24 years of age. Thirty-eight percent (38%) of all students receive financial aid, 30% are Pell eligible, and 10% receive federal loans. Of the first-time, full-time students, 75% receive aid, and 60% are Pell eligible.

SUNY Sullivan wants to ensure that students develop into well-rounded individuals. Campus student activities offer multiple opportunities for leadership and interpersonal skills development, community service, and personal growth. These programs and services include but are not limited to new student orientation, clubs and organizations, student government, leadership development programs, residential life, social activities, recreation and intramural sports, Division II athletics, lectures on current affairs, musical and comedy performances, and movies and other performing arts.

The residence hall for the college is operated by the Sullivan County Community College Dormitory Corporation. The residence hall provides Internet, laundry facilities, a study lounge, and a recreation room with a large screen TV, foosball and pool tables, and vending machines. The building is near the main academic building.

The Foundation

The SUNY Sullivan Community College Foundation has operated for more than 48 years and has been serving SUNY Sullivan with its ongoing purpose to seek and secure private funds to supplement the College's traditional revenue sources. Working in partnership with donors, the Foundation seeks to provide funding for scholarship assistance, acquisition of talented faculty, state-of-the-art facilities, and innovative programs to enrich the quality of education and enhance the student's overall College experience.

The Foundation is governed by a seven (7) member board of directors (with a maximum capacity of 15 members) consisting of community leaders and business and industry professionals. The Foundation Executive Officers consist of a Chair, Vice Chair, Secretary, and Treasurer. The Foundation Board meets monthly. The Foundation currently holds net assets of \$1,140,635.













- In 2022, the Sullivan County Legislature approved funding for a new tuition-free scholarship known as the Promise Scholarship that will cover the cost of tuition and fees for the first year of Sullivan County high school graduates wishing to pursue a degree, full-time, at SUNY Sullivan.
- SUNY Sullivan has been at the forefront of the sustainability movement for over 20 years. The College's campus provides a living sustainability lab with an organic farm, geothermal heating and cooling, solar farm, wind turbine, and apiary. The campus farm provides fresh produce for the food pantry, dining services, and farm-to-table events. Recently, the College undertook a \$9.8M Energy Efficiency Project, financed by the New York Power Authority (NYPA), which will bring significant energy and cost savings to the institution.
- SUNY Sullivan has signed onto the University Global Coalition, helping to advance the United Nations' Sustainable Development Goals (SDGs) in partnership with higher education institutions around the world. The Coalition promotes the incorporation of the UN's SDGs into the teaching, research, operations, and partnerships of higher education institutions.
- The health-related programs, especially nursing, and the Hospitality Institute provide pathways and partnerships with Sullivan County's largest employers.











	Investment in Plant, less depreciation	\$4,893,362 (as of 9/3/2023)	
	Plant Replacement Insured Value	\$93,199,805	
	Cost of Operating Physical Plant	\$1,616,893	
	Deferred Maintenance	Paid by the County and State. Current active Capital projects are funded 50/50 with County and State.	
	Endowment/Foundation	\$1,140,635 (as of 9/3/2023)	
	Operating Budget: Year ending 6/30/23	\$16,201,067	
	Revenue Mix	40.90% Tuition/Fees 26.54% County 20.25% State 12.31 Other	
	Federal Grants	\$1,855,276	
	Operating Budget per FTE: (Based on 921.6 FTEs for 2022-2023)	\$17,579,280	
	Tuition & Fees (2022-23): In State Out-of-State	\$ 6,283 \$11,491	
	FTE Student Enrollment for fall 2022	670.73	
	Total Headcount: Full-time Part-time	1,698 628 (37%) 1,070 (63%)	
	% Developmental Mathematics Program	SUNY Sullivan does not offer developmental mathematics programs. It offers co-requisite developmental mathematics courses.	
	Non-Degree Seeking Enrollment	Fall 22: 22.27 FTE (41 headcount) Spring 23: 16.20 FTE (42 headcount)	
	Student Diversity Statistics:	Asian 34 (2%) Black 204 (12%) Hispanic 475 (28%) Multiple Races 5 (4%) White 781 (46%) Unknown 119 (7%)	
	First Year Retention Rate (FTFT) Fall 2021 to Fall 2022	52%	
	# Of Degrees Awarded 2021-2022 academic year	215	



