



Board of Trustees Packet

August 25th, 2023 | 11:00 a.m.

Saranac Lake Campus (HH105) and Zoom Access By Request

- I. Call to Order
- II. Oath of Office
- III. Approval June 29th, 2023 Minutes
- IV. Liaison Reports
 - College Senate
 - NCCCAP
 - CSEA
- V. College Reports
 - Board Chair
 - Interim Vice President for Academic Affairs
 - Vice President for Marketing & Enrollment Management
 - Interim Chief Financial Officer
 - June 2023 Financial Report
 - July 2023 Financial Report
 - Interim Associate Vice President of Student Affairs
 - President
- VI. Representative Reports
 - NCCC Association
 - NCCC Foundation
- VII. Old Business
- VIII. New Business
 - Proposed 2023-2024 Board Meeting Schedule
- IX. Public Comment*
- X. Executive Session
- XI. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss *the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105).*

* Public Comment: Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.



SARANAC LAKE | MALONE | TICONDEROGA

Oath of Office

I do solemnly swear that I will support the Constitution of the United States and the Constitution of the State of New York, and that I will faithfully discharge the duties as a member of the ***Board of Trustees of North Country Community College*** according to the best of my ability. And I do further solemnly swear that I have not directly or indirectly paid, offered or promised to pay, contributed or offered or promised to contribute, any money or other valuable thing as a consideration or reward for the giving or withholding a vote at the election if any at which I was elected or appointed to said office, and have not made any promise to influence the giving or withholding of any such vote.

Trustee Signature

Seth McGowan

Printed Name

Sworn and subscribed before me on this day: _____

Signature of Notarial Officer:

Affix notary seal/stamp here



Board of Trustees Meeting Minutes

Thursday, June 29th, 2023 | 11:00am

Hybrid Meeting: HH-105 & Zoom

Board Members Present: Steve Reed, Pete Suttmeier, Mary Irene Lee, Mark Moeller, Dan Kelleher, Todd LaPage, and Sam Weeks

Excused: Donna Wadsworth

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Erik Harvey, Sarah Maroun, Kim Irland, Kyle Johnston, Erin Walkow, Chris Knight. Seth McGowan, and members of the College community, joined as well.

Board Chair, Steve Reed called the meeting to order at 11:00 a.m.

Minutes

Pete Suttmeier made the motion to accept the May 25th, 2023, meeting minutes. Todd LaPage seconded the motion. The May 25th, 2023, meeting minutes were unanimously approved (7-0-0).

College Senate

No report

NCCCAP

No report

CSEA

No report

Board Chair Report

Steve Reed reported:

- Today is his last meeting as Chair before Pete Suttmeier takes over on July 1st, 2023. He extends his thanks to everyone at the college for their constant dedication and work they do, making the College a wonderful place to be. Special thanks to Joe Keegan for bringing the College together under his leadership. He extended his thanks to his fellow board members for their support, work, and extra time they put in for the College.

Interim Vice President for Academic Affairs

Sarah Maroun added to her written report:

- Extended thanks to Steve Reed for his time in service. She highlighted appreciation for his time and support of the College and its endeavors.
- Reported that the recent pass rates in Radiologic Technology and Nursing have been exemplary.
- Reported the Cybersecurity program (with Herkimer) has been approved by NYSED and will be offered to students starting Fall 2023.

Board moved to approve the following resolutions:

Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves temporary appointment of Kelli Miller, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2023/24 academic year, at an annual salary of \$50,614. Mary Irene Lee seconded the motion. The motion was unanimously approved (7-0-0).

Vice President for Marketing and Enrollment Management

Kyle Johnston added to his written report:

- The Scholarships for Everyone campaign is the biggest one for the College and they are already seeing the benefits. Currently there are 60 applicants for the Opportunity and 6 on Us scholarships. Kyle shared he will be extending it out one more month to August 15th as grant funds remain available.
- Programmatic campaigns continue to be pushed; primary focus is on the Healthcare Programs.
- Work continues with the Strategic Enrollment Management (SEM) Plan continues. Regular updates to the College community will be made as they become available.
- The recent SEM plan conference was successful. Kyle, Sarah Maroun, and Kim Irland met with approximately 60 other SUNY colleges, and those throughout the country.
- The recent SUNY conference focused on online opportunities.
- Members of the board discussed the benefits of the Scholarships for Everyone campaign and the opportunities for potential students.

Interim CFO:

Erik Harvey let his report stand for itself.

- Shared he is thankful for the support from Steve Reed and is looking forward to working with Pete Suttmeier as he takes the position of Board Chair.
- Shared the 2023-2024 Budget has been successfully presented to sponsoring counties of Essex and Franklin. Public hearings are slated for early July with the anticipation that the approved 2023-2024 budget will be sent to the State in August.
 - A proposal for a \$100K increase in operating support from both counties is included.
- Members of the board discussed Erik's verbal report as it was presented.

Board moved to approve the following resolutions:

- Dan Kelleher made a motion to the floor that the North Country Community College Board of Trustees hereby approves the May 2023 financials as they were shared and presented. Mark Moeller seconded the motion. The motion was unanimously approved (7-0-0).

Associate Vice President of Student Affairs

Kim Irland reported:

- The curriculum for Orientation is currently being migrated into Brightspace. She noted that Genesee Community College was helpful by sharing their template for a similar course. The goal is to automatically enroll students (new and continuing) in this free online course.
- The College is now into the compliance report season, and to date they are going successfully.

President:

Joe Keegan added to his written report:

- Extended thanks to Steve Reed and for his unwavering support in the process of shared governance and for his accessibility to the college community.
- Acknowledged today is the last day that Mark Moeller is serving the Board. He thanked him for his years on the Board and thanked him for his hard work and support.
- Noted Student Trustee Sam Weeks last day is also today. He shared that she has done well in representing the student voice. He thanked her for her service and support.
- Welcomed Seth McGowan to the Board. Seth brings to the Board extensive experience K-12, having previously served as Superintendent of the Tupper Lake CSD. He begins his term on July 1st, 2023.
- Joe expanded on Erik's presentation regarding requests to the College's supporting counties of Essex and Franklin. He shared their support for the budget as well as the request for increase of

operating funds. Additionally, he shared there was recognition by the counties for the good work of the College, and our response to the counties' needs for specific programs.

- Advocacy work has begun for the 2024-2025 year. The planned proposal will be to request the floor with additions of equitable, fair, and reliable funds for the community colleges.
- Science and nursing lab construction projects continue. They are doing well on both the Saranac Lake and Malone sites. Current estimates are that these sites will be open in time for the Fall semester start date.
- Ribbon cutting and community leaders day is tentatively set for September 27th, 2023, at 9am. The agenda is to provide updates of the college and extend thanks for the community's support. Plans are in the works to offer similar ceremonies on both the Malone and Ticonderoga campuses.
- The enrollment update was shared highlighting the gains around new initiatives. The nursing programs show strong numbers. Massage Therapy numbers have tripled for the first time in years, and the Criminal Justice program has rebounded. Work continues to bolster enrollment for these programs.
- Selina LeMay-Klippel will soon be hosting a Wastewater Grant round table on July 18, 2023 via Zoom. .
- Pete Suttmeier, Erin Walkow and Joe will be giving a presentation to the AuSable Club on July 12th, 2023. They will share an introduction of the College as well as current updates. These efforts are in part of the fundraising task force which includes members from both the College and Foundation boards.
- Members of the Board discussed the upcoming budget hearings with our sponsoring counties. They spoke of the need for members of the board to attend.

NCCC Association:

Kim Irland reported in Robert Rathbun's absence:

- Jerrad Dumont will begin serving as the Association Board President starting July 1st, 2023.
- To date, the student housing roster is full. Kim also noted there is a short waitlist for the Fall term.

NCCC Foundation:

Erin Walkow reported:

- NCCC Foundation received a \$10K gift from J.M. McDonald Foundation for the Opportunity Scholarship.
 - These additional monies bring the total to \$45K raised from individuals, corporations, and other Foundations.
- A meeting with the Grant Advisor for the Cloudsplitter Foundation, will occur soon. This meeting

will include joint research to uncover grant opportunities from their Foundation.

- The Foundation awarded approximately \$40K in scholarships for the 23-24 year to 41 students. Erin will be working with Rachel Zurschmit to notify recipients. There were 82 applications.
- The survey for the Cantwell Property land donation is complete and she will be working to get the deed transferred to the Foundation. Thanks were extended to Jim Brooks, the College's attorney, for his work on this project.
- Members of the board discussed Erin's report as it was presented.

Old Business

None

New Business

Board moved to approve the following resolutions:

Mary Irene Lee made a motion that the North Country Community College Board of Trustees hereby approves following faculty/staff for continuing appointments effective with the 2023/24 academic year: Judy Small, Assistant Professor, Science | Meredith Chapman, Associate Director of Admissions | Rachel Zurschmit, Assistant Director of Admissions | Kent Egglefield, Head Women's Soccer & Lacrosse Coach /Athletics Program Assistant. Pete Suttmeier seconded the motion. The motion was unanimously approved (7-0-0).

Mark Moeller made a motion that the North Country Community College Board of Trustees hereby approves following faculty/staff for renewal of temporary appointments effective with the 2023/24 academic year: Thomas Callahan, Business Instructor | Tana Hare, Nursing Program Director | Jessica Martin, Assistant Registrar | Robin McGrath, Business Instructor | Renee Poirier, LAC Coordinator (will remain on continuing appt) | Samantha Phillips, Enrollment/Financial Aid Counselor | Brenda Garver, Bursar. Pete Suttmeier seconded the motion. The motion was unanimously approved (7-0-0).

* Members of the Board discussed the methods and process of an internal search. Joe shared there is a policy around this process and the reasoning for it. He made note that there is still an interview process and a search committee.

Mary Irene Lee made a motion that the North Country Community College Board of Trustees hereby approves following faculty/staff for renewal of temporary appointments effective with the 2023/24 academic year: Richard Davenport, Nursing Instructor | Lauren Heath, Nursing Instructor | Luke Hudak, Coordinator of Dual Enrollment Initiatives | Erin Streiff, Nursing Instructor | Brandi Taylor, Humanities Instructor | Kelly O'Shields, Technology Support Specialist | Julie King, Enrollment/Financial Aid

Counselor. These positions are currently funded in the 2023/24 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, these appointments will expire at the conclusion of the 2023/24 academic year and will not be renewed. Todd LaPage seconded the motion. The motion was unanimously approved (7-0-0).

Public Comment

Addressed board – Lee Susice notified the Board that he will serve as NCCCAP president for next year. He noted he was looking forward to working with everyone next year.

Executive Session

Mark Moeller made the motion to enter Executive Session at 12:26 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Pete Suttmeier seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan and Seth McGowan were invited to attend the meeting at 12:26 p.m.

Adjourn

Mark Moeller made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:15 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: August 25th, 2023

Resolution #: 2022-23 | **XX**

Motion:

Seconded:

Action: Pending (x-x-x)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



**Interim VPAA Report to the
Board of Trustees**

August 25, 2023

Please find the following report from the Academic Area.

Academic Planning, Programs and Policies:

Fall 2023:

Classes begin August 28th for all three campuses as well as at the St. Regis Mohawk Tribal Administration building. Second Chance Pell classes begin on September 5th. There are a number of new changes this semester including a full transition to a new learning management system (D2L Brightspace), new general education requirements, as well as new classrooms pending the completion of the construction projects. In response to construction delays, we have moved all affected classes to alternative rooms.

Programs Pending Approval:

- **Expansion of AAS Nursing Program** (32 student cohort—January 2024 target start date). **SUNY has moved this proposal on to the New York State Education Dept.**

North Country Navigator Program: As part of the retention efforts under the Strategic Enrollment Management plan, we are piloting a peer/faculty/staff mentoring program for new students. This is in addition to the faculty advisors assigned to each student based on their academic program. The program is intended to provide another layer of support to new students as they orient and move through their programs at North Country.

Middle States: The Middle States Commission for Higher Education contacted North Country in early June to schedule site verification visits for all three campuses. On July 11th we completed the Ticonderoga visit, Malone was on July 19th, and we finished in Saranac Lake on August 7th. These were follow-up visits required by the U.S. Department of Education based on the virtual re-accreditation visit.

Non-Credit Course Offerings for Fall:

Wastewater Basic Operator Training Course: September 22-November 18

UpNCoding Software Engineering Course: September 26-December 14

EMT Original/Refresher Training (both credit and non-credit): August 18-December 14

SUNY High Needs Grant—Allied Health:

Last August, we received a SUNY High Needs Grant for \$137,305 to help support training for EMTs and Advanced EMTs. Funding was used to purchase equipment for all three campuses as well as to support lab instructors who need those hours to become certified instructors for EMT training. We trained over 125 EMS providers this past year, many of whom are filling positions in Essex and Franklin counties. Many thanks to Scott Harwood for facilitating the program.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President of Marketing & Enrollment
Report to the Board of Trustees
Created August 21, 2023

Enrollment and Financial Aid Updates:

- **Major project updates:**
 - **SEM PLAN PROJECT:** So far, the “Scholarships-4-Everyone” campaign that connects students to all of our existing and new scholarship opportunities has been a great success! We have received 93 apps for the “6 on Us” program and 95 for this year’s “Opportunity Scholarship”. Additionally, the “North Country Navigator” mentoring program launched last week, and our mentors have all completed their initial outreach to their student cohorts. They have become an extra level of support for our incoming students and have been helping to get the students to attend/complete orientations, attend IT Info Sessions, etc.
 - **SLATE CRM (Customer Relationship Management):** Slate has been utilized to help promote, communicate, and process applications for our new scholarship programs. We will see great benefits from this down-the-line as we look to attain additional funding for these programs. All students are entered into cohorts that we can monitor and report on to show the effectiveness of these programs.
 - **North Country Navigator:** All of our new mentors received their trainings in July and August and they have begun working with their students. The incoming students have been very receptive to the outreach, and I’ve seen a lot of questions being answered and referrals being sent out to other offices for assistance.
- **The Enrollment Team:** Application volume for the Fall semester has continued to inch ahead typically being +130 to +140 ahead from week-to-week. The new advising/registration process has been running smoothly with students getting registered quicker than prior terms and the registration sessions will continue into the first week of classes. This past week the team sent out the “Readiness Survey” to all incoming students and we’ve had about 2/3s respond at this point which is a very good response rate! When students answer “No” to any question on the survey a referral is automatically sent to the college office that is responsible for that item. We have built-in reporting setup so that we can identify where current pain-points exist for students.
- **The Financial Aid Team:** Our financial aid office has been handling the processing for our new “6 on Us” and “Opportunity” scholarship programs. The turnaround has been extremely quick as we are doing the awarding on a rolling basis until all of the funding runs out. At the time of my last BOT Report, I stated “So far, we have had over 50 applicants and I believe that the number could exceed 100 by the end of the campaign”. I was incorrect in my estimation as we are now approaching 200 apps for this funding.

Marketing and Web Updates:

- This past month we decided to extend the “Scholarships-4-Everyone” campaign as it was showing great traction. We completed a second round of outreach and pushed the advertising out an additional 5 weeks.
- Our programmatic marketing campaign continued this month by once again featuring all of our Healthcare programs. We noticed a fairly sharp decrease in the number of Health Sciences degree-seeking students and this has started to help turn that trend around. We also had a few spots that remained open in our Nursing program that we have been actively working to fill.
- We’ve recently put together new ad campaigns for our September start Wastewater & UpNCoding courses.

NC North Country Community College
Sponsored · 🌐

Becoming a certified wastewater operator has never been easier! Get started with North Country's Basic Operator Training Course today!



WASTEWATER MANAGEMENT TRAINING

nccc.edu
Register Today
In-Person & Virtual

[Learn more](#)

NC North Country Community College
Sponsored · 🌐

The demand for wastewater operators at the local, regional, and national levels is great! Take your first step towards this rewarding and in-demand career by enrolling in the Wastewater Management program at North Country TODAY!



WASTEWATER MANAGEMENT TRAINING

nccc.edu
Basic Operations Course
Get Started

[Learn more](#)

NC North Country Community College
Sponsored · 🌐

Looking to pursue a career as a software engineer? Get started with North Country's full-stack training partnership with UpNCoding.



nccc.edu
Software Coding Bootcamp

[Learn more](#)

NC North Country Community College
Sponsored · 🌐

The software engineering industry is growing! Don't miss out on your chance to enroll in North Country's UpNCoding Bootcamp.



nccc.edu
Full-Stack Training
Reach Higher at NCCC

[Learn more](#)

AT NORTH COUNTRY WE PROVIDE
SCHOLARSHIPS
-4-
EVERYONE



Fall semester is right around the corner with classes starting August 28th!
The good news is that we still have A LOT of scholarship funding available for all types of students - but you need to act now.
Visit NCCC.EDU/SCHOLARSHIPS to see what you qualify for TODAY!

NCCC.EDU/SCHOLARSHIPS

FULL & PART-TIME STUDY SCHOLARSHIPS RANGE FROM \$500 UP TO THE FULL COST OF TUITION!

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK



6 ON US SCHOLARSHIP PROGRAM (NEW - AVAILABLE THIS YEAR ONLY!)

This grant-supported scholarship program allows new students (or returning students that have stepped away from college for at least 3 years) to take up to 6 credits for FREE! Recipients will receive added support through the new NC Navigator mentorship program.

NCCC FOUNDATION OPPORTUNITY SCHOLARSHIP

This donor-supported scholarship program is for degree-seeking students that DO NOT qualify for the Essex/Franklin Scholars Award, Hodson, or 6 on Us scholarship programs. Recipients will receive added support through the new NC Navigator mentorship program.