# Of Students Transferring to 4-year Institutions (Fall 2020-Fall 2021)	451		
# of Full-time Faculty: # of Tenure Track Faculty: # of Tenured Faculty Number of Part-time Faculty	33 16 17 51		
Faculty Diversity (Full-time):	Asian Black Hispanic Two or more races: White	2 (6.45%) 0 (0%) 1 (2%) 9.68 (3.23%) 25 (80.65%)	
Average Faculty Salaries Starting Salary	\$55,042.82 \$38,000 (Level 1, Step 1)		
Student/Faculty Ratio	19:1		
Sports Programs: Men: Baseball, basketball, golf, wrestling, track & field and Cross Country	12 6 men's sports		
Women: Basketball, golf, volleyball, track & field and cross county Co-Ed: cheerleading	5 women's sports 1 co-ed		
Unions: Faculty, Staff, Administration	and grounds, principle accounting clerks). Currently, both units are in contract negotiations with the anticipation that both will be completed prior to the arrival of the new president. 21,502 (physical on campus) 619,328 (digital titles) Bookstore (Follett): Food Service (American Dining		
Library Holdings			
Outsourced Departments			
Board of Trustees	10 Trustees, five appointed by the Governor, four appointed by the Governor, and one student Trustee elected by the student body.		



- SUNY Sullivan like the other community colleges in the SUNY system, has experienced a decline in enrollment over the past decade. This decline was further exacerbated by the COVID-19 pandemic. Developing strategies and initiatives to stop and reverse the enrollment decline, while simultaneously maintaining and ensuring the financial health and stability of the college, will be a major priority for the next president.
- The financial health of the College is paramount as is financial stewardship. The next president is expected to understand higher education funding in New York State and in SUNY, and be an advocate for the College in collaboration with SUNY and local representatives.
- The SUNY Sullivan Foundation is primed to support College programing and scholarships. The next president will have demonstrated success in development, friend-raising, and fundraising to help guide the Foundation in its work.
- SUNY Sullivan has implemented programs and initiatives to meet the diverse needs of its students to ensure they complete their educational, career, and personal goals. However, the student attrition rate contributes to the enrollment decline. The next president is expected to be passionate about student success and ensure that students receive the "wrap-around services" they need, and that students have pathway plans that lead them to timely degree and certificate completion, transfer, or entry into or advancement in the workforce.
- Residents of Southern New York have many institutions of higher education in the region from which to choose.
 The next president will position the College competitively,

- building on its reputation through extensive outreach and innovative responses to student and community needs. This entails creative, strategic branding and marketing priorities to reach and recruit students, with a focus on opportunities and access for potential students living within Sullivan County, including adult learners and incumbent workers needing to retrain or upskill to meet the needs of the workforce in Southern New York.
- The next president is expected to maintain a highly visible and engaging presence in the different communities to acquire a thorough understanding of how the College can best serve them.
- The College has an outstanding reputation in the area and tremendous support from leaders in education, government, business and industry, and non-profit organizations. The next president will build on the College's existing support and the compelling reputation of SUNY Sullivan in the region to expand strategic partnerships and coalitions that will assist the College in strengthening its programs and services, and identifying and securing additional sources of revenue.
- SUNY Sullivan is positioned to expand dual-credit options and to develop program partnerships with local school districts. The president will work collegially with other educational entities to share resources to support students and the local economy.



- SUNY Sullivan is deeply committed to diversity, equity, and inclusion and has an equity statement that states, "Here at SUNY Sullivan, we are committed to fostering, cultivating, and preserving a culture of diversity and inclusion. We strive to create a culture that not only understands and values difference but embraces it. We provide tools and strategies for the recruitment, retention, and success of all students, faculty, and staff. Whatever your background, identity, or experience, we are here to maximize your growth and learning." The next president will ensure that the college maintains and continues to demonstrate its commitment to equity in every area of the College.
- SUNY Sullivan faculty and staff are dedicated to meeting the needs of students and the communities the College serves. Faculty and staff represent a wealth of knowledge and expertise. The next president will be visible and engaged on campus and will collaborate with faculty and staff, drawing on their expertise and knowledge in determining the best path forward to meet the diverse needs of students and the local region.
- Changing labor market trends require a continuing focus on curricula and programs. The next president is expected to strengthen the college's position as an economic driver in the region through the expansion of workforce initiatives, brokering mutually beneficial partnerships and coalitions with public and private sector interests. Such connections will prove beneficial as the College seeks to keep its programs in alignment with changing workforce demands. The next president will welcome the opportunity to work collaboratively within a unionized campus and a shared governance system that provides the framework for the future success of the institution. As a transformative and transformational leader, the next president will benefit from listening to the voices of faculty and staff throughout the College.