ESSEX AND FRANKLIN SCHOLARS AWARDS

For first-time-in-college students who graduated from high schools within Essex or Franklin counties and still reside within the counties. Students must graduate high school with an 85% cumulative average and have a New York State Regents Diploma with Advance Distinction. This award covers up to the full cost of tuition for four semesters of study. This scholarship is automatically awarded to accepted students who meet the criteria and have submitted their FAFSA and TAP financial aid applications.

NCCC FOUNDATION SCHOLARSHIPS

Providing scholarships to students is the top priority for the NCCC Foundation. To explore the many scholarship programs available to students visit NCCC.EDU/FOUNDATION today!



IF YOU HAVE QUESTIONS, SIMPLY
EMAIL ADMISSIONS@NCCC.EDU
OR GIVE US A CALL AT 888-TRY-NCCC!
NCCC.EDU/SCHOLARSHIPS

COME NC THE DIFFERENCE

**Where there is passion,
there is pursuit.**

Answer the call to reach higher! The degree and certificate programs at North Country open doors to new careers you never thought possible. From helping someone to heal their body to helping someone lead a healthier life. From spending your days helping to protect the wilderness to putting in the time to start or build a business. Explore how North Country can help you open the door to your future today!

OFFERING DEGREES/CERTIFICATES IN:

- Business & Entrepreneurship Programs
- Criminal Justice & Cybersecurity Programs
- Digital Arts Programs
- Education & Teaching Assistant Programs
- Environmental & Wilderness Leadership Programs
- Healthcare & Nursing Programs
- Human Services Programs
- Transfer Degree Programs

Visit NCCC.EDU/PROGRAMS for more information!

Reach higher & own your future at North Country Community College

Whether you want to transfer to a four-year college or jump right into a career, North Country Community College has the programs and courses to fit your needs.

Full-time or part-time course work at our campuses in Saranac Lake, Malone or Ticonderoga and online. All at an affordable price.

To learn more about North Country, just give us a call at 888-TRY-NCCC, email ADMISSIONS@NCCC.EDU or visit NCCC.EDU.

Digital and Fine Arts

North Country offers 3 degrees/certificates in the digital arts which includes Digital Arts and Design, Digital Advertising and Design, and Computer Graphics and Design.

These programs give you the tools to express your inspiration and prepare you for in-demand careers or transfer.

Business Programs

Get the skills and experience needed to enter directly into the workforce, transfer, or start your own business!

The Business Administration, Business Administration -Healthcare Administration Track, Sports and Events Management, Entrepreneurship Certificate programs help you develop the core business competencies and skills needed for success!

Criminal Justice and Cybersecurity Programs

The Criminal Justice and Cybersecurity and Digital Forensics programs at North Country blend introductions to criminal law, procedure and law enforcement operations with a host of sociology and psychology classes to learn what crime is and gain a better understanding of what causes it and how it might be prevented.

See theory come to life in your second year, with available internships with the New York State Police; the Lake Placid, Malone and Saranac Lake police departments; and the Federal Correctional Institution in Ray Brook.

Environmental Science

Learn the environment's natural processes, as well as the interactions of plants, animals and other organisms with their physical and chemical environments.

Our three campuses give you access to the rich ecosystems we're part of - with fieldwork experiences at various locations in the Adirondacks, testing for the effects of acid rain and measuring soil and water quality.

Access to institutions and organizations that protect the natural resources of the Adirondacks every day. Internships available include the Wildlife Conservation Society and the NYS Department of Environmental Conservation.

Environmental Studies

How can we protect our resources while maintaining a thriving economy? Where should we allow snowmobiles and other motorized vehicles within protected lands?

The Environmental Studies degree program engages students in these types of dialogues and the broader issues facing the state, the country, and the world. And the world such as environmental policies, economic development, land management practices, and responses to climate change.

With environmental agencies and groups such as the Adirondack Park Agency, Adirondack Council, Nature Conservancy, Department of Environmental Conservation and others close to



campus, you will have access to internships and opportunities to work with leading organizations in the field of environmental policy and advocacy.

Health Science

The Health Science program at NCCC gives the opportunity to gain broad exposure to the field while you weigh various career options, with classes in nutrition, first aid and drug addiction.

Hands-on experiences, such as going on-site with a care provider in Intro to Health Sciences, give you real world perspective on the field.

Complete required courses necessary for transfer into a bachelor's degree program, such as biology, chemistry and anatomy, while rounding out your education with classes in core subjects such as math, English and the humanities.

Human Services Programs

Human Services is the name we give to a diversified field that covers multiple degree and certificate programs at the college: AAS Human Services, AAS Chemical Dependency Counseling, AS Child and Family Services and Community Residence Aide Certificate.

These programs prepare students for a broad range of careers in helping those in need. Both classroom instruction and practical training include internships to develop skills in a real-life setting through classroom instruction and hands-on experience including internships.

Learn about human behavior and social problems and how individuals interface with various systems to address these issues.

Graduates of our Human Services programs are prepared to enter the workforce in entry-level positions or transfer their credits to four-year granting institutions for advanced education and training.

Massage Therapy

If any career calls for hands-on experience, it's Massage Therapy. Serve clients from the college and local community in our own student-run massage clinic located on the Saranac Lake campus, as you complete the 150 hours of real-world practice required for state licensure.

Training includes classes in anatomy and physiology, psychology, pathology, kinesiology (the study of the mechanics of body movements), and massage, both Eastern and Western methods and techniques. Graduate and have the tools to help clients relieve pain and stress and rehabilitate injuries - while facilitating their growth and well-being.

NCCC's massage therapy program is NYS Education Department registered

and approved. Graduates will be qualified to take the state's massage therapy licensure exam and also the national certification exam.

Nursing Programs

Our programs give you the opportunity to complete the requirements to become a registered professional nurse (RN) in two years - first completing the requirements to become a licensed practical nurse (LPN) in one year, with an option to complete the RN requirements in a second, two-semester course.

This unique career-ladder design lets you build a career, and education, without repeating previous courses. Once you complete this second, two-semester course, you'll be eligible to take the state's licensing exam to become a registered nurse and be prepared to transfer to a four-year school to complete your bachelor's degree.

Graduates of our program are equipped to make an immediate impact in their community.

Radiologic Technology

If you wind up with an injury or a need for a fluoroscopy procedure, a Radiologic Technologist will be there to assist you and capture the images. As a Radiologic Technologist you'll combine patient care with an in-depth knowledge of human anatomy and proficiency with high-tech equipment.

The AAS Radiologic Technology program is an accredited program. It is a two-year program, which includes the first summer. It is one of the oldest in the country - but it's also one of the most up-to-date, as new equipment keeps you at the forefront of imaging technology. Our energized radiology suite enhances the student experience in positioning patients prior to clinical rotations.

Clinical experience is a significant

educational component of the Radiologic Technology program. Each student must complete approximately 1,600 hours of clinical throughout the program.

North Country is affiliated with 13 sites across a 200-mile radius, including Alice Hyde Medical Center in Malone, Adirondack Health in Saranac Lake, Samaritan Medical Center in Watertown and UVM's Elizabethtown Community Hospital Ticonderoga Campus.

Ultimately, successful completion of the academic and clinical requirements within the program allows the student admission to take the American Registry in Radiologic Technology, a national exam, and subsequent licensure by the State of New York.

Wilderness Recreation Leadership

Since 1979, our Wilderness Recreation Leadership program has given students the leadership skills and outdoor experience to become guides, outdoor educators and other recreation pros.

Get hands-on training in an international capital for outdoor recreation.

Develop skills including rock climbing, whitewater rafting, skiing and snowshoeing; recent research projects have included site visits to the Adirondack Park Agency, Adirondack Hamlets to Huts, and the NYS Department of Environmental Conservation.

Build an intensive backcountry experience during which you'll spend more than 40 days in the wild. Gain your Wilderness First Responder certification, Lifeguard certification, Leave No Trace training and NYS Guide License.

Internships and apprenticeships at ski areas, guide shops and other locations give you industry connections that often lead to future work.

AA Transfer Degrees

With multiple transfer degrees and even more track options, North Country gets you prepared for many bachelor's degrees in mathematics, biology, chemistry, environmental science, history, sociology and other people-focused areas.

The AA Transfer Degree focuses on general studies that lead to a wide range of degree options. Additionally, students can choose specific tracks such as Early Childhood Education, English and Psychology.

The course structure of the programs is equivalent to the first two years of classes you'll take at institutions offering bachelor's degrees, so you'll enter on equal footing with other juniors when you transfer.

North Country has transfer agreements with all of its 64-campus SUNY system.

You're guaranteed admission into a bachelor's degree program at another SUNY institution if you successfully complete your degree at North Country.



Fall 2023 Application Volume

Generated on 08/21/2023 at 09:10:07 AM ET

Application Categories

Metric	Fall 2023 Applications	Fall 2022 Applications
Applications (total)	1583	1458
Incomplete Applications	232	
Decided	1069	945
Applications Under Review (Competitive Admission ...	2	
Withdrawn Applications	280	369

Admissions Decisions

Metric	Fall 2023 Applications	Fall 2022 Applications
Decided Applications (total)	1069	945
Accepted Students	1065	941
Denial	4	4

Yield (Intent to Enroll)

Metric	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	596	613
Admitted: Declined Enrollment	229	183

Fall 2023 Registration/Scheduling Stats

Metric	All FA23	First Time	Transfer	Re-Admit	Continuing
Totals	523	241	99	106	77
Saranac Lake	223	130	32	29	32
Malone	149	50	30	40	29
Ticonderoga	72	22	17	17	16
Online	79	39	20	20	

Fall 2023 Registration Queue

Metric	All FA23	First Time	Transfer	Re-Admit	Continuing
Totals	16	6	4	6	
Saranac Lake	5	3	1	1	
Malone	6	2	2	2	
Ticonderoga					
Online	5	1	1	3	

**North Country Community College
Interim CFO's Report to the Board of Trustees
August 25, 2023**

Greetings,

As always, I hope this report finds you well. In this month's report **I will ask the board for approval of 1) the financial statements for the month ending June 30, 2023, and 2) the financial statements for the month ending July 31, 2023.** I would like to share some exciting news right up front. Since the college budget was approved in May, the Counties have approved the budget and an increase to their annual operating contribution beginning in 2023-24 by \$200K total to the college. You will see the positive impacts of this in the 5-year projections. The forecast for 22-23 has also improved slightly since May's forecast. The improvement is due to the 2nd Chance Pell program. The Pell team is having success collecting chargebacks to other counties, not done in previous years, and had better than forecasted summer enrollment which was a nice surprise.

Financial Statements June 2023 *(for review and approval)*

- The \$355K increase in Cash is primarily related to the college's HEERF revenue loss claims being recognized before year end in the current year while past practice was to claim the funds after the annual financial audit. The program ended June 30, 2023. There are also monies from DASNY reimbursements for distance learning technology related spends made earlier in the pandemic.
- The \$163K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. All the cash is received, owned, and disbursed by the operating fund while grant revenues and expenses are accounted for in a restricted fund, thus creating entries between the funds to recognize grant related cash receipts and disbursements.

Financial Statements July 2023 *(for review and approval)*

- The \$832K increase in Cash is again primarily related to the college's HEERF revenue loss claims being recognized before year end in the current year while past practice was to claim the funds after the annual financial audit. The program ended June 30, 2023. There are monies from DASNY reimbursements for distance learning technology related spends made earlier in the pandemic. There are now also monies received for grants such as SEM, Department of Labor, and other SUNY enrollment initiatives waiting to be used while North Country develops strategies to best invest the funds.
- The \$424K increase in Accounts Receivable-Students is related to the adjustment booked in July 2022 for the \$365K write down of student receivables using Institutional HEERF funds. The write down was a one-time action and did not occur again in 2023.
- The \$123K increase in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. All the cash is received, owned, and disbursed by the operating fund while grant revenues and expenses are accounted for in a restricted fund, thus creating entries between the funds to recognize grant related cash receipts and disbursements.
- The Payroll and Benefit Liabilities variance is related to the Medical Insurance premium paid in the current month for the subsequent month last year. These amounts would have been reclassified to pre-paid activities at year end but not month to month.

22-23 Forecast

- Enrollment full year projections
 - Please note that in-state declines are being offset by the other revenue streams vs. PY and partially offset by 2nd Chance Pell vs. the budget.
 - Total FTE of 917 is 41 or 5% more than prior year but 28 or 3% less than budget.
 - In state FTE of 489 is 21 or 4% less than prior year and 40 or 8% less than budget.
 - Out-of-state FTE of 46 is 7 or 18% more than prior year and 1 or 3% more than budget.
 - Total In/Out FTE of 536 is 14 or 3% less than prior year and 39 or 7% less than budget.
 - Bridge FTE of 243 is 20 or 9% more than prior year but 7 or 3% less than budget.
 - 2nd Chance Pell FTE of 139 is 35 or 33% more than prior year and 19 or 16% more than budget.
- Revenue full year projection - \$738K or 5% better than budget
 - Worse than Budget*
 - \$86K - Reduction of NYS rental aid and aid to small colleges.
 - \$75K - Increase for college bad debt allowance. The college is seeing higher than usual delinquent accounts in recent years and this provision mitigates that risk to the forecast.
 - \$37K – Fees are worse than budget due to the decline in In and Out of State enrollment.
 - Better than Budget*
 - \$509K - HEERF lost revenue that became available by recouping DASNY matching funds related to previously purchased Distance Learning Technologies. The DASNY matching funds allowed the college to use the previously spent HEERF monies on lost revenue in 22-23.
 - \$285K - Increase in approved chargeback rate charged to other counties. This also includes \$120K in 2nd Chance Pell chargebacks for which the college has not billed out in previous years.
 - \$75K - Increase in investment income due to higher interest rates and leveraging a money market account for operational funds.
 - \$67K - Increase in tuition is related to non-credit courses such as Upcoding and EMT/AEMT as well as the mix of more part-time vs. full time credit hours than projected. These increases are offsetting decreases due to declined enrollment vs budget.
- Expense full year projection – \$117K or 1% worse than budget
 - Worse than Budget*
 - \$51K - Maintenance costs were higher than budget due to unanticipated repairs to the Malone roof, Malone compressor replacement, Ticonderoga boiler issues, and a Saranac Lake fire panel replacement.
 - \$45K - Information Technology costs are higher than budget, as the college continues to invest in technology to better serve students and create efficiencies, anticipating staff reductions to balance the budget.
 - \$28K - Professional Services are worse primarily due to an unanticipated spend with Great Range, LLC to create marketing videos/photos, etc., an unanticipated spend with Niche.com to increase enrollment, and more in-person student recruiting than anticipated.
 - \$13K - Property and Liability Insurance increase was anticipated after budget was locked due to a revaluation of properties and auto collisions, as well as cyber security premium increases.
 - Better than Budget*
 - \$77K - Scholarships are better as the Hodson scholarship was accidentally budgeted too high since it is no longer used to supplement the elimination of the Adirondack scholarship for returning students, the Franklin scholarship is under budget, and concurrent enrollment is currently projected to be slightly under budget thus won't need as many scholarships.
 - \$66K - Health Insurance increase was realized but not quite at the level budgeted.
 - \$52K - The retirement provision for anticipated increases was not needed.
 - \$27K - Library and Instructional Supplies are consistent with the prior year.
 - \$18K - Miscellaneous which includes bank charges, catering, professional development, etc.
 - \$15K - Office and General Supplies as spend is consistent with prior year.

- The full year deficit is currently projected to be \$332K, and the fund balance would finish August 31, 2023, at \$5.8 million or 38% of 22-23 net operating costs.

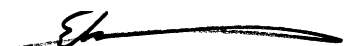
Budget 2023-24

- The budget was presented to the Franklin County Board of Legislatures on June 15, 2023, and the Essex County Board of Supervisors on June 20, 2023.
- Both counties have since approved the college's budget and forwarded signed resolutions.
- **Each county also approved an increase of \$100K in annual operating aid which is \$200K total for the college commencing in 2023-24.**
- The budget was submitted to SUNY on August 16, 2023, for SUNY and NY State Division of Budget review and approvals.

2022-27 5-Year Projections

- **Baseline Assumptions**
 - In State projections based on historical trends. 23-24 assumed a drop of 7.5% and 24-27 assumed a drop of 5-6% year over year.
 - Out of State, Concurrent enrollment (bridge students), and the Pell prison program bounce back to normal pre-pandemic levels 23-27.
 - 2% Tuition increase year over year 2024-27. Tuition was frozen from 20-24. (Every 1% increase = \$30K revenue).
 - County operating aid increased by \$200K in 2023-24. Assumed to remain at 23-24 level in 24-27.
 - NYS base aid includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-26. North Country enjoys the floor rule at present time.
 - Salaries include a \$190K increase per year for contractual labor increases. Adjunct and Overload are reduced for process changes and program deactivations.
 - Benefits assume a 3% increase per year primarily for Health Insurance.
 - Non-personnel costs assume a 1.5% increase per year to cover rent escalations and rising technology costs.
 - Starting in July 2025, the NCCC Foundation bonds will mature, and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.
- **New Initiatives**
 - New initiatives are projected to yield \$2.6 million in revenue over the next five years 2022-27.
 - You can see the transformation of the college replacing the historical annual loss of in state FTE with new initiatives and offerings. In 2026-27 normal in state FTE drops by 103 vs. 2022-23 and is replaced by 127 new initiative FTE
- **Expense Reductions**
 - Currently the college has identified \$690K in savings per year or \$2.8 million over the next four years 2023-27. The details of these savings can be found in the document titled "Presidential Response to 8.2 Committee RE: 2022-23 Retrenchment Plan – Final Version".
 - The college will be developing further expense reduction levers in the event enrollment is not as expected in FA23 as further options to balance the budget.
 - The college will be guided by the plan for a sustainable future and the strategic plan when formulating any further expense reductions.
- **Fund Balance**
 - The fund balance is projected to be \$3.7 million or 23% of 26-27 Net Operating Costs.