- The next president will review and analyze the organizational structure and staffing levels to determine the optimal system to meet the needs of students, faculty, and staff, and the diverse communities the College serves.
- The College's most recent Strategic Plan, 2023-28, reflects its ongoing commitment to ensuring equitable access and success for students, particularly traditionally vulnerable students; linking workforce programs directly to local and regional employer needs; building institutional capacity; and ensuring adequate resources to support student success. The next president will have the opportunity to work with the Board of Trustees, the Foundation, and the college community to assess the outcomes of the Plan, and to develop strategies and initiatives to guide SUNY Sullivan as it seeks to strengthen its programs and services. This includes determining the appropriate balance between liberal arts and career and technical programs to meet the needs of its diverse student body and the diverse communities it serves.
- SUNY Sullivan is regionally accredited by the Middle States Commission on Higher Education. As such, the institution is fully committed to self-reflection and self-study. These attributes demonstrate a dedication to continuous improvement and are used to strengthen and sustain the institution. The next president must ensure that the College has the required investments of time, energy, institutional resources, and human capital to effectively execute selfstudy processes that demonstrate full compliance with The Middle States Commission on Higher Education's expectations and standards of accreditation.



- An earned doctorate from a regionally accredited institution.
- Significant progressively responsible senior leadership experience in higher education, preferably at a community college.
- Faculty experience is strongly preferred, including experience in assessment, preferably at a community college.
- Student affairs and student development experience is desirable.
- Demonstrated understanding of, and a commitment to, the mission of a comprehensive community college, especially one that is in a rural setting where transportation is a challenge.
- A major priority for the next president will ensure the financial health and stability of the college. Therefore, financial acumen to address budget realities in the changing higher education landscape is required. An enterprising spirit, fundraising experience, and advocacy experience are desirable.
- The next president will be a visionary and transformational leader with excellent communication and interpersonal skills; has high emotional intelligence; is an active listener with a sense of humor who is smart, humble, visible, approachable, engaging, compassionate, empathetic, and culturally competent. The president will ensure a stable environment for faculty and staff to serve students with adequate resources.

- Demonstrated history of supporting initiatives that promote diversity, equity, and inclusion for students, faculty, staff, and other constituents; sensitivity to diverse and neurodivergent learning styles and needs of students; and a passion for social justice so that all students can experience success.
- Demonstrated record of welcoming diverse opinions to inspire and empower others to engage in a strategic and comprehensive student success agenda using evidence as a guide to decision making, and can establish and maintain a positive, collaborative, and transparent relationship with the collective bargaining units.
- Understanding the evolving role and significance of technology in the delivery of education and services for students.
- Demonstrated belief in the value of shared governance and success in operating within a transparent and collegial governance environment.
- Demonstrated knowledge of workforce and economic development and an understanding of the integral role of the college as an economic driver for the region to meet the workforce needs of regional employers.
- Demonstrated understanding and value of regional and programmatic accreditation.
- Ability to advocate successfully on behalf of the College, adapting to work with public, private, and governmental entities and leaders; demonstrates the skills and expertise to raise funds from individuals as well as public and private sources.



APPLICATION PROCEDURES

CCompleted applications are due by January 5, 2024. To ensure full consideration, please submit: 1) a current resume or CV; 2) a cover letter addressing the position; and 3) the contact information for three professional references. Submit your application securely through our website by clicking here.

FOR FURTHER INFORMATION

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RH PERRY POLICY

RH Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without their consent.

SUNY SULLIVAN POLICY

SUNY Sullivan Community College prohibits discrimination on the basis of race, color, national origin, religion, socioeconomic status, creed, age, disability, sex, gender identity, gender expression, transgender status, sexual orientation, familial status, pregnancy, predisposing genetic characteristics or carrier status, military status (including U.S. Veteran status), domestic/ intimate partner violence victim status, prior criminal conviction that is unrelated to the employee's job, or any other characteristic protected by law.

"The Institution is an affirmative action, equal opportunity employer and does not discriminate on the basis of race, color, national origin, religion, creed, age, disability, sex, gender identity, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, criminal conviction, or retaliation."

Sullivan Community College