Kind regards,



Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of June 30, 2023

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2023

Presented by

ERIK HARVEY

Interim CFO

**North Country Community College
Balance Sheet
JUNE 30, 2023**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 5,544,963	\$ 5,189,448	\$ 355,515
Accounts Receivable-Students	725,924	808,346	(82,423)
Due From NCCC Association	38,761	26,897	11,864
Due From NCCC Foundation (Contributions)	835,651	775,604	60,048
Due From Other Funds	428,696	592,064	(163,368)
Due From Governments (State & Fed Fin Aid)	19,294	1,113	18,181
Prepaid Expenses	117,784	67,981	49,803
Total Assets	\$ 7,711,073	\$ 7,461,453	\$ 249,620
Liabilities			
Accounts Payable	\$ (12,778)	\$ (6,097)	\$ (6,682)
Payroll & Benefits Liabilities	(185,975)	(173,944)	(12,031)
Due to NCCC Association (Room, Meals, Books)	4,217	823	3,394
Due to NCCC Foundation (Rent)	96,230	92,675	3,555
Due to Other Funds	80	20	60
Due to Retirement	316,724	227,386	89,338
Compensated Absences	276,895	269,208	7,687
Other Liabilities	266,403	337,097	(70,694)
Total Liabilities	\$ 761,795	\$ 747,169	\$ 14,626
Month End Equity	\$ 6,949,277	\$ 6,714,284	
Total Liabilities & Equity	\$ 7,711,073	\$ 7,461,453	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/22	\$ 6,170,216		
Estimated 22-23 Surplus (Deficit)	\$ (438,126)		
Projected Fund Balance as of 09/01/23 ¹	\$ 5,732,090		
Projected Fund Balance as a % of NOC	37%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$14,876,190.			

**North Country Community College
Revenues & Expenditures
JUNE 30, 2023**

	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,364,492	\$ 4,969,127	\$ (395,365)	93%
Sponsors' Contribution	2,380,000	1,929,167	(450,833)	81%
Chargebacks	725,000	864,238	139,238	119%
Out-of-State Tuition	356,400	328,153	(28,247)	92%
State Aid	4,090,485	4,004,648	(85,837)	98%
HEERF Revenue Loss Claims	-	338,120	338,120	NA
Contributions	1,200,428	1,104,794	(95,634)	92%
Total Revenues	\$ 14,116,804	\$ 13,538,246	\$ (578,558)	96%
Expenditures				
Salaries	\$ 7,242,413	\$ 6,179,971	\$ 1,062,443	85%
Payroll Taxes	554,045	439,042	115,003	79%
Medical	2,124,575	1,697,536	427,039	80%
Retirement	716,545	548,427	168,118	77%
Other	114,564	160,203	(45,639)	140%
Equipment	24,450	29,658	(5,208)	121%
Facility Leases	1,629,403	1,351,769	277,634	83%
Utilities	464,000	386,230	77,770	83%
Maintenance	161,025	176,798	(15,773)	110%
Office & General Supplies	56,085	28,934	27,151	52%
Advertising	184,200	111,696	72,504	61%
Professional Services	103,600	121,536	(17,936)	117%
Information Technology	475,000	486,189	(11,189)	102%
Library & Instructional Supplies	313,140	148,240	164,900	47%
Scholarships	743,192	663,816	79,377	89%
Travel	64,716	44,157	20,559	68%
Property & Liability Ins.	149,000	128,403	20,597	86%
Miscellaneous	184,580	246,388	(61,808)	133%
Total Expenditures	\$ 15,304,533	\$ 12,948,992	\$ 2,355,541	85%
Operating Surplus (Deficit)	\$ (1,187,729)	\$ 589,254	\$ 1,776,983	-150%
Non-Operating Activity	-	189,808	189,808	NA
Total Fund Surplus (Deficit)	\$ (1,187,729)	\$ 779,062	\$ 1,966,791	-166%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of July 31, 2023

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2023

Presented by

ERIK HARVEY

Interim CFO

**North Country Community College
Balance Sheet
JULY 31, 2023**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 5,610,565	\$ 4,778,996	\$ 831,568
Accounts Receivable-Students	793,622	368,655	424,967
Due From NCCC Association	52,269	26,421	25,847
Due From NCCC Foundation (Contributions)	933,641	870,193	63,448
Due From Other Funds	745,169	622,603	122,566
Due From Governments (State & Fed Fin Aid)	(74,625)	18,893	(93,518)
Prepaid Expenses	172,518	116,248	56,270
Total Assets	\$ 8,233,158	\$ 6,802,008	\$ 1,431,150
Liabilities			
Accounts Payable	\$ 804	\$ (6,036)	\$ 6,841
Payroll & Benefits Liabilities	9,882	(167,539)	177,421
Due to NCCC Association (Room, Meals, Books)	3,896	59	3,837
Due to NCCC Foundation (Rent)	192,198	185,618	6,580
Due to Other Funds	80	-	80
Due to Retirement	349,581	290,098	59,483
Compensated Absences	276,895	269,208	7,687
Other Liabilities	273,388	337,807	(64,419)
Total Liabilities	\$ 1,106,724	\$ 909,215	\$ 197,509
Month End Equity	\$ 7,126,434	\$ 5,892,794	
Total Liabilities & Equity	\$ 8,233,158	\$ 6,802,008	
Fund Balance Summary			
Prelim Fund Balance as of 09/01/22	\$ 6,170,216		
Estimated 22-23 Surplus (Deficit)	\$ (332,434)		
Projected Fund Balance as of 09/01/23 ¹	\$ 5,837,782		
Projected Fund Balance as a % of NOC	38%		

¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$14,876,190.

**North Country Community College
Revenues & Expenditures
JULY 31, 2023**

	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,364,492	\$ 5,618,888	\$ 254,396	105%
Sponsors' Contribution	2,380,000	2,127,500	(252,500)	89%
Chargebacks	725,000	925,276	200,276	128%
Out-of-State Tuition	356,400	332,773	(23,627)	93%
State Aid	4,090,485	4,004,648	(85,837)	98%
HEERF Revenue Loss Claims	-	509,025	509,025	NA
Contributions	1,200,428	1,215,649	15,221	101%
Total Revenues	\$ 14,116,804	\$ 14,733,759	\$ 616,955	104%
Expenditures				
Salaries	\$ 7,242,413	\$ 6,681,130	\$ 561,284	92%
Payroll Taxes	554,045	472,712	81,332	85%
Medical	2,124,575	1,866,784	257,791	88%
Retirement	716,545	593,377	123,168	83%
Other	114,564	181,968	(67,403)	159%
Equipment	24,450	31,101	(6,651)	127%
Facility Leases	1,629,403	1,488,576	140,827	91%
Utilities	464,000	399,019	64,981	86%
Maintenance	161,025	185,026	(24,001)	115%
Office & General Supplies	56,085	40,390	15,695	72%
Advertising	184,200	115,301	68,899	63%
Professional Services	103,600	125,010	(21,410)	121%
Information Technology	475,000	500,009	(25,009)	105%
Library & Instructional Supplies	313,140	153,645	159,495	49%
Scholarships	743,192	665,986	77,207	90%
Travel	64,716	46,766	17,950	72%
Property & Liability Ins.	149,000	130,194	18,806	87%
Miscellaneous	184,580	298,687	(114,107)	162%
Total Expenditures	\$ 15,304,533	\$ 13,975,681	\$ 1,328,852	91%
Operating Surplus (Deficit)	\$ (1,187,729)	\$ 758,078	\$ 1,945,807	-164%
Non-Operating Activity	-	198,141	198,141	NA
Total Fund Surplus (Deficit)	\$ (1,187,729)	\$ 956,219	\$ 2,143,948	-181%



North Country Community College

Sponsored by Franklin and Essex Counties

22-23 AUGUST OPERATING FORECAST

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2023

Presented by
ERIK HARVEY
Interim CFO

2022-23 August Forecast
For the year ending August 31, 2023

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	530	489	(40)	-8%
Out of State	45	46	1	3%
In/Out of State FTE	575	536	(39)	-7%
Concurrent Enrollment	250	243	(7)	-3%
Core Operating FTE	825	778	(47)	-6%
Pell Prison Program	120	139	19	16%
Total FTE	945	917	(28)	-3%

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 4,769	\$ 4,835	\$ 67	1%
Fees	1,077	1,040	(37)	-3%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	725	1,010	285	39%
State Aid	4,090	4,005	(86)	-2%
HEERF Revenue Loss Claims	-	509	509	NA
Contributions & Other Income	1,200	1,275	75	6%
Reserve for Bad Debt	(125)	(200)	(75)	60%
Total Revenues	14,117	14,855	738	5%
Expenditures				
Salaries	7,242	7,231	(11)	0%
Payroll Taxes	522	524	2	0%
Medical	2,096	2,030	(66)	-3%
Retirement	699	647	(52)	-7%
Other	193	195	2	1%
Equipment	24	32	8	31%
Facility Leases	1,629	1,625	(4)	0%
Utilities	464	471	7	1%
Maintenance	161	212	51	32%
Office & General Supplies	56	41	(15)	-26%
Advertising	184	184	(0)	0%
Professional Services	104	131	28	27%
Information Technology	475	520	45	10%
Library & Instructional Supplies	181	154	(27)	-15%
Scholarships	743	666	(77)	-10%
Travel	52	51	(1)	-3%
Property & Liability Ins.	149	162	13	8%
Miscellaneous	330	312	(18)	-5%
Total Expenditures	15,305	15,188	(117)	-1%
Unrestricted Fund Surplus / (Deficit)	\$ (1,188)	\$ (332)	\$ 855	72%



North Country Community College

Sponsored by Franklin and Essex Counties

23-24 BUDGET EXECUTIVE SUMMARY

23-24 OPERATING BUDGET

23-24 CAPITAL BUDGET

NOTATIONS

SUBMITTED TO THE BOARD OF TRUSTEES

August 25, 2023

Presented by
ERIK HARVEY
Interim CFO

2023-24 BUDGET EXECUTIVE SUMMARY

North Country Community College presents a \$14,956,472 budget to support operations and a \$300,000 capital budget for the 23-24 academic year.

Total enrollment is assumed to be 951 AAFTE, which is 50 or 6% more than 22-23. Core enrollment is 801 AAFTE with the Second Chance Pell prison program adding another 150 AAFTE.

NCCC is anticipating In and Out of state enrollment of 551 AAFTE to be 21 or 4% more than 22-23. The first assumption is that out of state enrollment will be flat compared to prior year which is back to the pre-pandemic level. The second assumption is a reduction of in state enrollment by 7.5% vs. Fall 22. Albeit early, incoming registrations for core programming for the Fall 23 semester are currently level with Fall 22 at the same point in time as of early-June. Lastly, conservative assumptions around planned expansion are layered on top. The expansion is related to several new initiatives 1) PN/ADN & Rad Tech course capacities being increased to pre-pandemic levels, 2) maintaining a modest Akwesasne student population increase, 3) the AEMT/EMT course offering ramping up, 4) maintaining the AA Lib Arts – Early Childhood Ed pathway momentum, 5) a Nursing program expansion starting in January 2024, 6) the workforce development position coming online, and 7) new offerings related to entrepreneurship, healthcare administration, digital design and advertising, and teaching assistant certifications. Incoming registrations for new initiatives for the Fall 23 semester are currently soft 12 weeks from the start of the semester. College Bridge and Second Chance Pell prison programs are assumed to be back to pre-pandemic levels.

The 23-24 budget reflects a \$232K or 3% revenue decrease and a \$179K or 1% decrease in spending over the 22-23 forecast thus generating a neutral budget after transferring \$491K from the unrestricted fund balance.

The decline in revenue vs 22-23 is primarily related to HEERF lost revenue claims the college was able to make in 22-23, but not available or budgeted for in 23-24. The HEERF act monies are now exhausted and can no longer be used to cover lost revenue. Tuition and Fees are expected to increase by \$199K or 4% vs 22-23. There is a reduction in rental and low enrollment aids from NYS, but the counties are contributing \$200K more in 23-24 operating aid. For the third year in a row, tuition rates were frozen in 23-24, heading to calls that higher education costs in New York State are too high for students.

The college is still operating under caution. Although most of the pandemic related uncertainty has alleviated, sentiment towards higher education remains low and creates a barrier to enrollment rebound. The budget assumes very little discretionary spending and no investments in any new initiatives unless they are expected to deliver an immediate return. The open VP of Administration and Associate Dean of Academics will remain vacant and not be filled at this time. Most staff departures due to attrition are not being back filled; where backfills are occurring, related cost reduction actions are being explored. Casual labor pools are being reduced due to process efficiencies and lower student enrollments. The budget does avoid an institution wide reduction in force or cutting of NCCC's biggest asset, its people. Fewer scholarship funds will be needed in 23-24 for College Bridge students as the college approved increasing College Bridge tuition from \$60/course to \$75/course. The college practice is to invoice tuition at list price and reduce the amounts to the per course rate with scholarships. Provisions have been made in the budget for 1) rising health and cyber security insurance premiums, 2) technology costs as North Country continues to invest in technology to increase processing efficiencies and better serve its students, and 3) energy costs that increased in 21-22 with no end in sight were carried over into the 23-24 budget.

The unrestricted fund balance is projected to end August 31, 2024, at \$5.2 million, 35% of total unrestricted net operating costs (NOC). For perspective, SUNY recommends a fund balance NOC of 15%, which the college stakeholders all feel is too low of a threshold. North Country, like many other community colleges, used its fund balance to preserve and/or enhance its intellectual property and people during the pandemic and continues to while it transforms and adapts in delivering on its mission for the counties and its citizens.

2023-24 BUDGET
23-24 OPERATING BUDGET

	2023-24 Budget	2022-23 Forecast	2022-23 Budget	23-24 More (Less) vs. 22-23 Forecast	
REVENUES					
Tuition - In-State	\$3,876,870	\$3,677,402	\$ 3,732,514	\$ 199,468	5%
Tuition - Out-of-State	396,000	366,696	356,400	29,304	8%
Tuition - Concurrent Enrollment	555,000	537,906	555,000	17,094	3%
College and Course Fees	1,004,360	1,001,017	1,076,978	3,343	0%
Sponsors' Contribution	2,580,000	2,380,000	2,380,000	200,000	8%
Chargebacks	822,700	996,489	725,000	(173,789)	-17%
State Aid	3,939,811	4,004,648	4,090,485	(64,837)	-2%
HEERF Revenue Loss Claims	-	510,000	-	(510,000)	-100%
Contributions & Other Income	1,290,809	1,222,928	1,200,428	67,881	6%
Total Revenues	14,465,550	14,697,086	14,116,804	(231,536)	-2%
EXPENDITURES					
Salaries	7,048,865	7,231,361	7,242,413	(182,496)	-3%
Benefits					
Payroll Taxes	539,238	553,199	554,045	(13,961)	-3%
Medical	2,151,103	2,082,500	2,124,575	68,603	3%
Retirement	660,770	675,050	716,545	(14,280)	-2%
Other	105,518	102,630	114,564	2,888	3%
Total Benefits	3,456,629	3,413,379	3,509,729	43,250	1%
Equipment	22,000	23,200	24,450	(1,200)	-5%
Contractual					
Rental	1,651,476	1,618,803	1,629,403	32,673	2%
Utilities	465,750	454,250	464,000	11,500	3%
Maintenance	189,175	185,175	161,025	4,000	2%
Office & General Supplies	44,700	44,425	56,085	275	1%
Advertising	179,000	184,000	184,200	(5,000)	-3%
Professional Services	126,150	137,893	103,600	(11,743)	-9%
Information Technology	503,900	513,650	475,000	(9,750)	-2%
Library and Instructional Supplies	299,100	282,096	313,140	17,005	6%
Scholarships	268,000	266,500	325,000	1,500	1%
Scholarships - Concurrent Enrollment	313,644	401,811	418,192	(88,167)	-22%
Travel	55,000	52,375	64,716	2,625	5%
Property & Liability Insurance	164,007	159,894	149,000	4,114	3%
Miscellaneous	169,075	166,400	184,580	2,675	2%
Total Contractual	4,428,978	4,467,272	4,527,941	(38,294)	-1%
Total Expenditures	14,956,472	15,135,212	15,304,533	(178,740)	-1%
Transfer from Fund Balance	490,922	438,126	1,187,729	52,796	-
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	0%

2023-24 BUDGET
23-24 CAPITAL BUDGET

	2023-24 Budget
REVENUES	
State Approved Match	\$ 150,000
County Portion	100,000
Chargeback Revenues	50,000
Total Revenues	\$ 300,000
 PROJECTS	
Critical Infrastructure and Maintenance Upgrades	
Facilities - HVAC Upgrades and Replacements	250,000
IT - Data Center Relocation	50,000
Total Project Expenditures	\$ 300,000
Net Surplus/(Deficit)	\$ -

The HVAC item is a placeholder in the event the major construction projects have unanticipated scope increases and/or cost overruns. There are contingencies built into the construction projects already, but the college is ensuring that the projects will be successful and completed appropriately by provisioning additional monies if needed. Once the construction projects are completed, the college will reassess opportunities to invest remaining critical maintenance funds in the facilities. Of course, should these funds be needed for unanticipated emergency repair/replacements, they would be appropriated to those projects immediately.

2023-24 BUDGET NOTATIONS

BUDGET OPPORTUNITIES

NYS Budget items passed to support community colleges and their students.

- Base aid floor funding at the 21-22 amount without a 20% holdback
- Continuing expansion of the Tuition Assistance Program (TAP) for part-time students.
- Extending the ability for incarcerated individuals to receive TAP.
- Non-recurring direct operating support to increase enrollment.

Additional new initiatives on the horizon, not considered in the budget.

- Surgical Tech with Mohawk Valley Community College
- Cybersecurity with Herkimer Community College

In-State enrollment Fall 23 improvement impact. There is no assumption in the budget that students are going to come to school in the fall as they were pre pandemic. Should the college exceed enrollment expectations in the fall:

- \$35K increase in revenue for an additional 1% in-state enrollment increase FA23 vs FA22.
- \$100K increase in revenue for an additional 3% in-state enrollment increase FA23 vs FA22.
- \$165K increase in revenue for an additional 5% in-state enrollment increase FA23 vs FA22.
- \$230K increase in revenue for an additional 7% in-state enrollment increase FA23 vs FA22.

INFRASTRUCTURE UPGRADE OPPORTUNITIES

This summer North Country is undertaking three capital projects related to Nursing lab upgrades (at all campuses), Science lab upgrades (Malone and Saranac Lake campuses), and HVAC upgrades. Included in these projects are lavatory and vestibule entrance upgrades as well on the Saranac Lake campus. These projects are funded using HEERF federal stimulus awards, the DASNY capital matching program, two DASNY grants, and federal funding through Community Funding Projects. These are the first significant investments in the college's facilities in a generation or more, and the college is excited to move its laboratories into a more modern setting to enhance learning and student success. These improvements will allow the college to support students with enhanced simulation techniques at a time when New York State just approved use of clinical simulation for up to 33% of one's nursing clinical requirements. It is expected that these modern facilities will be attractive to potential students choosing their place of study.

North Country Community College

5-Year Financial Projection

For the 5 years ending August 31, 2027

	Actual		Projected			
	21-22	22-23	23-24	24-25	25-26	26-27
AAFTE Students						
In-State	493	462	423	398	378	359
New Initiatives	-	27	78	119	127	127
Out-of-State	39	46	50	50	50	50
Subtotal In/Out-of-State	533	536	551	567	555	536
Concurrent Enrollment (bridge)	240	243	250	250	250	250
Subtotal Core Operating	772	778	801	817	805	786
Pell Program	104	139	150	150	150	150
Total AAFTE	876	917	951	967	955	936

in thousands

Unrestricted Fund

Revenue

Operating Revenue	15,137	14,713	14,054	14,227	14,567	14,512
New Initiatives Tuition	-	143	412	641	698	712

Total Revenue	\$ 15,137	\$ 14,855	\$ 14,466	\$ 14,868	\$ 15,265	\$ 15,224
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Expense

Operating Expense	14,516	15,188	15,646	16,006	16,366	16,730
Expense Reductions	-	-	(689)	(689)	(689)	(689)

Total Expense	14,516	15,188	14,956	15,317	15,677	16,041
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Operating Surplus (Deficit)	621	(332)	(491)	(450)	(412)	(816)
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Non-Operating	(51)	-	-	-	-	-
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Unrestricted Fund Surplus (Deficit)	\$ 569	\$ (332)	\$ (491)	\$ (450)	\$ (412)	\$ (816)
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Fund Balance Beginning 9/1	\$ 5,601	\$ 6,170	\$ 5,838	\$ 5,347	\$ 4,897	\$ 4,485
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Changes to Net Position	569	(332)	(491)	(450)	(412)	(816)
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Fund Balance Ending 8/31	\$ 6,170	\$ 5,838	\$ 5,347	\$ 4,897	\$ 4,485	\$ 3,669
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Fund Balance NOC %	42.5%	38.4%	35.7%	32.0%	28.6%	22.9%
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AAFTE Projections

New Initiatives	AAFTE Projections				
	22-23	23-24	24-25	25-26	26-27
PN/ADN program back to pre-pandemic levels	-	16	34	34	34
Rad-Tech program back to pre-pandemic levels	-	2	2	2	2
Akwesasne student population increase	7	7	7	7	7
AEMT EMT certification programs	1	8	8	8	8
AS Business: Healthcare Administration track	1	3	5	9	9
Entrepreneurship Certificate	4	4	4	5	5
AA Lib Arts – Early Childhood Ed pathway	14	14	14	14	14
ADN Program Expansion	-	12	24	24	24
Digital Design and Advertising Certificate	-	3	5	5	5
Teaching Assistant Certificate	-	3	5	5	5
Workforce Development Office	-	6	11	14	14
Total Projected New Initiative FTE	27	78	119	127	127

In-State Tuition (Per FTE)	\$ 5,280	\$ 5,280	\$ 5,386	\$ 5,493	\$ 5,603
College and Course Fees (Per FTE)	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
Operating Chargeback Rate (Per FTE)	\$ 5,010	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750
Tuition Increase	0%	0%	2%	2%	2%
Second Chance Pell Chargebacks	\$ 120,240	\$ 50,000	\$ 125,000	\$ 125,000	\$ 125,000
AEMT Certificate Revenue (no AAFTE Associated)	\$ 57,000	\$ 0	\$ 0	\$ 0	\$ 0

**North Country Community College
5-Year Financial Projection**

In thousands	Actual							Projected				
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27
FTE Students												
In-State	773	694	711	655	575	577	493	462	423	398	378	359
New Initiatives	-	-	-	-	-	-	-	27	78	119	127	127
Out-of-State	57	52	46	44	73	31	39	46	50	50	50	50
Subtotal In/Out-of-State	830	746	757	699	649	609	533	536	551	567	555	536
Bridge	214	248	257	255	250	234	240	243	250	250	250	250
Subtotal Core Operating	1,044	994	1,014	954	898	843	772	778	801	817	805	786
Pell Program	-	96	173	151	146	133	104	139	150	150	150	150
Total	1,044	1,090	1,187	1,105	1,044	976	876	917	951	967	955	936
Unrestricted Fund												
Revenue												
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,676	\$ 5,832	\$ 6,037	\$ 6,007	\$ 5,928
State Aids	3,877	3,728	3,897	4,245	4,138	3,846	4,076	4,005	3,940	3,953	3,967	3,981
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,390	3,403	3,478	3,478	3,478
HEERF Revenue Loss Claims	-	-	-	-	-	552	1,556	509	-	-	-	-
Contributions Other Income	983	1,067	1,076	1,153	1,090	1,229	1,085	1,275	1,291	1,399	1,813	1,837
Total Revenues	13,367	14,043	14,536	14,500	14,784	15,165	15,137	14,855	14,466	14,868	15,265	15,224
Expense												
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,231	7,049	7,256	7,446	7,636
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,396	3,457	3,560	3,664	3,772
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,561	4,451	4,501	4,567	4,633
Total Expenses	12,422	13,040	14,279	14,870	14,916	13,747	14,516	15,188	14,956	15,317	15,677	16,041
Operating Surplus (Deficit)	945	1,003	257	(370)	(133)	1,419	621	(332)	(491)	(450)	(412)	(816)
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	-	-	-	-	-
Unrestricted Fund Surplus (Deficit)	\$ 861	\$ 959	\$ (79)	\$ (363)	\$ (336)	\$ 1,318	\$ 569	\$ (332)	\$ (491)	\$ (450)	\$ (412)	\$ (816)
Fund Balance Beginning 9/1	\$ 3,242	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,838	\$ 5,347	\$ 4,897	\$ 4,485
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(332)	(491)	(450)	(412)	(816)
Fund Balance Ending 8/31	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,838	\$ 5,347	\$ 4,897	\$ 4,485	\$ 3,669
Fund Balance NOC %	33.0%	38.8%	34.9%	31.1%	28.7%	40.7%	42.5%	38.4%	35.7%	32.0%	28.6%	22.9%

Assumptions:

FTE's	In State projections based on historical trends. 23-24 assumed a drop of 7.5% and 24-27 assumed a drop of 5-6% year over year. New initiatives are assumed to be In-State students. Out-of-State gets back up to average pre-pandemic levels in 23-27. Concurrent enrollment (bridge students) and the Pell prison program bounce back to normal pre-pandemic levels 23-27.
Tuition	2% Increase year over year. Same tuition level since 20-24. (Every 1% increase = \$30K revenue).
Fees	Assumed same rates as 20-21, proportionate to FTEs.
County Aid	Operating aid increased by \$200K in 2023-24. Assumed to remain at 23-24 level in 24-27.
State Aid	Base aid rate includes the greater benefit of \$50/FTE in annual increments or the 100% floor rule 2022-27. NYS base aid 100% floor is based on 21-22 fiscal year which was 98% of 20-21 fiscal year base aid. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation.
Salaries	\$190K increase per year for contractual labor increases. Adjunct and Overload are reduced for process changes and program deactivations.
Benefits	3% increase per year.
Contractual	1.5% increase per year to cover rent rate escalations and rising technology costs.
Prison Program	Favorable legislation has been passed ensuring Pell extension by 7/21/23. NYS Governor also approved TAP for incarcerated students.
Donations	\$100K from NCCC Foundation in each years 20-21, 21-22, and 22-23 as well as ~\$80K in 23-24 not included above, placed in restricted funds to help drive non traditional student enrollment. Included above and starting in July 2025, the NCCC Foundation bonds will mature and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.

NORTH COUNTRY COMMUNITY COLLEGE

BUDGET RESOLUTION

WHEREAS The College President concurs with the recommendations of the proposed 2023-24 Budget and requests final action by NCCC Board of Trustees;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the attached Operating Budget in the amount of \$14,956,472 and Capital Budget in the amount of \$300,000 for the academic year beginning September 1, 2023, and ending August 31, 2024.

2022-23 | #13

May 24, 2023

Motion: Dan Kelleher

Seconded: Mark Moeller

Action: Unanimously Approved (8-0-0)

This is to certify that I, Stacie G. Hurwitch, that undersigned Assistant Secretary to the North Country Community College Board of Trustees, have compared the resolution with the original documents presented on this day, May 24, 2023 and at the same is correct and true.

IN WITNESS WHEREOF, I have hereunto set my hand this 24th day of May, 2023.



Stacie G. Hurwitch

Asst. Secretary | Board of Trustees

**North Country Community College
President's Report to the Board of Trustees
August 25, 2023**

Greetings to you all,

...on this first meeting of the Board of Trustees in the new academic year, the College's 57th since its first class in 1968. The faculty and many other colleagues returned earlier this week, and since then, the College has been abuzz with activity readying ourselves for the arrival of students and the start of classes.

In addition to regular Opening Week activities, student registration and new student orientation has been taking place. New residential students started moving in yesterday, while returning residential students will be arriving tomorrow. Relatedly, our Women's and Men's soccer season begins in earnest early next week.

Completion of the capital projects (nursing labs and science lab upgrades) have been delayed due to a combination of factors including repairing damage due to broken pipe in Mulholland Hall, unanticipated drainage needs at Clermont Hall, and delays in shipping. The issues at Mulholland and Clermont have been most disruptive, especially to the faculty whose offices were affected and to those planning on teaching in those classrooms. As is the North Country way, folks have been understanding and helpful as we respond to the delays.

We begin today's meeting with a welcome to Seth McGowan, who officially joins the Board of Trustees as a Franklin County appointee! We also welcome our new board leadership team of Pete Suttmeier (Chair), Dan Kelleher (Vice Chair) and Todd LaPage (Secretary).

That's all for now! I look forward to seeing you at the meeting.

Joe

★ **Board Matters**

Business before the Board today includes:

□ *Board Appointments:*

- *County:* Welcome to our newest Board member, Seth McGowan, who started his tenure on July 1st, 2023. Seth was Superintendent of the Tupper Lake Central School District, and is currently President of the [Adirondack Sky Center and Observatory](#) in Tupper Lake, NY. He was appointed by Franklin County and we look forward to working with him!
- *Student:* Students will be electing their representative early this semester and we hope to have that student ready to join you at your October meeting.

- *Governor's*: no updates.

Other updates include:

- **Board Policies**: The administrative team is queueing up the Board policies to be reviewed this academic year.

★ **Budgeting and Planning**

- **2023-2024 Budget**: Both Essex and Franklin County approved our budget, which included an additional \$200,000 operating aid (\$100,000/county), which we are very grateful for. It now goes to SUNY for review and, we hope, approval.
- **24-25 Budget**: Erik Harvey, our Interim CFO, has begun the planning for next year's budget, starting with establishing tuition and fees. The College has remained kept tuition flat for the last four years (\$2,640/semester and \$5,280/year for in-state students).
- **24-25 Budget Advocacy**: Planning and preparation for budget advocacy for the 24-25 year underway. Once again, the NY Community College Association of Presidents and the NY Community College Trustees are working jointly and hoping to partner with the Faculty Council of Community Colleges, the Student Assembly, the Community College Business Officers Association, and others to advocate. This year's focus is on ensuring that there is an equitable, fair, and sustainable funding model for community college and the students they serve.

★ **Enrollment**

- **Fall 23 Enrollment**: Registration for Fall 23 is nearing the end, as classes begin on Monday. As of Monday, August 21, 2023:

Report Date: 08/21/23

Enrollment Yield Report	Final at verification	Final at verification	Final at verification	Unverified YTD	YTD	YTD	YTD	
	FA-20	FA-21	FA-22	FA-23	FA-20	FA-21	FA-22	
First Time	212	185	194	233	222	200	223	
Re-Admit	116	91	81	93	109	106	86	7% from prior year
Transfer	86	108	82	91	78	110	79	
Continuing	349	285	271	263	381	304	277	-5% from prior year
Total Core:	763	669	628	680	790	720	665	2% from prior year

Core Enrollment Projections by campus	Fall 23 Registered Currently	Fall 22 YTD
Saranac Lake	314	327
Malone	199	211
Ticonderoga	63	63
Distance Learning	104	64
Total	680	665

★ **Other Items of Interest**

- **Strategic Plan Update**

- **2024-2027**: the Strategic Planning Committee met a few times over the summer break to map out some recommendations to update 2020-2023 Strategic Plan. We expect to share those more widely this semester and have something for the Board towards the end of the term.

- *2020-2023*: The Joint BoT/Foundation Task Force has recommended several ideas to engage the public and potential donors. The first is the resumption of a Community Leaders Day coupled with a ribbon-cutting ceremony for the updated capital projects, which has been tentatively scheduled for Wednesday, September 27th, 2023. We are considering moving that out to accommodate some of the leaders' schedules and ensure that the capital upgrades are fully/mostly completed. The second is a regional meeting to discuss the state of higher education in the region, with a goal to better understand how the College and serve the region's needs.
- **Grants and Opportunities**
 - *Nursing and Science Labs Project*: as noted above, despite a good-faith effort by the construction crews, the renovation projects will not be entirely completed until later in the fall semester. Constrictions and delays in the supply chain coupled with two unanticipated events on the Saranac Lake campus have contributed to it. We do anticipate that the Ti Nursing Lab and the Malone Nursing Lab will be largely completed by the start of classes. The Malone Science Lab will be nearly ready, while the SL Science Labs and Nursing Building will require additional time.
 - *Congressionally Directed Spending*: Senator Gillibrand moved our application forward. It goes to the Senate Appropriations Committee, possibly in late summer and voted on, likely in late autumn. This could be impacted by budget negotiations that are expected to resume shortly in Washington.
 - *Perkins*: our 2023-2024 Perkins Grant application was approved by NYSED and now is being reviewed by the NYSED Grants Office. Some highlights of the application funding include proposals to update our quiet testing center in Saranac Lake, provide test anxiety training to nursing faculty and students, support the CTE Coordinator, support for professional and peer mentoring, and supports for nursing to complement the updates and new equipment purchases in the program.
- **Community Leaders Day**: as mentioned earlier, Chris Knight and Stacie Hurwitch are leading the planning for a Community Leaders Day to be held in SL and combined with a ribbon-cutting ceremony celebrating the updated nursing and science labs. The working date is Wednesday, September 27th, 2023 though that may push out into the new year.
- **Campus Advisory Boards**: the planning is underway for a larger "educational summit" We are planning to host a larger gathering in SL this fall, working with the Board of Trustees and the Foundation Board.
- **Information Technology (IT)**: IT has been very busy this summer, supporting the faculty in their learning and adoption of a new learning management systems (D2L/Brightspace) and now supporting students who will be also using the platform for the first time. In addition, they have been supporting the capital upgrades, ensuring that the science and nursing labs are properly equipped with instructional technologies and the cabling to support it.
- **Facilities**: The Facilities staff, in addition to their usual summer work, have been consulting with the contractors, as needed. Most recently, they have been working on the remediation of the Clermont flooding.
- **NCCCAP** – No updates.
- **CSEA** – No updates.

- **Middle States:** Sarah Maroun, who serves as our Accreditation Liaison Officer (ALO) with Middle States, hosted regional representatives of MSCHE at all three of our campuses, wrapping up the 2021 self-study.
- **SUNY:** We are expecting to submit our plan for how we will use the \$1,065M we received as part of the \$75M Transformational Initiatives, which was part of the Governor's budget. This one-time funding, of which the college received \$1,065,000, requires a plan using evidence-based practices that *“support innovation, help meet the workforce needs of the future, enhance student support services, improve academic programs, increase enrollment, and modernize campus operations”*.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President
North Country Community



Board of Trustees 2023-2024 Meeting Schedule

Friday, October 27th, 2023

Friday, November 17th, 2023

Friday, January 26th, 2024

Friday, February 23rd, 2024

Friday, April 26th, 2024

Thursday, May 30th, 2024

Thursday, June 27th, 2024

Friday, August 30th, 2024

***Unless otherwise noted: All meetings are scheduled to begin at 11:00am in HH105, RH107, or TI210 ***